

Programme for Strengthening Non-Governmental Organisations in Macedonia

External Evaluation

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1. Summary of Key Findings

The following sets out the main findings of the evaluation, taking into consideration the context in which the programme is operating and the four components of training and consultancy; information and documentation; advocacy and lobbying and financial support.

1.1 Context

- i. Despite a major crisis midway through the programme the programme can demonstrate significant achievement towards intended outputs.
- ii. Despite a political climate unfavourable for the development of civil society, the programme has contributed towards the strengthening of the sector as well as providing a degree of stability.
- iii. Unpredictable change has posed a serious challenge for achieving the planned outputs of the programme.
- iv. The programme has created and sustained opportunities for strengthening civil society within this complex external environment.

1.2 Implementation and Impact

1.2.1 Training and Consultancy

- i. Training provided across ethnic groups as planned
- ii. Rigorous procedures implemented fairly and acknowledged as transparent
- iii. Training seen as complementary and cross-cutting other instruments of the programme
- iv. Good team working, ability to take risks and be flexible within the framework of the programme
- v. Improved training applications, plans and reports indicate improved capacity in these areas
- vi. Quality may be compromised as a result of the limited resources available (for example, continuously updating training materials)
- vi. Processing of applications is time consuming due to high demand
- vii. Some unease about mixing grant giving and training provision
- viii. Not sufficient monitoring, follow-up and evaluation of impact of training
- ix. Insufficient development of consultancy component

1.2.2 Information and documentation

- i. The programme has stimulated demand for information and documentation on NGOs and civil society within and beyond Macedonia
- ii. It has processed new information relevant to the development and strengthening of the sector
- iii. It has promoted information exchange within the sector, making space available for this in a range of regular publications
- iv. The programme has contributed to a better informed sector which understands the importance of positive profile and visibility
- v. Initiatives for open sharing of information have made some contribution to transparency within the sector.

1.2.3 Advocacy and Lobbying

- i. The programme has successfully established the means of profiling the sector and building relationships at the national level
- ii. The means and mechanisms for securing co-ordination for the NGO sector's strategic goals and interests (beyond emergency co-ordination) remain to be established
- iii. The climate has proved unfavourable for necessary reforms of tax legislation and public funding of NGO's
- iv. There is an unmet need on a range of advocacy issues at local level (for example, citizenship participation, training for advocacy and representative structures)

1.2.4 Financial Support

- i. The 'granting' component is highly valued with the NGO sector
- ii. The process is recognised and respected as open and transparent
- iii. The planned financial instruments fulfil essential needs within the NGO sector
- iv. The procedure for application is burdensome
- v. Not all financial instruments fulfil the long term capacity building objective of the programme

2. Summary of Key Recommendations / Strategic options

The following section outlines key recommendations arising from the evaluation in relation to the four programme components as well as the organisational implications arising from these.

General Recommendation

The PJN “palette” of methods has explored new ground in strengthening Macedonian NGOs. The processes involved in each of these are long term. In response to the negative environment, MCIC should design a third NGO Strengthening Programme with the objective of broadening and deepening achievements to date. The evaluation recommends priority attention to issues of partnership, participation and transparency.

2.1 Training & Consultancy

- i. Continue to broaden and deepen the range of training and consultancy products and services to ensure continued innovation and market lead.
- ii. Increase human resource capacity, by additional staff and staff training and development.
- iii. Identify and develop strategic, organisational strengthening ‘partners’ to nurture through accompaniment programme, including Training of Trainers.
- iv. Consider segregating the market as it becomes more sophisticated and provide more targeted programmes.
- v. Support to building networks and co-ordination at local and national level, through for example, partnership and advocacy training.
- vi. Define, develop and expand consultancy work to ensure deeper engagement on organisational strengthening and institutional development within the sector,
- vii. Develop qualitative and quantitative indicators to monitor and evaluate the long term training & consultancy impact.

2.2 Information and Documentation

- i. Sustain current level and quality of output achieved by year 3 of the current programme
- ii. Continue to explore self –financing options of publications (e.g. advertising)
- iii. Consider a series of action-research publications for key themes relevant to the sector (e.g. donor trends, citizenship and constituency building)

2.3 Advocacy & lobbying

- i. Adopt a broad participatory approach to advocacy to include national and local priorities
- ii. Develop a process for negotiating 'platforms of action' at local and national levels and agreed at the annual gathering.
- iii. Continue to foster transparency within governmental and non-governmental sectors

2.4 Financial Support

- i. Sustain the funding component in the medium term while MCIC considers its long term role and focus
- ii. Consider streamlining the financial support instruments

2.5 Organisational implications

- i. Increased human resource capacity
- ii. Ownership of the new programme design
- iii. Ensure interdepartmental synergies are built into all new programmes
- iv. Continue to develop and practice the organisational diversity principle to maintain MCIC's standard of excellence as a centre committed to multiculturalism and tolerance
- iv. Monitor the programmes to ensure the organisation is meeting the needs of all target groups specified.
- v. Clarify MCIC identities: funder, capacity builder or partner?

