

# Mission

MCIC is a civic society organization which believes in peace, harmony and prosperity of Macedonia and the Balkans, based on the universal principles of a civic society and participatory democracy, good governance, even social and economical development, interdependency and cultural diversity.

The goal of MCIC is to encourage and lead the changes in dealing with social challenges using innovations and establishing alternative models, and including them in the main flow.

For the implementation of its goals and tasks, MCIC mobilizes and organizes human resources, financial and material assets, both in the country and abroad.

## Goals and methods



### Long-term goals of MCIC are:

- > An even and sustainable economic development leading to a social cohesion and to a decrease of poverty through rural and regional development, employment, entrepreneurship, education and access to public services;
- > A diversified and deep-rooted civic society that promotes involvement of a number of interest groups that affect the main streams of social life;
- > A righteous and democratic society based on the principles of good governance, a decentralized system of management and a high degree of trust;
- > An accepted cultural diversity, interdependence and dialogue reflected in every segment of public life;
- > Established partnerships for the development and a strengthened social capital.



### MCIC implements its activities through:

- > Representation;
- > Development of capacities;
- > Networking and partnership;
- > Co-financing;
- > Information – public relations.

# Foreword

Dear all,

With this brochure we are presenting you the arguments for choosing MCIC as the partner in your professional development and the capacity building of your organization. With it we would like to introduce our training and consultation program that has been developed through the 13 years of experience in cooperation with eminent international consulting companies.

More than 4,600 participants in our trainings and their organizations already feel the benefits of the improved managing skills, the designed systems and procedures, the developed monitoring practices, the improved project and strategic planning, as well as of the acquired facilitation, presentation and other skills.

We are offering you a list of 24 fully developed training programs. In addition, our team of expert and experienced consultants is ready to prepare and carry out programs specifically designed for your needs.

The aim of the MCIC training programs is to develop the skills and competencies of all those who believe that after completing the formal education people should continue to educate themselves and advance in their careers by studying along the lines of the best internationally acknowledged methodologies and the most successful local practices.

Our trainings, besides being designed to develop the individual skills of the participants, are also effectively applied at the organizational level providing organizational development and changes.

**Suncica Sazdovska**  
**Head of the Department for**  
**Civic Society and Democracy**

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## MCIC TRAININGS

Since its establishment in 1993, MCIC is recognized as an organization that carries out trainings and provides consulting services. This instrument is used by MCIC not only for building the capacities of civic society organizations, but also for building the capacities of the local self-government units, state institutions, enterprises, schools and others that need it. The capacity building component is an important part of the MCIC program portfolio.

Within its capacity building activities, MCIC has already realized 266 trainings which included more than 4,600 participants. Some of the topics include the following: Project Cycle Management, Organizational Management, Institutional Development and Organizational Strengthening, Strategic Planning, Program/Project Management, Human Resources Management, Administrative and Archive Operation, Financial Management, Public Relations, Communication Skills, Facilitation and Presentation Skills, Training for Trainers, Gender and Development, Inter-Cultural Study, etc.

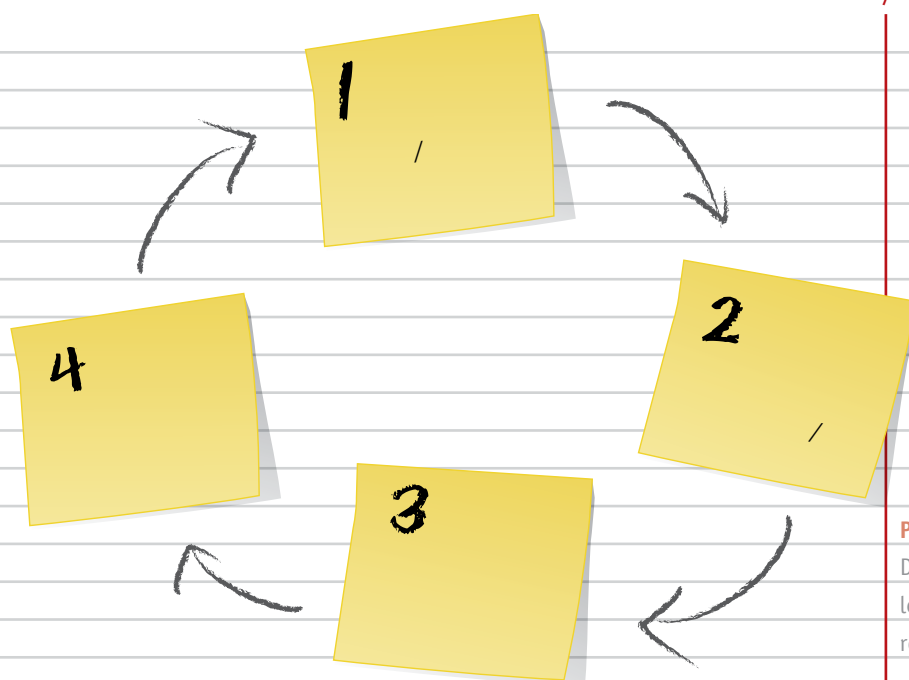
Within the capacity building activities, MCIC has also established cooperation with international consulting companies including the following: Management for Development Foundations – the Netherlands, International NGO Training and Research Centre – Intrac – Great Britain, COWI – Denmark, World Alliance for Citizen Participation – CIVICUS–USA, European Centre for Non-Profit Law – Hungary, etc. MCIC also cooperates with local consulting firms (Centre for Human Relations, and others), as well as other independent consultants and trainers

## APPROACH AND METHODOLOGY

MCIC trainings can be carried out as standard courses, tailor-made courses, facilitation or workshops. As regards the consulting services, MCIC is active in almost every stage of the project cycle: identification, formulation, implementation, monitoring and evaluation of the development activities.

In its trainings and consultations as regards adults, MCIC applies a scientifically proved approach called the learning cycle. This approach is based on participatory learning and is focused on the exchange of experiences and their practical application. The learning cycle as regards adults involves directing and participating, it is based on learning through experiencing and provides feedback. At the same time it ensures acknowledgment of the participant, provides a safe environment and is carried out in a pleasant working environment.

The suggested approach has been developed in cooperation with eminent international consulting companies and has been proved through the 13 years of MCIC experience in capacity building, providing trainings and consulting services.



**Picture 1.**  
Diagram of the  
learning cycle as  
regards adults

**This approach offers four levels on which learning occurs:**

- acquiring knowledge (the participants shall have knowledge of appropriate concepts)
- acquiring skills (the participants shall be able to do/realize the corresponding tasks)
- acquiring/changing attitudes (the participants shall support/believe in the corresponding approaches)
- acquiring/changing behaviour (the participants shall apply the acquired knowledge, skills and attitudes in their work)

**The methods and techniques** that are used in the trainings (presentation, brain-storming, group work, case study, games, discussions and dramatization) are **interactive** and **stimulate communication** and **sharing experiences** between the participants and trainers, as well as between the trainers themselves.

**Using abundance of visual and supplemental aids**, including an overhead projector, Power Point presentations and animations, is an important characteristic of the MCIC trainings.

**For each of the trainings**, the participants are given corresponding teaching materials as a support for the studying, as well as a support for the everyday implementation. These materials include theoretical concepts that are a part of the training, case studies and practical examples. The teaching materials are available in Macedonian and English language. Regarding the materials that are given to the participants, MCIC has the right to use.

In order to provide an effective and active training of participants, MCIC prefers training in smaller groups and limits the number of participants to a maximum of 20 participants in one group with two trainers (10 participants per trainer). The training is usually organized in a time-span of minimum 2 days and up to a maximum of 5 days, in 90 minutes sessions and lunch breaks and/or coffee breaks between the sessions. MCIC realizes the trainings in a pleasant working environment that allows working in plenary sessions and working in smaller groups.

MCIC regularly implements measures in order to ensure the high quality of its trainings which, in addition to the standardized training and methodology process, the standardized number of participants in a group, the time-span of the sessions, and corresponding training materials, also include providing relevant profiles of the trainers and regular training evaluation.

MCIC trainers and consultants are experts in their sphere of work and have practical experience in planning, implementing and evaluating development projects. This way, a close connection with the daily practise in the field is established. We believe that this method of work enriches our trainings, keeps our staff in the leading position of development ideas at all times, and ensures their knowledge as regards the best practises. MCIC staff consists of professionals with initiative. They create good working relations with the participants at the trainings and the clients out in the field.

The evaluation of the training is done by the participants at the end of each training through questionnaires designed for that purpose. Furthermore, brief feedback sessions are organized at the end of each day with the aim of improving and adjusting the content and the process of the training.



## **SERVICES**

MCIC is focused on the development; however, the development of management aspects remains one of the key points. MCIC products and services are aimed at the development of organizations, projects and programs, as well as individuals. When we offer our services, we consider these three points of view and their interconnection



## **AREAS OF EXPERTISE**

### **Managers and program officers**

Through the knowledge and skills that they will acquire at the trainings, they are trained for a better preparation, implementation or monitoring of projects and programs in organizations.

- |                                       |                        |
|---------------------------------------|------------------------|
| • Integrated project cycle management | • Program management   |
| • Indicators                          | • Financial management |
| • Monitoring and evaluation           | • Strategic planning   |

- |                       |                              |
|-----------------------|------------------------------|
| • Teams and team work | • Good governance/management |
| • Public Relations    | • Networking and partnership |
| • Presentation skills | • Inter-cultural study       |

#### **Desk officers**

- |  |                             |
|--|-----------------------------|
| • Office and administrative management | • Indicators                |
| • Integrated project cycle management  | • Monitoring and evaluation |
|  | • Inter-cultural study      |

#### **Trainers and facilitators**

With the trainings, they are qualified to facilitate studying or stimulate interaction between people who are actively engaged together in the development processes.