3. Background and Context

3.1 The mission of MCIC is that of a non-governmental and non-profit organisation operating since 1993 in the domain of development, rehabilitation and humanitarian assistance in Macedonia and, since 1999, in Kosovo. Its overall goal is the sustainable development of human resources, with strategic goals for the promotion of peace, further development of a civic society and help to needy groups. As well as civic society and democratisation, MCIC is active in rural development, water supply and sanitation, employment and income generation, health and education and emergency aid.

3.2 Although the goal of sustainable human resources development cuts across all activities, MCIC has directly targeted civil society with the implementation of two, three year NGO Strengthening Programmes since 1995, with a gap in 1999. In these programmes MCIC has used the full range of methods that applied in all its work, that is: support to projects; training and consultancy; information; and advocacy and lobbying.

3.4 The change objective of the 2000-2002 programme – PJJ – is to promote the development of a democratic and civil society in Macedonia. It has set about this by improving the institutional and organisational capacities of NGOs. PJJ builds on the achievements of 1995-98, which it adapts in several significant ways. PJJ's project support, for instance, targets NGO institutional and organisational capacities rather than the specific missions of the individual NGOs. PJJ has also extended MCIC's role in strengthening the sector as a provider of impartial information, while exploring the use of gatherings and mutual exchange as a tool for positive exposure and promotion of the sector.

3.5 MCIC is a well-established NGO whose organisational development closely mirrors the context in which it has grown. From its beginnings in the refugee crisis of the Bosnian war, MCIC has succeeded in adjusting between humanitarian aid and long term development, skilfully building a reputation for timely and impartial response while at the same time serving as an "incubator" for newer NGOs and providing coordination as occasion requires. MCIC is held in high regard by the government as well as by other NGOs. Unfortunately, the bulk of the 3,500 to 4,000 registered NGOs in Macedonia do not enjoy the same reputation.

3.6 The general elections of September 2002 mark a low point in public esteem of NGOs. They are tainted by association with the international community (thus "foreign") and rejected by an overheated political climate which is unwilling to countenance a non-partisan civic space. This has not proved a context conducive to advocacy by MCIC, either towards the state or towards the civic sector or the NGOs within it. Efforts have been unsuccessful in convincing government of the benefits to society of transparent public funding for new services provided voluntarily, or for tax advantages for the NGO sector. As a result NGOs are still largely dependent upon international donors for resourcing their activities. For their part NGOs have proved unwilling to take steps to raise the confidence of the government and the public in their operations. They have, for instance, rejected greater transparency in their financial affairs in case it allows government greater control over their activities.

3.7 This unpromising climate has not prevented PJJ from achieving important gains for the NGO sector, even if these are less – or different - than anticipated. In the general context of unpredictable change fuelled by insecurity and ethnically-orientated politics, non-sectarian elements of civil society look for stability and continuity to the 100 or so organised and active NGOs which MCIC has trained or otherwise supported through PJJ. The values of tolerance, diversity, voluntary action, cooperation and peace are not easy to find a year on from the Ohrid Framework Peace Agreement, but when they are found, they reside amongst MCIC and its partners.

4. Methodology

This section outlines the evaluation methodology when considering the four main components of the programme. The programme has generally been evaluated in relation to five criteria: appropriateness; relevance; efficiency; effectiveness and impact. In addition, the capacity of MCIC to meet the programme goal has been considered against three organisational components: the internal organisation (for example, vision, mission, management, systems, structures); the programme performance; and relationships and linkages (within and outside the sector).

4.1 Appropriateness

4.1.2 The evaluators interviewed more than 20 organisations and individuals over a full week, covering a range of organisational types, subject areas and target groups. Interviewees were always willing to give their time, sometimes at great length, to discuss the merits of MCIC. The great majority of these placed a high value on the services of MCIC, even where they had not directly benefited from PJN funding or where they could not clearly differentiate between MCIC programmes. These beneficiary views were regularly checked against the opinions of MCIC's peer organisations and the representatives of donors.

4.1.3 The strongest support was, perhaps predictably, for the funding component and within this, the organisational support component which offered a core funding budget line – but only to the larger and so, rarer organisations.

4.1.4 Next in beneficiary appreciation was the training component, applications for which greatly exceeded the capacity of MCIC to deliver. As a result of limited supply and perceived high quality, successful candidates regarded participation in the training as a benchmark of achievement in the NGO sector. Because demand for training exceeded MCIC's capacity to supply it, some trainees were tempted to set up as trainers themselves. This has proved problematic, as the quality of this “unofficial” secondary level of training, using MCIC materials, cannot be guaranteed.

4.1.5 The information and documentation component were widely regarded as a key service to individual organisations. For many the monthly magazine Civic World was their only means of sharing their successes and judging their achievements against those of their peers. Again, this magazine sets a standard of editorial and production quality that is seen as worthy of the civic sector and its efforts. Amongst the documentation, the NGO Directory, and in particular its 6th edition, appears to have become a standard text for civil society.

4.1.6 There is however much less evidence of NGO support for MCIC's efforts to develop capacities in advocacy, despite indications that hard-hitting campaigning can be appropriate and acceptable in specific areas, such as disability. NGOs did however appreciate the opportunity presented by the NGO Fair for influencing the public and decision makers regarding the positive impact of NGOs. Without a greater say in identifying advocacy targets, and the training to do so, NGOs will not achieve their potential as promoters of change.

4.2 Relevance

4.2.1 The original programme document is comprehensive. All components share the meticulous attention to detail required of funding components and their means of selection. The wide range of activities envisaged in the original proposal gave MCIC ample scope to select new approaches when the deteriorating context impacted unfavourably. This meant that the project remained relevant in a highly unstable situation. The programme would however be easier to manage, monitor and measure with a more streamlined structure and clearer indicators.

4.3 Effectiveness

4.3.1 There can be little doubt that the Macedonian crisis of February 2001 has seriously affected the overall effectiveness of MCIC's efforts to strengthen NGOs as an important component of a cohesive, multi-ethnic civil society. Macedonian society is now openly divided, ethnically and religiously, and NGOs tend to reflect these divisions. On the other hand, MCIC's impartiality during and leading up to the 2001 crisis has given a powerful example of what can be achieved across divides within a single organisation.

4.4 Efficiency

4.4.1 Although MCIC's civil society department has grown (in size as in importance within MCIC) in the third year of the project, it has had difficulties in meeting the meticulous procedures of programme implementation, particularly those related to the selection of grant beneficiaries. There is some indication that these have diverted attention from other important areas such as training and follow-up, as well as an organised and participatory approach to advocacy. Ideally MCIC would separate the project funding component from capacity building, but given the adverse reaction that this would likely cause amongst beneficiaries, efficiency could be improved by streamlining funding procedures.

4.5 Impact

4.5.1 The project makes an important contribution to improving the institutional and organisational capacity of NGOs in Macedonia. This is discernible in the vibrant and growing domestic NGO scene, which is gradually superseding a sector dominated by international humanitarian NGOs. However the number of domestic NGOs has doubled during the project period, hugely increasing the market for capacity building and effectively "moving the goalposts" away from PJN's original target. The deterioration of Macedonian civic and political cultures in recent years has overwhelmed the more modest gains achieved by NGOs and other actors, undermining PJN's efforts towards positive perceptions of the NGO role in promoting a democratic and civil society.

5. Planning, Implementation, Impact

5.1 Training and Consultancy

5.1.2 The training and consultancy component has been overwhelmingly well received and well respected, even by those who have not benefited from these services. A major issue for the next phase will be MCIC's capacity to continue with quality output in a high demand environment. In this respect MCIC should as a matter of urgency consider their training strategy in terms of long term commitment to the strengthening of the institutional and organisational capacity of Macedonian NGOs.

The Plan

5.1.3 Three trainers will provide the training for the programme supported by a process of Training of Trainers where local expertise is built up. MCIC should make a choice of strategic partners who must be appropriately located in the relevant sectors and areas. These partners should be first priority for strengthening by means of intensive

professionalisation through training (tailor made courses; training of trainers; on the job training at MCIC etc.)' p14

Implementation

5.1.4 The programme has not implemented the planned model but has developed an alternative model. The maximum number of dedicated trainers to the programme during this period was 2. The process of training of trainers with strategic partners has not been fully undertaken. Instead MCIC has effectively used their experienced staff to contribute to the training component of the programme.

Impact

5.1.5 Due to the training and consultancy component being under-resourced against the plan, the programme has met its output for regular training and partially met its outputs for tailor made training and consultancy (see below).