- |                         |                       |
|-------------------------|-----------------------|
| • Training for Trainers | • Negotiation         |
| • Facilitation skills   | • Conflict resolution |

#### **Consulting services**

MCIC is engaged in the implementation of long-term projects and short-term missions. The long-term projects usually involve organizational strengthening, capacity development and training. The short-term missions reflect the general expertise of MCIC: training, facilitation and consultation in formulation, monitoring and evaluation of the organization development, and interventions. MCIC carries out consultations for local and foreign organizations and foundations, local self-government units, state institutions, etc.

MCIC consulting services can cover all areas corresponding to the training offer and can be divided into eight topics: Project Cycle and Portfolio Management, Relations with the Players (Institutional Development), Organizational Strengthening, Systems and Procedures, Resources, Products/Results, Guidance/Management, and Concept Issues.

MCIC decides on the methods and instruments of consulting in close cooperation with the organization, i.e. the client. MCIC prepares a specific detailed plan of activities for consulting/tutoring for each client (organization) in accordance with the assessment of the requirements made. The plan is coordinated with the client (organization).

In-house consulting/tutoring can be carried out as: tailor-made trainings/workshops, facilitation of processes, or "one-on-one". They are focused on the organizational study followed by theoretical materials and practical experience (best/worst practices) from Macedonia and from abroad.

# GENERAL INFORMATION FOR THE TRAININGS ✓

## ➔ TRAINING AND ACCOMODATION CHARGES

MCIC carries out its trainings in the MCIC premises and in a hotel.

The trainings that MCIC offers are realized in the MCIC Centre in Skopje, and the accommodation is in easily reached hotels near MCIC. A group of trainings are delivered in hotels that provide exceptionally good conditions for carrying out the training throughout Macedonia. The remuneration for the trainings/courses covers the reimbursement for the trainers, course materials, food and refreshments and, where necessary, the accommodation costs.

Training charges can be:

- The registration fee – it includes the reimbursement for the trainer, printed materials for the training and the coffee breaks during the training
- Daily expenses for the training – it includes the accommodation (all meals included) for the duration of the training

## ➔ REGISTRATION AND PAYMENT

In order to register, you should fill out the training application (you can find it in this brochure or you can download it from our web page [www.mcms.org.mk](http://www.mcms.org.mk)) and send it back to MCIC at the following address: Nikola Parapunov bb, PO Box 55, 1060 Skopje, or you can fax it at the following number: 02/3065 298, or e-mail it on the following address: [obuka@mcms.org.mk](mailto:obuka@mcms.org.mk).

Together with the application, you should also send a letter in which your organization confirms that it will financially support your training (this does not apply to individuals covering their training expenses individually).

After receiving your application, MCIC will confirm your initial registration.

The invoice for the training charges will be sent, and the payment should be made before the training starts. Only after the confirmation of the payment is your participation guaranteed, and the accommodation reserved.

MCIC retains the right to withhold a certain amount for administrative and other expenses in case of cancelling the participation prior to the start of the training. The participation of one person can be replaced by another qualified person without additional costs. MCIC also retains the right to cancel the training if a small number of participants apply.

Financial support

Activists of civic society organizations registered in accordance with the Law on Citizen Associations and Foundations, as well as other forms of association (trade unions, religious communities, and other), can be financially supported by MCIC as regards the participation in the trainings. The MCIC support will be subsidized participation in the training. This type of support does not cover 100% of the expenses.



# COURSE GUIDE

MCIC trainings in this brochure are divided into eight main topics. They cover the following: Project Cycle and Portfolio Management; Relations with the Players (Institutional Development); Organizational Strengthening; Systems and Procedures; Resources; Products/Results; Guidance/Management; and Concept Trainings.

For an easier reference, each topic in this brochure is separated with a different colour and a short introduction as regards what it contains.

Listed below are the specific questions to make sure that you have chosen the right topic that suits your interests and needs. These questions make it possible for you to choose the right training in a short time.



Would you like to know more about the project cycle stages and acquire the right skills for ensuring an efficient and effective management of the project portfolio?	YES	Go to part 1 Project Cycle and Project Portfolio Management
NO		
Would you like to learn how to communicate with the public, improve your communication skills, learn about networking and partnerships, and acquire new skills in negotiating and conflict resolution?	YES	Go to part 2 Relations with the Players (Institutional Development)
NO		
Would you like to learn how to analyze and support the changes in organizations and institutions?	YES	Go to part 3 Organizational Strengthening
NO		
Would you like to know how to manage the finances or better yet the administration?	YES	Go to part 4 Systems and Procedures
NO		
Would you like to learn how to mobilize additional financial and other resources, make your organization viable, as well as manage the people in your organization?	YES	Go to part 5 Resources
NO		
Would you like to become a trainer, learn the skills of representing and lobbying, make better presentations or facilitate an event?	YES	Go to part 6 Products/Results
NO		
Would you like to learn more about the methods and techniques of managing that will help you reach your goals more successfully?	YES	Go to part 7 Guidance/Management
NO		
Would you like to learn more about the concept of gender equality?	YES	Go to part 8 Concept Trainings



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# Project Cycle and Project Portfolio Management ✓

A large number of development organizations entrust the monitoring of the interventions portfolio to the project associates. These interventions are different. Monitoring the project or the program portfolio requires appropriate skills which would enable the associates to deal with the different interventions and players. These complex requirements for technical and good communication skills ensure a more efficient and effective portfolio management. The methods of a project cycle management provide relevant answers to these requirements.



"I personally believe that this training will contribute to the improvement of my work in a way that I will implement the knowledge acquired in this seminar in every stage of the project cycle. Now I already have a lot of ideas that I know how to carry out, which might have been my disadvantage before this training. My opinion is that every NGO should have a trained and suitable team that will work on the projects professionally in order for the whole effort and engagement to have any results. That is why I feel that these trainings should be further intensified," Elena Stojanovska, Youth Education Forum.

"I feel ready, at least I believe I am, to prepare any kind of draft-project.

This training is of an immense benefit for me and my organization, as well as all its members, and they are about 800, from the Tikvesh Region. It is huge because until now no one in our organization had the experience in preparing projects, i.e. none of us could do it," Zoranco Leovski, member of the Association of Wine-Growers from Kavadarci.

## a/ Integrated Project Cycle Management

### Objective of the training

Project cycle management (PCM) is a training the goal of which is to provide good management of the project or program portfolio in the organization. PCM is an approach focused on three main issues: creating an understanding the processes, concepts and criteria for making decisions; creating the feeling of ownership with the parties involved; as well as improving the learning capacity of the organization.	<p>Project cycle management means managing and facilitating project or program portfolios adequately. Project or program portfolio management is complex because of the large number of interventions that are undertaken, as well as the large number of parties involved.</p> <p>PCM is a combination of an approach, usage of different instruments, and connecting the approach and the instruments within the administrative procedures and systems of the organization.</p> <p>The approach is focused on three main issues: creating and understanding the processes, concepts and criteria for making decisions; creating the feeling of ownership and dedication with the parties involved; as well as improving the learning capacity of the organization involved.</p> <p>The main instrument is the Log Frame. Not only the log frame provides a better formulation and evaluation of individual interventions, but it also provides effective monitoring and evaluation during implementation. The usage of this instrument can only increase the influence of every individual project, because they will be selected and connected to other interventions that our organization undertakes.</p> <p>Well adjusted procedures and clear distribution of responsibilities between all parties concerned is a contribution towards a smooth progression of the project in every stage. This instrument is also used in the largest state institutions and development agencies where individual interventions can have a maximum influence only if they are perceived integrated together with the others. The use of administrative procedures as well as the instruments will only increase the effectiveness in the communication between the parties concerned which, on the other hand, will lead to an increase of efficiency.</p>
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### Content of the training

- Project cycle management (PCM) – project cycle stages;
- Identification and problem solving methodology – analysis of the goals and problems;
- Choosing an intervention strategy and Log Frame (LF);
- Identification of exterior factors vital for the project
  - Preconditions and Assumptions;
- Defining the Indicators;
- Resource allocation and budgeting;
- Monitoring and evaluation;

### Who the training is for

This training is for project associates, counsellors and officials involved in development projects who have previous knowledge of the log frame approach and the process of planning, monitoring and evaluation.

## b/ Indicators (PCM)

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### Objective of the training

Indicators are management tools that have an important part in planning, monitoring and evaluation of projects. Indicators are widely used for managing projects. The right choice and formulation of indicators is important for planning the intervention itself, as well as for designing the monitoring system with the aim of informing the management as regards the intervention progress. The indicators for planning, monitoring and evaluation have slightly different goals which, on the other hand, can lead to a significant confusion if the terms used are not properly defined.

What are indicators? They are variables the goal of which is to measure the change in events or processes. The variables are factors that can change in quantity, quality or size, and which must be taken into account when the situation is considered as a whole.

### Content of the training

- Concepts and indicators in the every day life;
- Context analysis through indicators;
- Indicators for organizational analysis;
- Planning and SMART indicators;
- Indicators for monitoring and evaluation;
- SPICED indicators for measuring the influence.

Indicators can be a key instrument for managers when managing the development projects and programs.