Recommendations

MCIC in the next phase should consider a range of options. Either, to consolidate the training component and continue with the existing output; to deepen the component through consolidation but covering a larger number of beneficiaries; to broaden the component, diversifying the range of products on offer or finally, to broaden and deepen the component simultaneously.

The evaluation teams view is that MCIC should both broaden and deepen the programme to ensure continued innovation, greater efforts to meet the demand it has both created and that exists within the present market and to ensure MCIC's growth and progression, with a view to in the longer term becoming a key player and resource in the region.

MCIC should increase their capacity to achieve such a programme and in addition continue to pursue the original intention of Training of Trainers programme with strategic partners (in particular umbrella organisations) who will in turn provide training through their own networks.

Human resource capacity should be increased to three trainers, one with overall co-ordinating responsibility. The team should have part time administrative support. Training materials should be up-dated regularly and case study materials developed and used to ensure courses are cutting edge, relevant and contemporary.

NGOs should be encouraged to build training and consultancy into their budgets in order to allocate funds for MCIC services.

Qualitative Indicators for the Training & Consultancy Component

5.1.6 It is clear from the programme document that qualitative indicators have been set (annexes 4,10) for the training and consultancy component. However, the qualitative indicators are too general and vague and could be improved upon in the next phase.

Recommendations

Monitoring of the training and consultancy component should be improved. At present the indicators tend to focus on efficiency level and it would be important in the next phase to develop more comprehensive qualitative indicators particularly in relation to the 'deepening' of the impact of the programme.

For example:

-to provide that 60% of the participants have mastered the course and have applied the newly acquired knowledge in the operation of NGO's (annex 4), p43

In the next phase this should consider:

How do you know that new knowledge has been applied in NGOs?

An indicator might be:

Improved applications for project funding which demonstrated a working understanding of project management. (PCM)

Or

The vision and mission of an NGO is clearly written down and when visited staff and clients were able to talk about the vision and mission and how it related to the work of the organisation. (OD/IS)

5.2 Regular training

The plan

5.2.1 Integral project Cycle Management - 1 x year

Project Cycle Management – 15 x 8hrs per year

Programme Management – 1 per year

Office Work – 1 per year

Institutional Development/ Organisational Strengthening – 1 per year.

Implementation

5.2.2 The outputs have been achieved for the regular training programme, taking into consideration the interruption period of the crises and two courses not being completed in the first year. Demand has far surpassed supply (780 applications for 12 courses with 192 places over three years) but MCIC have maintained their quality standards by ensuring that 16 participants attend each course. Quality was also ensured because of a rigorous application procedure, which seemed to be well respected by applicants, both successful and unsuccessful.

5.2.3 In terms of number of applications received, Project Cycle Management courses were more popular than the Institutional Development/ Organisational Strengthening Course, although the gap seems to be narrowing (3:1 in year 1 and 2:1 in year 2). An extra PCM course is planned for 2002.

5.2.4 MCIC also took the decision to charge for their regular courses by asking for a 10% contribution from participating NGOs. This was a major risk for MCIC given the climate but one which has not reduced the number of applications to for the courses. However, four local and smaller NGOs (Community Based Organisations) interviewed, commented that they could not afford this fee.

Impact

5.2.5 The regular training component of MCIC has contributed to the strengthening of human resources in NGOs and in particular has improved institutional and organisational capacity by training in appropriate organisational systems and procedures for formulation, monitoring and evaluation of projects. The PCM course is viewed as possibly the best being provided in Macedonia at present.

As quality is not compromised, the numbers of organisations benefiting from the regular training is still small against the number of NGOs active in the sector (approximately 5 %).

Recommendations

MCIC should consider segregating the target market, as it becomes more sophisticated, for example, targeting more established NGOs and new NGOs simultaneously.

In addition market the ID/OS course effectively through for example, information sources available, including, Graganski Svet and the Fair. This should include raising awareness and education about what ID/OS means - to de-mystify its meaning and create more demand. This will complement the overall goal of strengthening NGOs' institutional and organisational capacity rather than the present emphasis on project cycle management.

New products should be used to pilot new areas as well as educate the sector. Original ideas for new products and services should be pursued, in order to support and crosscut the other components of the programme such as advocacy and lobbying. For example: advocacy skills; networking and negotiating; citizenship and constituency participation, leadership and management.

5.3 Tailor made training courses

The plan

5.3.1 For users of financial support (programme and organisational financing), MCIC will conduct training on topics such as ID/OS, PCM and PM. Courses will be tailor made according to the specific needs of the NGO. Specifically, tailor made courses provide a concentrated transfer of know-how to NGOs that should be future activists in strengthening the other NGOs. A total of around 80 days per year will be foreseen for this instrument (p.20).

Implementation

5.3.2 There has been a consistent demand for tailor made training (average of 7 requests per year). The target of 80 days per year for the purpose of carrying out tailor made training has not been met. 5 tailor made training courses were conducted in year 1 on a range of topics, such as institutional development, leadership building, facilitation of co-operation at local level, PCM and Office work. In year 2 and 3 training was conducted in the areas that reflected the regular programme only (PCM: 7, ID/OS: 1, PM: 1). Tailor

made training was reserved for those organisations receiving financial support (programme and organisational financing).

Impact

5.3.3 The tailor made training activity has not had a wide impact due to its labour and time intensive nature. Organisations however, who have received financial support were also likely to have been supported with tailor made training, ensuring that such organisations (5/6 per year) received a range of interventions from MCIC. The nature of the tailor made training also changed indicating either a change in demand or a supply issue. In year 1, courses could be defined more as Organisational Strengthening and a deeper engagement with clients, whereas, in year 2 and 3 the majority of courses were carried out in Project Cycle Management.

Recommendations

This instrument should increase in order for MCIC to deepen its engagement with the NGO sector. In terms of long term capacity building of the sector ID and OS interventions should be prioritised, although some time should be allocated for newer NGOs to receive PCM training.

5.4 Individual Consultations and Advice

The Plan

5.4.1 MCIC will provide individual consultancy and advice on topics from ID/OS, PCM and PM. In addition support will be given, specifically to the founding and registering of NGOs, project formulation, applications for funding and organisational structure. A fund of 22 days per year will be set aside and a single NGO may use up to 10% of the funds, whilst the services will be free of charge. (P21).

Implementation

5.4.2 It is unclear whether 22 days per year have been allocated for individual consultations and advice as this has not been closely monitored, in terms of numbers and time. Furthermore, it is not clearly defined as to what constitutes consultations or consultancy. For example, telephone advice, individual visits or commenting on applications for funding all constitute 'back-stopping' to the NGO. More traditional organisational consultancies such as strategic reviews, organisational assessments might also be included. Most support has been given in the areas suggested such as PCM, PM and ID/OS.

Impact

5.4.3 This area of MCIC's work is highly valued by those NGOs that use this service. NGOs commented that MCIC staff were always available and willing to offer advice and support. However, it is time consuming and, due to lack of data it is unclear the spread of the impact of this component.

Recommendations

This instrument should be defined and monitored in the next phase as a key activity to support NGO strengthening in the long term and to develop MCIC's capacity for the future. Present in- depth consultancy capacity is limited and needs to be nurtured. For example, staff could be exposed to the following a combination of the following: specific ID/OS consultancy skills training, facilitation skills training and development on the job, and 'accompanying' a consultant on an ID consultancy assignment (for example, one of MCIC's partner organisations).

5.5 On the Job training

The plan

5.5.1 Selected beneficiaries will receive on the job training in PCM, ID/OS and PM, office work, systems and procedures, for duration of 3 months each at MCIC. The intended beneficiaries will be active staff or volunteers from organisations receiving financials support (programme or organisational (P.21).

Implementation

5.5.2 The plan was interrupted by the crisis which has affected expected numbers and duration of the on the job training activity. In addition, the process is now open to all interested parties as it is advertised as an open competition in the press.

Impact

5.5.3 This activity has enabled volunteers to participate in a highly dynamic and professional work environment, the impact of which cannot be underestimated on the individual. The feedback was very positive.

Recommendations

This should be targeted to key strategic organisations and individuals within it who would constitute strategic partners within the sector. This should be part of an overall training of trainers programme where possibly two other NGOs in diverse regions and sectors should partner MCIC to enhance their own capacity and for them in turn to become a key resource in their geographic region. This will enhance MCIC's overall goal of building human resources and improved institutional capacity and organisational capacity within the NGO sector.

5.6 Information and documentation

The Plan

5.6.1 PJN intended to extend the range of information and documentation, from the 1995-98 portfolio of the NGO Bulletin, NGO Directory and the Library. New or updated products would include:

- The NGO bulletin Graganski Svet, published monthly as opposed to every two months – in Macedonian and English and posted on the web page www.civicworld.org.mk
- The NGO Directory, extended to include NGO Profiles, Projects and Activists in separate documents
- A publicity brochure explaining PJN

Implementation

5.6.2 The NGO Bulletin was transformed into Civic World, growing from a six page bulletin into magazine style with 20 pages. The editorial board ensures a relevant theme for each issue, with mix of regular columns such as concepts, NGO events, "Question and Answer" discussions, interviews, features and selections from the international NGO media. Under professional editing, circulation grew from 700 to 3,500 per month. The hard copy is distributed free of charge to NGOs, schools, the media, the courts and so on. Civic World is also available in English on the web site.