This training offers an opportunity to understand the functions and limitations of the indicators, and to be prepared to develop and identify your indicators for the environment and for the organizational analysis in order for them to contribute to a better planning, monitoring and evaluation.

**Who the training is for**  
This training is for project associates, counsellors and officials involved in development projects who have previous knowledge of the log frame approach and the process of planning, monitoring and evaluation.

## c/ Monitoring and evaluation

### Objective of the training

A suitable monitoring and evaluation system is a fundamental tool for improving the effectiveness and efficiency of managing projects, program portfolios and organizations. The objective of the training is to increase the knowledge and practical skills of the participants in the area of monitoring and evaluation. The monitoring and evaluation are promoted in view of accountability, providing suitable reports on the results and on the influence. At the same time, the aspects of learning about monitoring and evaluation, and their transformation into effective organizational changes, are addressed.

Monitoring and evaluation are among the key stages in the process of project cycle

management. They provide an opportunity for solving the problem as it is encountered, facilitate the process of planning future activities, and make the results of the activities evident.

Monitoring is a regular collection and analysis of information regarding the progress

during the implementation of the project. Its functions are: documenting the process of implementation; facilitating the decision making by the management; undertaking corrective actions and learning from experience/foundation for the planning.

The evaluation can be defined as an objective assessment of an on-going or completed project or program, in terms of the influence and/or results of the value chosen for this assessment. The most common reasons to apply the evaluation are: it was planned; a decision needs to be checked (for example, continuing a project); there are problems; political issues require an answer (for example, the influence of a development program).

### Content of the training

#### Monitoring

- Project/program monitoring in every stage of the project cycle;
- Tasks and responsibilities in monitoring;
- Indicators for monitoring;
- Defining the need for information and flow of information;
- Techniques for collecting data and analysis;
- Organizational learning based on monitoring;

#### Evaluation

- Introduction to the project/program and organizational evaluation;
- Evaluation criteria;
- Key indicators for evaluation;
- Evaluation tools and instruments;
- Description of evaluation competencies;
- Lessons on organizational learning and development of policies.

**Who the training is for**  
This training is for project associates, counsellors and officials involved in development projects who have previous knowledge of the log frame approach and the process of planning, monitoring and evaluation.



## d/ Program management

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Successful managers require a wide perspective to deal with complex and numerous tasks and responsibilities: planning, financial and physical control, communication with different players, human resource management, and many others. This training for program management offers excellent collection of theories on management, concepts, instruments and skills. The training will enable you to reflect on the conditions outside your organization and their influence on the program, and to think about the future development of your program.

### Content of the training

- Planning aimed at the goals – log frame;
- Institutional/organizational analysis;
- Financial management;
- Personnel management;
- Administrative operation.

#### Who the training is for

The training is for managers, coordinators, heads of departments and team leaders of government and civic society organizations, and professionals who expect to have such a position soon. The participants should have previous experience in working with projects.

### Objective of the training

The objective of the training is to expand and improve the knowledge, skills and attitudes on the participatory management. It will enable the participants to deal with the tasks and responsibilities more effectively. The responsibilities of the managers are highlighted from three angles: the stages of the project life cycle, the institutional context in which the organization operates, and the manager's role and skills.

## e/ Action plans for the communities

<b>Objective of the training</b>	Action plans facilitate and ensure the realization of the tasks that an organization has.
The objectives of the training are to provide the participants with the knowledge, skills and information on how to start a local initiative, how to organize and establish their own civic society committee, and how to create and implement their own community action plan.	<p>Without an action plan, the work tends to be in disarray and uncoordinated. It is hard to know who was supposed to do what and when it was supposed to be done. Sometimes things do not get done and nobody notices it until it is too late. The action plan acts as the hands that lead to an effective and efficient realization. It will answer the questions: What needs to be done? How will it be done? Who will do it? When does it have to be done? What resources are needed for it to be done?</p> <p>This training will enable you to improve the understanding of the importance of action planning for successful projects, to find out how a Civic Society Committee is established, how the community problems and other issues are identified, to apply the methods and tools on a Community Action Plan, and to find out how to implement the plan and the subsequent activities.</p>
	<p><b>Content of the training</b></p> <ul style="list-style-type: none"> <li>• Planning, the significance and importance of planning;</li> <li>• Basic principles of planning;</li> <li>• Different types of plans;</li> <li>• Cooperation with the local communities (Public–Private Partnership);</li> <li>• Civic society committees and their establishment;</li> <li>• Community vision;</li> <li>• Community inclusion and participation;</li> <li>• Problem identification;</li> <li>• Problem tree;</li> <li>• Problem analysis;</li> <li>• Defining priorities;</li> <li>• Selection of activities;</li> <li>• Preparation of an action plan;</li> <li>• Implementation of a community action plan;</li> <li>• Subsequent activities and evaluation.</li> </ul>

### Who the training is for

The training is for representatives of local self-government units, activists of civic society organizations and other people interested in the community development.





# Relations with the Players (Institutional Development)

Relations with the players have one of the key roles in the development of organizations and the institutional development. The Institutional Development stresses the surrounding (players and factors) in which the development intervention is carried out. The sustainability of the development activities and the integration of (development) organizations into their surrounding are the key issues of the Institutional Development. As such, the Institutional Development is interested in the position that the organization holds in its surrounding and defines the goals and activities on which it will focus.



„We have achieved what, in my opinion, we all came for – we realized that the strategic and organized way of exchanging information with the public will significantly increase the rating that our organization has, while the spontaneity and being unfamiliar with the public relations can cost us a lot,” Verica Grdanoska from the Youth Association “Perpetuum” from Skopje.

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# a/ Public relations

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## Objective of the training

Nowadays, public relations are really flourishing. One is right to believe that their time is coming. But in order to expect any benefit from them, we must be familiar with the public relations skills. What are public relations? Why do we need them? What are we going to achieve with them?

Public relations enable you to project the image or the personality of your organization with the "public" – client, supporters, sponsors, donors, the local community, consumers and others. So it is about communicating your message to the public, but it is a two-way process. You must communicate with the public, but you should also provide the public with ways of communicating with you easily. Genuine public relations involve a dialogue – you should listen to others, see things from their perspective.

Public relations can be useful for any organization, not because of the sensational promotion of its achievements, but in order to become more critical of its own work. Seeing the organization in the way others see it can make you better, and you can be sure that you are giving your clients the best service possible.

The objective of this training is to improve the public relations skills. The communication with your target groups and the general public is vital for building the image of your organization. Mastering the skills for making a good presentation, for communicating with the media and building your strategy for public relations, you will be more prepared for the challenges coming with the times.

## Content of the training

- Significance of the public relations and the relations with the media;
- Building the strategy for public relations;
- Preparation and presentation skills;
- Radio and TV interviews;
- Information and promotion materials;
- Press releases and press conferences.

### Who the training is for

This training is for managements and for activists of civic society organizations, for local self-government officials, for other public servants, and for representatives of the business sector. Everyone who in the course of his/her work has any contact with the public (media, target groups or the general public) needs public relations skills.

The objective of this training is to provide the participants with theoretical knowledge, skills and tools for improving the cooperation between organizations and to strengthen the organizational capacity in building effective coalitions, partnerships and networks in any given sector, cross-sector or cross-border. The objective of this training is to increase the awareness about the importance of networking and building partnerships. The training will focus on the development of organizational capacities at all levels of an organization and on building coalitions for introducing changes through networking of different players as regards their mutual interests.

The training will provide you with the understanding of the importance of building partnerships, coalitions and networks for a successful work and support, to learn about the basis of networking, its advantages and shortcomings, network types and structures, to learn how to handle the connections (relations) and how to capitalize them.

## Basis for coalitions and networks

- ## Steps in building coalitions and networks

- ## Overview of networking at national level

- Network effectiveness;
- Best practices.

It is intended for the management of organizations that have, or are planning to build, partnership relations with other organizations and groups, and for organizations that are, or will be, part of networks through which they carry out some of their activities.

# c/ Communication skills

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## Objective of the training

The objective of the training is to strengthen the interpersonal communication skills in view of the techniques of active listening, giving feedback, asking questions and answering, non-verbal communication, etc.

At the same time, the training will provide the participants with the opportunity to become familiar with the rules that determine the course of communication between people and will enable them to identify, eliminate or decrease the causes that lead to obstacles in communicating.

„You cannot do without communicating!“ this is the first rule that determines the course the communication takes. Communication is a process of sending messages and receiving replies from the recipient about how he/she received the message.

By participating in this training, you will learn the importance of efficient and effective communication when conducting meetings, getting the best out of the meetings prioritizing the results and objectives that should be achieved. Towards the end of the training, the participants will be able to: distinguish between good and bad communication; identify factors that can present as an obstacle in the communication; use techniques for eliminating or decreasing the causes that lead to obstacles in communicating; interpret and apply the messages conveyed through body language; apply active listening and asking questions; understand and apply the concept of positive/negative feedback; establish their own personal style and recognize other personal styles; be familiar with elements of good communication in the working environment; acquire skills for planning and conducting effective meetings/events.

## Content of the training

- Introduction to communication;
- Types of communication;
- Two-way communication;
- Non-verbal communication;
- Communication and personal styles;
- Styles of communication;
- Active listening/feedback when communicating;
- Obstacles in communicating;
- Empathy;
- Communication in the function of building relations in the working environment;
- Basic terms for facilitation/basic terms for facilitators;
- Basic skills for facilitation;
- Types of decisions;
- Effective meetings/events;
- Assertive techniques;
- Discussion techniques.