- MCIC built on the success of Civic World to take a monthly full page advertisement in a national newspaper with a circulation of 38,000 – reaching 140,000 people.
- The NGO Directory was published in 1,500 copies in 2001. Based on the completion of a questionnaire, research involved review of NGO registration in the courts, advertisements and 29 field workers visiting the small towns.
- The Projects Profile was published as scheduled and the Profile of Activists is in production.
- A Promotional Brochure was published at the start of the programme and advertisements were taken out to announce each round of training or project tender.

Impact

5.6.3 PJN's information activities have a clear objective in overcoming the absence of information amongst NGOs and between them and the public. There are clear indications that PJN's information channels are being used. The success of Civic World in particular demonstrates the growth of interest in NGOs. It also indicates the new willingness of NGOs to debate current issues as well as publicise their programmes. The editors report no problems in filling space. The Directory fulfils an essential purpose and the new Projects Profile shows what NGOs are actually doing.

Recommendations

Impartial, positive messages regarding the NGO sector is essential at a time of low civic awareness and engagement. MCIC's information and documentation activities should remain central to the organisation. AS MCIC further develops its capacities for advocacy (see below) information channels become essential.

Owing to lack of funding Civic World was suspended between the NGO Strengthening Programmes, suggesting that sustainability is a key issue. The Editorial Board should pursue current discussions regarding the possibility of advertising as a means of recovering some costs.

MCIC may consider initiating a series of action-research publications which reflect the growing NGO experience and develop themes launched in Civic World.

5.7 Advocacy and Lobbying

The Plan

5.7.1 MCIC intended to institutionalise the advocacy function through the development of NGO Coalitions, workshops and gatherings. The topics were to be the NGO legal framework; NGO tax policy; awareness development for NGOs and other relevant issues.

5.7.2 NGO Coalition. The purpose of the NGO Coalition was to secure a coordination forum for strategic goals and interests of the NGO sector. The task was “to identify, initiate and facilitate” the existence of the NGO/Strategic Alliance in order to secure legitimacy for lobbying.

Implementation

Coordination.

5.7.3 With the exception of the NGO Fair (see below) it is unclear which specific activities of the advocacy plan were taken forward and when. The terminology is often confusing, with different functions attributed to NGO coalitions, ad hoc coalitions, sectoral coalitions, NGO Forums and committees for cooperation, amongst others. This lack of clarity reflects the uncertainty around this new activity for MCIC, its legitimacy in taking it forward and the consequent need to adapt to circumstances and seize opportunities as they arose.

5.7.4 Thus MCIC, in taking the lead in coordination of the national NGO humanitarian response in February 2001, was able to assert the core civic values of impartiality – sometimes dramatically as when in the full glare of publicity it crossed battle lines with humanitarian supplies. The experience also taught MCIC that it must share coordination if it is to carry the NGOs with it.

“MCIC is like a strong engine pulling a lot of carriages behind it. Many NGOs are on the train now because the engine left at the right time, from the right place and is going in the right direction”.

From interview with the leader of an NGO in Kumanovo

5.7.5 With this lesson in mind, for the preparation of the 2001 NGO Fair, MCIC formed an ad hoc coalition with two other NGOs (an INGO – Catholic Relief Services, and a nationally-run affiliate – the Institute for Sustainable Communities). Umbrella organisations were encouraged to form *sectoral* coalitions within this structure.

5.7.6 Coordination for the 2002 NGO Fair will seek to institutionalise an NGO Forum and establish structures for cooperation between sectors and within thematic areas. This necessary step in reaching MCIC’s advocacy objectives for PJN will nonetheless need to be addressed with great skill and yet more patience.

NGO Gathering.

5.7.9 This national level event has progressively increased in reputation since its beginnings in 2000, when MCIC hired the hall and provided logistics for up to 20 major

NGOs to assemble. The significance was that these NGOs were motivated to present their activities and objectives and begin to coordinate joint action.

5.7.10 2001 established the gathering as a major event in the NGO calendar. Expertly organised, monitored and evaluated by MCIC and its coalition partners, it attracted interest within and beyond the sector. The President supplied a letter of support, embassy and donor staff were among the 4-5,000 visitors and 154 NGOs exhibited – each paying a DM 100 subscription fee. To ensure representation of NGOs from beyond the capital, the organisers laid on 11 free buses.

NGO Tax Policy.