**Who the training is for**  
The training is for managements and for activists of civic society organizations, for local self-government officials, for other public servants, and for representatives of the business sector.

## d/ Inter-cultural study

<b>Objective of the training</b>	The main issue of today's society is how to deal with differences? How are we supposed to
Strengthening the awareness for the need to promote the values of multiculturalism, cohabitation and accepting the differences.	identify and evaluate cultural differences and promote authentic cultural integration and integrated development at the same time?
	Inter-cultural principles are focused on being open to others, active respect for differences, mutual understanding, active tolerance, non-disputing the existing cultures, providing equal opportunities and the fight against discrimination.
	Getting familiar with each other's cultures is a process. This process requires knowing yourself and your origins before you can learn about others. This is a challenging process that includes deeply rooted ideas about what is good and what is bad for the structure of the world and your life. In the process of learning about each other's cultures, feeling the need to stick to those things that are "taken for granted" is questioned. Getting familiar with each other's cultures is a challenge for one's own identity – but it can become a way of life and at the same time a way of enriching one's own identity. Getting familiar with each other's cultures is an individual process, and it is basically connected with the issue of how to learn to live together and how to learn to live in a diversified world. If understood this way, getting familiar with each other's cultures is a starting point for a peaceful life together.

### Content of the training

- Culture and inter-cultural study concepts;
- Identity;
- Stereotypes and prejudices;
- Inter-cultural study in practice (minorities, cultural minorities, cultural diversities, inclusion versus discrimination, exclusion, lack of tolerance, social cohesion);
- Human rights.

### Who the training is for

Activists of civic society organizations, members of councils, media and every interested player (men and women), especially those that work in mixed ethnic societies.



# e/ Conflict resolution

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## Objective of the training

Developing awareness for interpersonal conflicts as an integral part of relations between people and the need for their resolution. Acquiring knowledge and skills for their managing and successful negotiation.

Conflicts are an inevitable part of our every day life. They are an integral part of relations between people, and even between those that mean a world to each other. People tend to see conflicts only as something very bad, negative, something that should be avoided. But what the outcome of a conflict will be and whether it will necessarily make relations between people worse, depends on how we approach its resolution. MCIC conflict resolution training offers an opportunity to improve your skills and abilities in this area, to become sensitive as regards cultural differences and capable to overcome them in communication and conflict resolution, to become sensitive as regards the possible communication barriers (obstacles), able to reformulate conflicts and negotiate, to become familiar with the concept of mediation and able to implement the mediation techniques.

## Content of the training

- The concept of conflicts;
- Strategies for their resolution;
- Competitive and collaborative negotiation;
- Styles in conflict resolution;
- Communication in conflicts;
- Empathy;
- Negotiation;
- Elements of negotiation;
- Styles in negotiation.

## Who the training is for

Representatives of organizations from the public and civic society sector, as well as employees in the business sector, counsellors, managers, officers, and anyone who is interested in the matter.

## f/ Negotiation

<b>Objective of the training</b>	Negotiation is one of the methods of conflict resolution. By negotiating, the parties involved in the conflict are trying to resolve it themselves through appropriate communication. They have the full responsibility for the process as well as the control over the process and its outcome.
We are all faced with negotiation very often.	
We negotiate with business partners, clients, suppliers, colleagues.	The training will help you develop an understanding that interpersonal conflicts are inseparable from human interaction and that they cannot be avoided but should rather be dealt with. A proper conflict management will help you improve the relations with others rather than, as it is wrongly believed, ruin them. Through the training, you will be able to learn the elements of a negotiation process and the model for reformulating the conflicts from seemingly insolvable to solvable conflicts, to learn the stages of a negotiation process, to acquire the basic skills for reformulating interpersonal conflicts, to acquire basic communication skills (active listening) as regards negotiating, to learn the elementary tactics used in negotiation, as well as how to use appropriate behaviour.
The outcome of the negotiation depends fully on understanding the process of negotiation and on the communication skills.	
The objective of this training is for the participants to develop negotiation skills, to encourage the participants to improve their own approach and to achieve maximum results when negotiating.	
	<b>Content of the training</b> <ul style="list-style-type: none"> <li>• What is negotiation? Elements of negotiation;</li> <li>• Parties in negotiation;</li> <li>• What the fundamental principles and stages in negotiation are;</li> <li>• Preparing and planning a negotiation strategy;</li> <li>• Practical application of negotiation procedures;</li> <li>• Styles in negotiation;</li> <li>• How to achieve the win-win scenario;</li> <li>• Creative thinking under pressure;</li> <li>• Negotiation skills when selling and purchasing.</li> </ul>

### Who the training is for

The training is for representatives of organizations from the public and civic society sector, as well as employees in the business sector, counsellors, managers, officers, and anyone who is interested in the matter.





# Organizational Strengthening

In order to understand our organization, first we should understand the context in which we are working. When trying to achieve the objectives of the development work, performances of individual organizations play a key role. The performances refer to both the internal organization and the ability for cooperating and net-working with other organizations. The organizational management, therefore, includes both the internal aspects of an organization and the social, economic and cultural changes in which it operates. They have a great influence on the possibility for an organization to improve its performances.



“As a participant in the training for strategic planning I perceived the weaknesses and the strong points of my organization, as well as its place in the outside environment which is a fundamental precondition for undertaking further steps and creating development interventions with the aim of strengthening my parent organization and its successful development. I recommend that you become a part of such a training because you will be able to use the acquired knowledge and skills in your every day work and in preparing strategic plans for your organization which is a condition for its successful functioning, carrying out its activities and building its image,” Svetlana Milenkova, Women’s Centre of the Republic of Macedonia.

## a/ Strategic planning

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### Objective of the training

Strategic planning is essential in the process of decision making as regards where the organization sees itself in the future and how it will get there. That is why strategic planning starts with the question why. Strategic planning is a serious analysis of external factors that have an influence over the success and failure of an organization and its activities, and its objective is solving the problems of an organization and strengthening its internal teams. It contributes to the development of the capacity of an organization and its efficiency in achieving the set goals and tasks. Strategic planning enables an organization to survive when financial operation is made difficult. A strategic plan can never be static and fixed, but rather a continuing and maximum flexible process.

The training for strategic planning is designed to help organizations think strategically in order to develop their strategic plan. The training is based on the wide concept of Institutional Development and Organizational Strengthening (ID/OS), a systematic approach to establishing strategic and key measures that overlap with the goals, and planning at appropriate resource levels.

### Content of the training

- Introduction to planning and strategic planning, key concepts of strategic planning;
- Understanding the organization, Integrated Organizational Model (IOM), organizational analysis and methods;
- Institutional Development and organizational changes, ID/OS concepts and framework;
- Vision/Mission of the organization;
- Environment analysis: Institutional position of the organization, Institutiongram, environment scanning;
- Organizational strengthening;
- Organizational structure and organization that is learning;
- SWOT analysis;
- Strategic orientation – SOR matrix;
- Strategic goals, formulating strategies, content and format of a strategic plan;
- Strategic plans and financial planning;
- Strategic plans and operational planning/annual plans;
- Strategic plans and monitoring and evaluating.

### Who the training is for

The training is for the management, strategic planning managers and other officers, counsellors or associates who see themselves as players in preparing and adopting strategic plans in future.

## 6/ Good governance/management

<b>Objective of the training</b>	Management is a concept that mainly applies to the way the power of decision-making is attained, transferred and practiced within a society or an organization.
To acquire knowledge for understanding and establishing the rules and principles of management in organizations based on democracy, transparency and accountability, to clarify and strengthen the role of management bodies in organizations, as well as the relations between the MB and the staff, to develop the recruiting and orientation processes for the new members of the MB.	<p>According to the Western political theoreticians, "good management" is sharing the decision-making authority so the power and resources are not accumulated at the hands of an individual or a group.</p> <p>In the public sector, good management is based on a system of checks and balances between different government branches (legislative, executive, judicial). It is considered that it also includes a process of regular consultations between government bodies and the general public, so that the government answers to the citizens for their trust and guarantees that they serve their interests.</p> <p>In civic society organizations, good management functions mainly the same way. An organization practices good management when it has an internal system of checks and balances which guarantees that it serves the general public interest. Good management in civic society organizations is based on differentiating the organizational structures (the managing body and the governance) and distributing the power of decision making between them.</p> <p>This arrangement helps limit and regulate the control each person or group has, guarantees that the resources of the organization will be well managed, and protects the NGO orientation towards serving the public.</p>
	<b>Content of the training</b> <ul style="list-style-type: none"> <li>• Principles for good governance;</li> <li>• Accountability and legitimacy;</li> <li>• Organizational structure;</li> <li>• Separateness of the executive and the non-executive functions;</li> <li>• Roles of management boards;</li> <li>• Conflict of interests;</li> <li>• Code of ethics.</li> </ul>

### Who the training is for

The training is for representatives of management and executive bodies of organizations in each of the sectors.

## B/ Team and team work

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### Objective of the training

Every organization faces specific challenges for which teams are the most practical and the most powerful means at the disposal of the manager. The critical task for senior managers is to look after the general performance and the types of teams that could carry out the job. It means that the management has to discover the unique potential of the team that could give results, to distribute strategically those teams that are considered the best instrument for the work, and to maintain the elementary discipline of the team that can make it effective. That way the management creates an environment that encourages individual engagement, as well as the operation of the organization in general.

Teams and good performance go hand in hand; one does not exist without the other.

We believe that teams will become elementary working units in organizations that have a high degree of performance. Teams will strengthen the existing structures without replacing them. Innovation requires maintaining the work quality through structural actions and eliminating the bias in the work through team work.

### Content of the training

- Teams versus working groups, differences and similarities;
- Stages in establishing a team;
- Roles within the team (individual questionnaire about the role within the team);
- Factors that influence the effective team work;
- Culture within the team;
- Understanding the functioning of teams and building cohesion within the team;
- Inter- and intra-group communication;
- Inter-group/intra-group conflicts and their resolution;
- Factors of team motivation;
- The role of the leader in building the team;
- Leadership styles and organizational culture.

**Who the training is for**  
Management and employees in the public sector, state institutions, local self-government, the business sector, as well as management and activists in civic society organizations.

The building of teams and team leadership or leadership skills explores the ways of improving the elementary processes and tools in order to achieve dedication within the group, to increase confidence and cooperation, to strengthen the people and create synergy in executing tasks. The objective of the training is to promote and widen the knowledge and skills as regards ways of building successful teams and the role of the team leader as one of the key issues in building cohesive policy on which the efficiency and effectiveness of the company/ group depends.





# Systems and Procedures ✓

A system is a set of agreements the objective of which is regulating activities and staff management with one or more linked organizational processes. As such, the systems are agreements on internal processes, and give guidelines on them.

The systems can, on the basis of clear agreements, be described in one procedure. A system does not have to be formally described. Informal agreements can also create a system that is sometimes more important than the formal systems. With good systems, the issue of what should be done, when it should be done and who should do it is clear. With good systems, the efficiency of processes increases, and the problems in communication and coordination diminish. A number of good systems are considered as immaterial property, and they are of equal importance as the material property is.



"This seminar is of great importance because in my organization we had a deficit as regards document filing, and so I decided that I should participate in it. It is here that I learnt what internal documents are and which documents are external, that is to say how the acts should be received, arranged, registered, as well as the procedure that follows, as returning them to the clerk's office, filing and sending them. We learnt about filing symbols for arranging the acts. When I get back to my association I will know how to handle and keep all documents in accordance with the law and as it should be done," Ilmi Kurtisi, HDZR "Mesecina", its branch in Debar.

## a/ Financial management

<b>Objective of the training</b>	Financial management is not only account keeping. It is an important part of managing a program and it covers planning, organizing, controlling and monitoring the financial resources of an organization. At the moment when changes happen fast, one of the basic conditions for survival of organizations is for them to develop an understanding and confidence as regards using the tools for financial management.
This training provides the participants with an overview of the financial processes within an organization, and it will provide the non-financial managers and the other employees with the opportunity to learn more about financial enigmas and how to cope with them.	This training provides the participants with knowledge, practical skills and self-confidence in interpreting and using the financial information with the aim of having a more constructive input in their own organization/company.
The training is designed to involve the participants by using a case study which is being revised and developed throughout the training in order to develop the understanding of the key financial data.	<b>Content of the training</b> <ul style="list-style-type: none"> <li>• Key components of financial management;</li> <li>• Analysis of the environment, goals, strategies, and the role of a manager;</li> <li>• Key financial reports, their interconnection, and data application;</li> <li>• The difference between the cash flow, the profit and the net profit;</li> <li>• Managing expenses;</li> <li>• Managing the liquidity and the process of conducting tenders;</li> <li>• Managing budgets and the cash flow;</li> <li>• Financial implications of the plans and the decision making;</li> <li>• Audit and the efficient use of auditing;</li> <li>• Identification of weaknesses in the financial systems;</li> <li>• Accounting policies;</li> <li>• Basic principles, terminology and developing financial control.</li> </ul>

### Who the training is for

The training is for managers and counsellors involved in the financial planning and managing development organizations, as well as for associates involved in assessing the finances for the organization or for the projects. The training is for those participants that do not have a specific financial education.



## 6/ Office and administrative management

### Objective of the training

Besides being a legal obligation, the archive operations (and the administrative operation in general) are activities that have a big influence on the successful realization of the primary activity and the objectives of every legal entity.	The administrative operation is of vital importance
Starting from the special significance of document protection created during organization operation, the way this protection needs to be organized imposes as a significant moment.	for an effective implementation of projects and
Unfortunately, insufficient information and qualification as regards the way office and archive operation should be conducted often lead to undesirable effects later. The neglect of the protection and maintenance of the entire documentation created during organization operation often leads to a situation where unnecessary additional financial and physical efforts are used and time is spent to fulfil and carry out organizational objectives and needs, as well as the needs of employees.	activities of enterprises.
The office and archive operation are closely interlinked and create a compact entirety, and carrying out the primary activities and the realization of goals of any organization largely depends on the way they are realized.	Administering the documentation is important for the preservation of the institutional memory of an organization.
Office operation provides harmonization and coordination of the operation of different internal organizational units (technical and professional services, secretariats, bureaus, departments, cabinets, sections, etc.) on the one hand, and facilitates the external connection with other natural and legal entities on the other.	The objective of the training is to provide the participants with the theoretical knowledge and practical skills in administering business documents.

### Content of the training

- Drafting acts;
- Assessing the acts;
- Plan of archive symbols;
- Receiving and sending acts;
- Recording the acts in the registry;
- Archiving;
- List of archive items of continuous value;
- Tax and legal regulations.

**Who the training is for**  
Administrative officers and office managers.



# Resources



The intention of every organization is to carry out the planned activities, to fulfil its mission and achieve the set goals. It requires providing/mobilizing the planned resources. They can be accessed through funds made available via donations, but they can, of course, be provided in another form. It is clear that some local supporters do not offer donations in cash as easily, but they are, on the other hand, happy to contribute by offering goods, services, expertise, voluntary work, etc. Therefore, when we talk about resources we do not talk only about money, but also about human resources, material goods or services.

The potential participants are offered two trainings regarding this subject, training for mobilization of resources and human resources.



"I do not have experience in this area. The training was welcome. Now I know how to approach the donors, how to prepare an application. There was a good working environment in the group. I hope that what I learnt at the training will help me in approaching them," Slavica Trajanovska, representative of the office for local development within the municipality of Rankovce.

## a/ Mobilization of resources/Financial sustainability

Objective of the training	
The objective of this training is for the participants to develop the skills and knowledge necessary for designing and implementing an effective and efficient strategy for the mobilization of funds.	To be financially sustainable means to think about every aspect of one's own organization and identify the best capacities or abilities of the organization. Organizational sustainability means ability of the organization to continue operating. Financial sustainability means ability of the organization to generate enough resources for operation in order to realize its vision. The organizational sustainability is rather dependant on the clear strategic direction, on the ability of the organization to scan the environment and identify opportunities for work, on the ability to attract, manage and keep the competent staff, on the suitable administrative and financial infrastructure, on the ability to demonstrate its effectiveness and influence which is aimed at increasing the resources, and on the ability to gain support from the community and involve it in its work.
The participants will learn practical skills that they need for raising funds and they will go through the whole process from preparation through to hints and tips on preparing an application for raising funds.	For a financial sustainability, the organization should have more than one source of income, more than one way of generating income, regular strategic, action and financial plans, a suitable financial system, good public image, clear values and financial autonomy.
Content of the training	
	<ul style="list-style-type: none"> <li>• Strategies for raising funds;</li> <li>• Raising funds from donators;</li> <li>• Identification of potential donators and motivating them;</li> <li>• Developing the profile/Institutional development of the organization and case statement;</li> <li>• Preparation of a draft-project for the donator, presenting the organization/the draft-project to a new donator;</li> <li>• How to make the project be accepted;</li> <li>• Realization of the project/program and submitting a report to the donator;</li> <li>• How to communicate with the donator afterwards;</li> <li>• Raising funds from the community;</li> <li>• Raising funds from individuals;</li> <li>• Raising funds from the business sector;</li> <li>• Mechanisms and techniques for raising funds (direct mail, events, economic activities, etc.).</li> </ul>

**Who the training is for**  
All levels responsible for identifying the resources necessary for carrying out the operations, including financial, material and human resources.

## 6/ Human resources management

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### Objective of the training

Planning the staff is a set of activities that should guarantee that the right people are in the right place at the right time in order to carry out the planned activities and projects.

If the upcoming activities of the staff members are assessed and planned, it should provide an overview of prospective vacancies as regards the quantity, quality or allocation.

By good planning of the personnel, the difference between the need for personnel and the actual employees available can be kept at a minimum.

In stable conditions, it is enough to have planning with adjustments to the current situation, maintenance of current conditions and dealing with changes that are happening at the moment.

Planning the personnel mostly depends on the structure of the organization. How are the tasks of certain employees allocated? Which functions are grouped (for example in departments)? Are the departments established with regards to same types of functions, a group of people with same interests, same type of education, etc.?

The manager for personnel affairs can come across a lot of resistance if the organization does not have a tradition for planning. One can also come across attitudes that planning limits personal freedom, or that planning is impossible because it is impossible to foresee the changes in the environment. If the managers are presented with the possible problems that can occur unless there is a plan, it can be rather motivating.

The training for managing human resources will provide you with the knowledge of the system, the process and the tools for managing human resources. The objective of the training is to strengthen the interpersonal skills for effective management of human resources and provide tools for developing human resources within organizations.

### Content of the training

- System for human resources management;
- Recruiting personnel;
- Development of the personnel;
- Monitoring the performances of the personnel;
- System of rewarding and motivating the personnel.