5.7.11 Lobbying has had little impact on the severity of fiscal regulations, with NGOs worse off than they were before the 1998 amendments to NGO law. For the 2002 NGO Fair MCIC will present the results of research conducted amongst ministries, local self-government bodies and embassies regarding their grant-making activities to date. In recognition of the equal importance of NGO transparency as a justification for tax benefits, MCIC has made available grants so that 4 “model” NGOs can publish their annual reports and accounts. It intends to follow this up with similar support for NGOs willing to undergo audits.

Impact

5.7.12 NGO coordination has a problematic history in Macedonia as elsewhere in the region. Networks and coalitions are in their infancy, reflecting the early stage of the sector’s institutional strength and cohesiveness and individual NGO’s organisational capacities. The specific PJN lobbying target of an improved NGO legal framework and tax benefits for NGOs have met no success to date. NGO morale and awareness has however, been raised through the institutionalisation of the NGO Fair. NGOs have proved willing to coordinate in emergencies, but they remain unable to maintain a consistent line regarding long term priorities. MCIC has explored a number of possibilities, including “smart” or “behind the scenes” lobbying in sensitive dealings with the government but these may not be consistent with NGO demands for a greater say in developing the NGO advocacy agenda.

5.7.13 MCIC has also explored programmatic options for encouraging greater fiscal transparency amongst NGOs, which can be expected to impact favourably in the future on NGO credibility. Finally MCIC has proved to be a discriminating selector of the issues on which it advocates, avoiding in particular participation in or design of campaigns that can be interpreted as party political or partisan. NGOs recognise MCIC capacity in this respect, with promising implications for future strengthening of the MCIC advocacy programme.

Recommendations

The MCIC determination to institutionalise advocacy is well founded, given the need to challenge and reform the conditions that constrain NGOs and their constituencies. However MCIC should carefully assess the experience to date when preparing the next programme, especially regarding issues of representation, coordination and participation.

MCIC should beware of restricting direct participation in advocacy to those institutions that seem most relevant, especially if these are perceived as sector leaders. Rather MCIC should explore ways of decentralising preparatory phases of the NGO Fair to encourage local NGOs and self-governing bodies to participate in identifying advocacy issues of local concern.

MCIC should consider the best way of obtaining a mandate from the 2002 NGO Fair to establish the Forum, or similar body, as a means of assuring continuity between events and for taking forward resolutions.

Greater attention to the processes of networking and coalition building is required, with staff development opportunities for those most directly concerned in key institutions.

In consultation with key stakeholders MCIC should distinguish clearly between the various objectives and activities that make up the future programme. This should also include realistic indicators.

5.8 Financial Support

The Plan

5.8.1 The programme planned three forms of financial support: micro-project financing; programme financing and organisational financing. All were aimed at the institutional development and organisational strengthening of applicant NGOs. Award was by tender, according to strict criteria. NGOs would only be allowed to compete for one form of financing and this had to be relevant to their size and function. Micro-projects, the most numerous of the awards, were split into two types:

- Micro-project type 1 for office equipment and furniture, training and information bulletins and brochures
- Micro-project type 2 for training in computer use and English language.

Tender for micro-projects was planned annually. The other two forms of financing being awarded by a single round of tendering at the outset.

Implementation

5.8.2 3 advertised tenders were held for micro-project type 1, with a total of 948 applications. Of these 52 were approved.

1 tender was held for micro-project type 2. 280 applications were received, from which 39 projects were approved for computer training and 38 for English language training. The second and third tenders were suspended following programme review and the assessment that other donors were developing programmes to meet these needs. The unspent funds were assigned to support annual reports for 14 NGOs and preparation for audit of 5 "model" NGOs.

There were 30 applications for programme financing, of which 5 were approved. 39 applications were received for organisational financing, of which 8 were approved.

Impact

5.8.3 Although the reach of financial support has been comparatively narrow within the NGO community, it is nonetheless respected for its appropriateness and transparency. Where instruments were seen to duplicate others, they were quickly withdrawn. However there are doubts as to whether the micro-projects compensate the opportunity costs of the tendering and assessment process, which is exceptionally labour intensive. Support for basic infrastructure and promotional materials certainly contributes to the “incubation” of promising new NGOs, but it is questionable whether the formal tendering process always identifies true potential accurately.

5.8.4 Both programme and organisational funding have functioned at a more strategic level. The portfolio includes some of the most active and influential umbrellas or intermediaries in the fields of gender, children, ethnic minorities and disability. These beneficiary organisations have been in much closer contact with MCIC, and have thus benefited from a wider range of services.