**Who the training is for**  
The training is for managers who want to improve their skills for managing human resources, as well as for those members of organizations assigned to conduct the processes and procedures for managing human resources.





# Products/ Results

Development is often the result of different players that work together in the same spirit and with explicit and shared interests. All involved people and organizations have their own specific expertise, but they lack the right position or communication skills in order to understand each other fully. The process of facilitation enables the people to analyze, discuss, negotiate, learn and agree on different issues, and often enough on key relations and factors in the development chain. At our trainings you will experience in practice how the skills regarding this issue can help you manage and lead people through this process.



“What are the skills for good facilitation? At the start of the training I thought that they will give us a list of skills and that will be it. Up until now, I have conducted group meetings. I have never found myself in difficult situations, but I did not know what skills to use in order to manage the situation better. I knew all the things that I learnt at the training, but I did not know their order. I believe that now I will be more efficient in conducting meetings. I liked the simulation exercise because I received feedback from both the group and outside the group about how I conducted the meeting. In general, I think that the training is short and that it should have more practical exercises, especially on the part of decision making,” said Lidija Krstevska-Dojcinovska, “Open the Windows”.

## a/ Training for trainers

<b>Objective of the training</b>	Training courses can contribute a great deal for the development and progress of organization
Acquiring knowledge, skills and	operation. Key moments are adjusting and transferring the technology, and its assimilation and implementation by employees.
tools that would satisfy the need for developing and implementing effective participatory methods of training/lecturing.	In today's context, having a passive attitude towards training is a disadvantage. Take for example the organizations that have a dynamic and active attitude towards employee training. They engage experts for planning and organizing trainings. In some cases it is enough that they have an understanding for the need for an appropriate and specialized personnel without which no development process can succeed.
The professional knowledge as regards the methods of a participatory training, the presentation and facilitation techniques and the expertise in drafting training programs will provide the participants with sound basis so they could start working as trainers and/or improving the performance of those that already had some experience in delivering trainings.	The main goal of those organizations that carry out training programs for employees is to use the existing human resources. At the same time the organization ensures that a sufficient number of qualified people are employed both in the long-term and the short-term period. This actually means that the training will be most effective when it is fully integrated in the operation strategy of the organization itself. The training will have no significance if it is seen as an independent activity that has nothing to do with the present and future tasks of those employees selected to participate in the training.
	Having in mind the attitude towards the development and improvement of the operation established in the general policy, the employee training should be an integral part of the general strategy for personnel management and management of resources used for realization of the goals of the organization.
	<b>Content of the training</b>
	<ul style="list-style-type: none"> <li>• Adults learning cycle;</li> <li>• Delivering group trainings;</li> <li>• Methods and techniques of carrying out an interactive training: brainstorming, working in small groups, role-playing, case studies, key words method, demonstration, discussion, aquarium, etc.;</li> <li>• Use of visual aids;</li> <li>• Presentation skills;</li> <li>• Skills for getting acquainted, using examples, directing the discussion, constructive feedback and summarizing;</li> <li>• Designing a training session;</li> <li>• Micro learning (the participants themselves prepare a session that will be taped on a video camera)</li> </ul>

### Who the training is for

Activists of civic society organizations and any interested player (man and woman), whose scope of work is connected to presenting, facilitating workshops and delivering trainings.



## b/ Representing and lobbying

	<b>Objective of the training</b>
<p>This training starts from the position that the terms representing and lobbying are used in regards with a wide range of activities. There are a number of definitions for representing and lobbying, but not a “right” one. It is recommended that a decision be made on the definition to be used that is relevant for the local context in which people work and that is effective as regards their goals. There are also different approaches of representing and lobbying as regards achieving specific goals.</p> <p>With this training you will understand the concepts of representing and lobbying, and master the elementary tools for representing and lobbying campaigns. Moreover, you will recognize the importance of applying a strategic approach in identifying issues, researching and preparing activities, establishing partnerships and alliances, and ensuring an appropriate capacity in organizations in order to achieve results and use influence. In the end, you will have prepared realistic action plans (ones that can be monitored) for the implementation phase, including the continuation and the evaluation list.</p>	<p>The objective of the training is to provide the theory, skills and practical guidance on identification, planning and implementing projects for representing and lobbying within Macedonian context. Projects from the actual life within or outside Macedonia will be included as an inspiration.</p> <p>At the end of this training, the participants will understand the concepts of representing and lobbying, the elementary tools and techniques for representing and conducting lobbying campaigns.</p>
<p><b>Content of the training</b></p> <ul style="list-style-type: none"> <li>• Defining the term, goals and types of representing;</li> <li>• Influence and power of persuasion;</li> <li>• Key factors for succeeding in representing and lobbying;</li> <li>• Identification of issues for representing and lobbying: representing and lobbying in Macedonia (success stories, obstacles, reasons for succeeding/failing);</li> <li>• Strategies for representing and lobbying;</li> <li>• Techniques for representing and lobbying – how to approach the decision makers;</li> <li>• Legitimacy and accountability in representing and lobbying;</li> <li>• Legal framework in representing and lobbying;</li> <li>• Creating policies;</li> <li>• Agreement methods;</li> <li>• Researching, documenting and monitoring;</li> <li>• Communicating the messages for representing and lobbying;</li> <li>• Decentralization in Macedonia and the possibilities offered by the civic society – issues connected with representing and lobbying within local areas (participating in the local democracy, monitoring the local government, influencing the politics, establishing cooperation/partnerships);</li> <li>• Goals, partnerships and alliances;</li> <li>• Resources and capacities for representing and lobbying.</li> </ul>	

**Who the training is for**  
 This training is for those associates, counsellors, managers or future representatives and lobbyists that want to commit themselves to those activities that can influence the creation of politics.

## c/ Facilitation skills

Objective of the training	
The objective of this training is	A meeting in which participants take part is the model that everybody desires. Participation creates expectations that the participants will respect the results from the meeting and will make sure that the work agreed on is carried out.
acquiring practical knowledge and skills for facilitation, time management, conducting effective meetings and directing discussions towards finding mutual solutions, conclusions and agreements for an easier realization of plans. In the every day life and work, people constantly find themselves attending different meetings that finish with endless discussions.	In the participatory groups, every member is encouraged to talk and speak his/her mind. This strengthens the group in several ways. Members become bolder when touching problematic issues. They learn how to share their "initial" ideas. They also become much more dedicated to discovering and accepting the difference in opinions and origins vital for their group.
The facilitation skills respect, promote and direct the wisdom and knowledge that lay "asleep" in most groups. These skills are essential when working in a team, a group and in an organization.	In order to reach a viable agreement, members should understand and accept that the requirements and goals of others are legitimate. This elementary feeling of acceptance is what enables people to develop innovative ideas that include the views of each of them. The inclusion solutions are wise solutions. Their wisdom comes from integrating the requirements and views of all of them.
	In participatory groups, members feel a strong responsibility to create and develop a sustainable agreement. They understand that they must want to and must be able to implement the suggestions they accept, and therefore try to give and take as much information as they can before coming to a final decision. This is highly contradictory to the conventional assumption that everybody will be held responsible for the consequences of the decisions made by several key people.
Content of the training	
	<ul style="list-style-type: none"> <li>• Introduction to facilitation;</li> <li>• Basic elements of the facilitation process;</li> <li>• The role of the facilitator;</li> <li>• Facilitation skills (paraphrasing, summarising, encouraging, gathering ideas and opinions, establishing order and balance, making space);</li> <li>• Meetings: content, procedures and processes (group dynamics);</li> <li>• Effective conducting of meetings.</li> </ul>

**Who the training is for**  
 This training will assist everybody who finds himself/herself in a situation to conduct meetings and everybody who is in a situation to facilitate the process of finding mutual solutions and coming to an agreement for an easier realization of plans.

## d/ Presentation skills

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### Objective of the training

Your presentation skills can be vital for the development of your career, and thus for the development of your organization also. Therefore, it is important for them to be constantly improved and advanced. Not everyone can boast with a structural presentation well illustrated with examples which not only made an impression on the audience, but it was also so powerful that they remembered at least three things. It means that the presenter did not overlook the important things connected with the audience, the goal and the size of the presentation, as well as the use of visual aids.

The objective of this training is for the participants to acquire theoretical knowledge, skills and tools for carrying out a successful presentation.

### Content of the training

- Preparing a presentation (structure and elements of a successful presentation);
- Elements for successfully overcoming the fear and stage fright of a public appearance;
- Realizing relations with the audience;
- Non-verbal communication (attitude, gesticulation, facial expression, etc.);
- Using the space;
- Visual aids (selection and use);
- Using questions and answers;
- Practical part, preparing a presentation on a given subject (each participant will get a video recording of his/her appearance).

#### Who the training is for

Trainers, marketing agents, activists, employees, everyone who has to make a presentation whether the topic is they themselves (for example job interviews) or an activity of their organization, a new product or service their company offers.

The basis of the novelty in carrying out a successful presentation is founded on the participatory approach and the interaction between the presenter and the audience. The presenter is expected to carry out the presentation with an interesting and dynamic approach that will be interesting for the audience and will encourage it to actively participate in the following discussion. The techniques of presenting or the presentation skills are the first methodological element within the scope of the skills at this course.



# Guidance/ Management



Guidance/management is challenging and fascinating. A manager has to deal with a lot of different people who have their own individual values and interests. That leads to a wide spectrum of situations caused by internal or external forces. The added values of cooperating in achieving mutual goals are often determined by the way in which the organization, project or the program are managed. Achieving mutual goals requires a suitable and timely management.



"Having in mind my whole experience until now, I can say that I really needed a training such as this. With this training I acquired new knowledge that I have already started to use in managing the ensemble," Dragan Georgiev, Folklore Ensemble "Bucim", Radovis.

## a/ Organizational management

### Objective of the training

The objective of the training is to strengthen the awareness as regards the significance of establishing an appropriate internal organization that will respond to the challenges brought about by changes in the environment.	<p>The training for organizational management and development will provide you with the knowledge and skills necessary for managing an organization, organizational changes and the development.</p> <p>At the training you will acquire the knowledge on a set of tools used for analyzing an organization and the context in which it operates, as well as the tools for development and strategies for organizational changes.</p>
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### Content of the training

- Managing an organization;
- Institutional analysis: analysis of external factors and players in the field of operation;
- Organizational analysis;
- Integrated organizational model;
- Strategic management;
- Organizational structure;
- Systems and procedures;
- Organizational culture and organizational study.

### Who the training is for

The training for organizational management and development is for modern managers who are aware of the changes and challenges in the environment and intend to develop their organization.

## b/ Advanced management

### Objective of the training

The objective of the training is to increase the participants' understanding of the role of the manager and his/her skills, to improve the managers' abilities to motivate and develop the team members, to improve their self-consciousness, self-confidence and management skills, and to enable them to use management tools and techniques for making decisions and building an effective team.

The success of a company is directly connected to the ability of its managers to encourage the best in each employee, to get the maximum out of the team as a whole, to perceive the threats in the environment in time, and apply appropriate approaches for organizational adjustment and changes.

At this training, experienced managers can refresh their thoughts, learn new techniques and skills, and share experiences in a flexible learning environment. MCIC offers a set of modules on several topics: leadership, skills for managing and making decisions. The training provides working on the topics and practicing the skills even more than in previous trainings.

### Content of the training

- Managing and governing an organization;

#### Leadership

- Team building;
- Factors that influence the effective team work;
- Leadership theories;
- Leadership styles;
- Differences between a leader and a manager;
- Assessing the management roles and skills;

#### Management skills

- Strategic thinking;
- Governing changes and leading a company that is learning;
- Communication skills and providing feedback;
- Methods for delegating;
- Managing divergent expectations;
- Confidence building;
- Presentation skills;
- Negotiation skills;

#### Making decisions

- Facilitation skills and conducting meetings effectively;
- Making decisions in groups;
- Encouraging employee participation;
- Tools for making decisions based on information and analysis: SWOT, PERT, cost benefit analysis, cooperation matrix, etc.;
- Organizational culture and organizational study

**Who the training is for**  
The training is for leaders of organizations, managers with certain experience in management positions who want to improve their managing skills.





# Concept Trainings



There are always other topics, besides the previous seven, that we can improve on. In this publication they are called specific concept trainings.

MCIC offers the training on gender relations as a part of those specific concept trainings.

"Gender relations and the development are a completely new approach. The training helped me learn to recognize things and relations. I believe that the most useful thing in this training is that it can be applied in the everyday activities of "women" citizen associations and in the everyday life of every woman. Organiza-

tions should include the gender component in their programs and their operation in general more obviously," Svetlana Janeva, Association of the Women Organizations of Macedonia (SOZM).



05/11

## a/ Gender relations

Objective of the training	
Developing the awareness as regards concepts of gender equality, i.e. understanding the system of roles and relations between men and women determined by the political, economic, social and cultural context.	<p>In many societies (communities), the stereotypes regarding the household structure and the gender based division of labour in it are viewed as a reflection of the “natural” order of things. Consequently, the state and the family strengthen this order via the legal and educational systems, the media and family planning programs, without acknowledging that, within the family, the woman is in a subordinated position compared to the man.</p> <p>The training will provide the participants with an opportunity to become aware of the main concepts on gender relations and development issues, it will enable them to recognize gender relations and their social determination, analyze different approaches implemented in development programs, recognize stereotypes, prejudice, norms and values within the society and the potential for making changes, as well as analyze projects/programs from a gender perspective.</p>
	Content of the training
Acquiring practical knowledge and skills for using tools for gender analysis and their implementation in planning and carrying out projects.	<ul style="list-style-type: none"> <li>• Social origin of gender relations;</li> <li>• Historical aspects of Women in the Development and Gender and Development Approaches;</li> <li>• Gender relations, stereotypes, norms and values within the society;</li> <li>• Gender based division of labour;</li> <li>• Resource/approach profile and control;</li> <li>• Relations of power;</li> <li>• Practical and strategic gender requirements/interests;</li> <li>• Introduction to women’s human rights, equality and non-discrimination;</li> <li>• Gender concepts at the level of general politics, systems, procedures and programs;</li> <li>• Including the gender perspectives into the main social flows (mainstreaming).</li> </ul>
Recognizing and understanding the need for including the gender concepts in the main social flows.	

**Who the training is for**  
 Activists of civic society organizations and any interested player (man and woman) involved in changing the attitudes as regards gender equality and in implementing the concept of gender equality in development projects and processes, and their inclusion in different strategies and plans.



**TRAINERS**



MCIC looks after the development of its team of consultants by providing continuous improvement of their knowledge and skills, and monitoring the international trends in the corresponding field through attending trainings and seminars. Trainers who are part of MCIC personnel have gone through intensive trainings in the fields they cover in eminent international consultancy firms: Management for Development Foundations – the Netherlands, INTRAC – Great Britain, etc.

The consultants have many years of experience in delivering trainings, as well as corresponding experience in the specific fields. One of the criteria for the trainers to qualify for entering the MCIC team is minimum 3 years of relevant experience. Each trainer has completed the Training for trainers in order to improve their capacities as regards delivering trainings and facilitation skills. They have advanced skills for delivering trainings and significant experience which, besides standard trainings, enables them to prepare and carry out trainings specifically designed according to the requests of suppliers.

The MCIC team of trainers is diverse as regards gender and ethnic affiliation, which gives the trainings added value and contributes to mainstreaming the trainings as regards the issues such as gender and cultural diversity. The MCIC team can carry out trainings in Macedonian, Albanian and in English language.

**Saso Klekovski**



**Saso Klekovski** is the executive director of MCIC. His experience is 16 years of work in managerial positions within the civic society sector. At the end of 80s and the beginning of 90s, he was the president of the Association of Medical Students and the Association of Students of the University "St. Cyril and Methodius". In 1993, he was one of the founders of MCIC and, from 1994 onwards, he is the executive director of MCIC. Since 1998, he is a representative of the Macedonian Enterprise Development Foundation. He is a member of several committees in Macedonia and abroad, previously the Executive Board of the Foundation Open Society Institute – Macedonia, and now the Management Board of Transparency Macedonia as well as the Advisory Committee of the Danish Church Aid. He has deep understanding and knowledge of the organizational and institutional positioning of the civic society organizations in Macedonia. He has experience in evaluation and consultations, including organizational and program assessment and evaluation, which he acquired in missions in Macedonia and the Balkans, as well as in Caucasus (Georgia), central Asia (Kazakhstan, Kyrgyzstan) and Romania.



## Suncica Szardovska



**Suncica Szardovska** has been engaged in MCIC since 1998. She is a part of the middle management and responsible for managing the civic society and democracy programs. She was actively involved in the organizational strengthening of civic society organizations in Macedonia through developing trainings and their carrying out. Her key qualifications are: Managing Projects and Programs, Monitoring and Evaluating Projects and Programs, Institutional Development and Organizational Strengthening, and Development of Human Resources.

Szardovska has built strong connections with the leaders of the civic society community in Macedonia. She coordinated a network of 15 civic society organizations working on the humanitarian aid during the Kosovo refugee crisis in 1999. Szardovska had the role of a facilitator in establishing the Civic Society Platform of Macedonia and at the NGO Fair - Civic Society Forum in Macedonia.



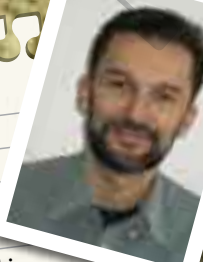
**Fatmir Bitiki** is currently responsible for the Program for Organizational Development of the Players in the Civic Society and is a trainer at MCIC. In recent years, he was active in developing the capacities of civic society organizations in Macedonia and the neighbouring countries. During the 8 years he has worked in MCIC, he has attended a significantly large number of trainings connected to a more effective operation and developing the civic society as a whole. As a trainer in MCIC, and other organizations and institutions as well, he has delivered around 100 trainings in a number of areas.

In 2005, he and Helen Springal from COWI a/s (Denmark) developed a Manual for Financial Viability of Civic Society Organizations in Macedonia and they delivered a number of trainings on the subject of civic society organizations from the Republic of Macedonia.

## Fatmir Bitiki



**Aleksandar Krzalovski** has been engaged in MCIC since 1995. He is a part of the middle management and responsible for programs directed towards relations with communities and the Balkans. Krzalovski has a great experience in coordinating and managing different projects and programs (including identification, formulation, monitoring and evaluation) among which there are projects and programs within the large humanitarian operations and activities that included sensitive target groups (for example, the religious communities and former combatants). He has experience in carrying out trainings on Project Cycle Management (PCM), Log Frame Approach, Financial Management and Budgeting, and Techniques for Conflict Resolution and Mediation. In the period from 2000 to 2005, his experience in managing projects/programs was improved by an engagement in an evaluation mission in Macedonia, Serbia and Monte Negro.



**Aleksandar Krzalovski**

**Dimce Mitreski**

**Dimce Mitreski** has been engaged in MCIC since 1994. He is a part of the middle management and responsible for managing the Development Department. He is actively involved in building the capacities of the local self-government in Macedonia through developing trainings and their carrying out. His key qualifications are: Managing Projects and Programs, Monitoring and Evaluating Projects and Programs, Strategic Planning, Action Plans for Local Economic Development. Mitreski is building strong connections with municipalities and the national organization of municipalities (ZELS, AFO, ADKOM). He coordinated a network of 22 civic society organizations working on the humanitarian aid during the Kosovo refugee crisis in 1999. He has great experience in the field of water supply and sanitation of communities in Macedonia





## Miodrag Kolik

**Miodrag Kolik** has been a trainer in the MCIC Development Department since 2003. His main fields of expertise are:

Project Cycle Management (PCM), Institutional Development and Organizational Strengthening (ID/OS), Strategic Planning and Civic Participation in the Decision-Making Process.

Miodrag Kolik has experience in training representatives of the local self-government, entrepreneurs and representatives of different civic society organizations. His strong point is the usage of different methods and techniques in order to ensure successful learning through involving different groups of users in multi-cultural, multi-ethnic and multi-religious environments.



## Valentina Ciceva

**Valentina Ciceva** has been a trainer in the Civic Society and Democracy Department of MCIC since 2000.

Her main fields of expertise are: Administrative and Office Operation, Facilitation Skills, Training for Trainers, Effective Meetings and Workshops, Institutional Development and Organizational Strengthening, and Project Cycle Management.

She is skilled in the use of different training and presentation techniques through which she ensures the involvement of participants in the learning process.

Ciceva has experience in training different target groups: ethnic minorities, women, young people, people with disabilities, civic society organizations, local self-governments, agricultural associations and entrepreneurs.



**Valentina Ciceva**



## Gonce Jakovleska

**Gonce Jakovlevska** has been an associate for public relations at the MCIC since 1996. Her main field of expertise is public relations. As the public relations associate, she has been involved in developing programs and carrying out trainings on public relations since 2003.

Up until now, the public relations trainings were carried out by people with different educational, ethnic, cultural and religious background. They were activists of civic society organizations, associations of agricultural workers, representatives of state institutions, the local self-government and entrepreneurs. During the training she uses different training and presentation techniques which challenge the participants and involve them in the learning process.



## Emina Nuredinoska

**Emina Nuredinoska** has been working in MCIC since 2001 as a project associate in the Civic Society and Democracy Department. The focus of her activities is the institutional development and creation of an inviting environment for the civic society organizations, but the legal and fiscal framework for civic society organizations, their involvement in creating policies and the public promotion of the civic sector are of a special interest to her. She actively participated in the process of establishing the Civic Society Platform of Macedonia, and as the associate in charge she is a part of the team that organizes the NGO Fair – Civic Society Forum in Macedonia. Nuredinoska delivers trainings on representing, lobbying and good management in the civic society organizations. From December 2005 to September 2007, she was the team leader engaged in the European Agency for Reconstruction (EAR) project "Technical Support of the Department for Civic Society of the Government of the Republic of Macedonia", within which the Strategy for Government Cooperation with the Civic Sector was prepared.





**Tanja Hafner Ademi** is a project associate for international and regional programs. She manages programs and projects focused on the civic society development on the Balkans. Since 2003, her primary responsibility is the coordination of the Balkan Network for Civic Society Development and the Program for Cross Border Cooperation between Macedonia, Albania and Kosovo. The headquarters for the Secretariat of the Balkan Network is in MCIC. This informal network consists of 12 civic society organizations from the region. Tanja Hafner Ademi has 5 years of practical experience in lobbying and representing as an activist, a coordinator for international civic society organizations, and was elected a member of the Executive Board of Amnesty International – Slovenia, twice. She completed the post-graduate studies on International Relations and European Studies at the Central European University in Budapest, Hungary. Her strong points include the excellent academic background combined with the skills for presentation and strategic analysis, a strong practical experience and knowledge regarding developing, strengthening and networking of the civic society sector in the Balkan region.



**Tanja  
Hafner  
Ademi**

## Other trainers/consultants

Name and surname		
1	Daniela Stojanova	MCIC
2	Milka Miova	MCIC
3	Mirjana Kunovska	MCIC
4	Aleksandar Gumberovski	External
5	Biljana Stevanovska	External
6	Zarko Konesi	External
7	Jovana Trencavska	External
8	Kelmend Zajazi	External
9	Liljana Alceva	External
10	Marijana Ivanova	External
11	Mario Velkovik	External
12	Neda Maleska-Sacmaroska	External
13	Nikolina Kening	External
14	Florent Bajrami	External





Македонски  
центар за  
меѓународна  
соработка

# ПРИЈАВА ЗА ОБУКА

1. Јас \_\_\_\_\_, се пријавувам за обуката:  
(име и презиме)

1		<input type="checkbox"/>
2		<input type="checkbox"/>
3		<input type="checkbox"/>
4		<input type="checkbox"/>
5		<input type="checkbox"/>

(одбележи со X во третата колона)

2. Јас прифаќам дека патните трошоци ќе ги покријам во целост, а трошоците за обуката ќе ги покријам на следниов начин:

1	партиципација (цена за членови на граѓански организации)	<input type="checkbox"/>
2	котизација за обуката	<input type="checkbox"/>
3	котизација за обуката со дневни трошоци	<input type="checkbox"/>

(одбележи со X во втората колона)

## ПОДАТОЦИ ЗА КАНДИДАТОТ

Име и презиме: \_\_\_\_\_

Државјанство: \_\_\_\_\_

Датум и место на раѓање: \_\_\_\_\_

Број на лична карта: \_\_\_\_\_ (ЕМБГ): \_\_\_\_\_

Сегашна адреса: \_\_\_\_\_

општина: \_\_\_\_\_ пошт. бр. \_\_\_\_\_

Контакт тел: \_\_\_\_\_ факс: \_\_\_\_\_

Тел. на работа: \_\_\_\_\_

Е-маил: \_\_\_\_\_

Дали може да Ве контактираме на работа ? Да ☐ Не ☐

Пол: Женски ☐ Машки ☐

Етничка припадност: \_\_\_\_\_

Возраст: \_\_\_\_\_ години

Дали сметате дека имате пречки или хендикеп:

Да ☐ Не ☐

Ако да, која е природата на Вашите пречки/хендикеп?

( j

Назив на образовната установа

Степен на образование

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J ,

Податоци за организацијата

Позиција и одговорности

ОД:	назив:	
ДО:	сектор:	
ОД:	назив:	
ДО:	сектор:	

Пополнетата пријава пратете ја по факс: 02/3065-298 или по пошта на адреса:  
Македонски центар за меѓународна соработка, ул. Никола Парапунов 66, п.фак. 55, 1060 Скопје

Која е Вашата функција во организацијата која ве предлага: \_\_\_\_\_

j Назив на организацијата		: Активности, Ваши задолженија
1		
2		
3		

Потпис на кандидатот

## ПРОФИЛ НА ОРГАНИЗАЦИЈАТА

(пополнуваат само кандидатите кои во пријавата одговориле дека трошоците за обуката ќе ги покријат со патиципација-цена за членови на граѓански организации)

j  
\_\_\_\_\_

(целото име на организацијата на македонски јазик и вообичаениот акроним)

ул. \_\_\_\_\_ бр. \_\_\_\_\_

П. фах \_\_\_\_\_, Општина \_\_\_\_\_, П. број \_\_\_\_\_

Тел. \_\_\_\_\_, Факс \_\_\_\_\_, е-пошта \_\_\_\_\_

j : \_\_\_\_\_

<input type="checkbox"/> граѓанско општество	<input type="checkbox"/> финансиски услуги	<input type="checkbox"/> локално
<input type="checkbox"/> човекови права	<input type="checkbox"/> наука	<input type="checkbox"/> регионално
<input type="checkbox"/> рурален развој/земјоделие	<input type="checkbox"/> Вработ./генерирање на приходи	<input type="checkbox"/> национално
<input type="checkbox"/> култура и уметност	<input type="checkbox"/> меѓународна соработка	<input type="checkbox"/> меѓународно
<input type="checkbox"/> екологија	<input type="checkbox"/> итна/основна помош	(одбележи со X во колона)
<input type="checkbox"/> здравство	<input type="checkbox"/> социјална политика	
<input type="checkbox"/> образование	<input type="checkbox"/> стопанство и економија	
<input type="checkbox"/> туризам и услуги	<input type="checkbox"/> _____	Број на членови _____
<input type="checkbox"/> спорт и рекреација	<input type="checkbox"/> _____	Број на активни волонтери _____
	(одбележи со X во колона)	Број на вработени _____
<input type="checkbox"/> општа целна група	<input type="checkbox"/> жени	
<input type="checkbox"/> стари лица	<input type="checkbox"/> хендикепирани	
<input type="checkbox"/> младина и студенти	<input type="checkbox"/> деца	Буџет 2006 година: _____
<input type="checkbox"/> експерти од одред. област	<input type="checkbox"/> бегалци	План 2007 година: _____
<input type="checkbox"/> селани	<input type="checkbox"/> претприемачи	
<input type="checkbox"/> невработени	<input type="checkbox"/> националности	
	(одбележи со X во колона)	

\_\_\_\_\_, 2007 година

М.П

Име, презиме и функција на овластено лице

Потпис на кандидатот