Recommendations

Although MCIC is an experienced and professional grant-maker, it is questionable whether it should rely on this instrument in the long term, especially within the civil society department. The evaluators are of the opinion that a streamlined grant-making facility should be included in the next programme, but that it should be phased out within 3 years.

Instead MCIC should lobby for appropriate funding instruments for the strengthening of civil society to be implemented by the EU and other major donors, with MCIC staff providing professional (consultancy) services in the design of those instruments, and their monitoring and evaluation. With this longer term goal in mind MCIC should consider the relatively small scale granting facility as a pilot for potentially much larger resources.

Specific financial support recommendations include the following:

Streamline the funding component as a single instrument with a priority focus on organisational strengthening. Concentrate on NGO structure, with support targeted at strategic planning, leadership development, governance, advocacy – issues with *transformational* potential for Macedonian civil society.

Eliminate the micro-project facility but assign up to approximately 30% of the total grant facility available to the nurturing/incubating function. Consider decentralising this facility to the regions and implementing it through strategic partners.

Continue to reserve a proportion of the granting pledge for a contribution to core costs of strategically important organisations.

6. Organisational Implications for MCIC

The above recommendations have implications for MCIC beyond the Civil Society Department and the NGO Strengthening Programme. The following outlines some of the areas for MCIC to consider both as an organisational strengthening issue and in

planning the next phase of the programme. Most of the following points refer to strengthening MCIC's human resource base and setting in place policies and procedures to support, monitor and evaluate its progress towards the overall goal.

6.1 Increased Human Resource Capacity

Training & Consultancy

6.1.1 If the programme decides to do deeper, longer-term engagements with a number of more established NGOs and continue to sustain the quality and content of the present programme, the requirement for increased human capacity, job redesign and administrative support follows on inevitably.

6.1.2 A training coordinator to manage the programming of regular and in-house courses and 'accompaniment' and consultancy activity.

6.1.3 Logistical support: application procedures, advertising, processing of applications, tendering, training course administration and applicant follow-up should be removed from the specialist training roles and combined in an administrative support role.

6.1.4 The training pool needs to be extended either by buying in the services of specialist trainers on a needs basis, continued use of more experienced staff, or extend the programmatic reach through the strategic partners.

6.1.5 Staff development opportunities need to be sustained, as this is an investment which is already paying dividends. Development of skills in areas such as consultancy, facilitation, advocacy, citizen participation and training of trainers would be advantageous as well as opportunities such as exposure visits in the region and western Europe and accompaniment / mentoring opportunities.

Advocacy

6.1.6 Platforms of action are not necessarily human resource intensive for MCIC but will require 'skilling up' of at least one dedicated individual. As far as possible, in the spirit of participation, support functions should be shared between the members locally and allocation of time recognised in the job description.

Information

6.1.7 Much of the human resources required for an action research series of publications using contributors is already in place (editorial board etc) and with the availability of dedicated programme funds, additional human resources can be bought in. (E.g. Evaluation of emergency support in Kosovo and Macedonia; good practice in community development; donor trends; active citizenship; constituency building).

Financial Support

6.1.8 Streamlining of the grant components could free up time for follow up and capacity building with NGOs.

6.2 Ownership of new programme design

As a principle of organisational practice, members of staff need to participate in the design as well as implementation, monitoring and evaluation of any new programme. While the situation of the current programme is not unusual, where there exists no member of the team to have been involved in the design phase, nevertheless such practice would ensure ownership and commitment to the programme.

6.3 Programmatic linkages between departments

6.3.1 All programmes in combination should add value to the vision and mission of MCIC. Individually they may meet an organisational goal but together vertical and horizontal lines of communication will provide synergy for reaching the organisation's full potential.

6.3.2 Capacity building and advocacy, for example, should be an integral component/activity of every programme design. Development department initiatives should build capacities amongst any NGO active in the target area. Thus the water and sanitation project implemented in Otlja, for example, provided an ideal opportunity to build Natura's capacities in a range of participatory activities such as needs assessment, prioritising, group formation, alliance building etc. amongst village committees and women's groups, self-governing local bodies at municipalities etc. The result of such an approach is to link NGO and community in a cycle of potentially sustainable social action.

6.3.4 Another example of potential synergy is where provision by MCIC of the applied education programme to Roma NGOs in terms of financial support could be used to strengthen such organisations in implementation, monitoring, evaluation and organisational development. Thus, a principle of good working practice within MCIC will include a capacity building and long term sustainable component as part of all programmatic activities.

6.3.5 A characteristic of an operational NGO department is to deliver effective goods and services as a prime objective. A support organisation function on the other hand is to build primarily the capacity of the local NGO partner. In an operational context this involves raising NGO skills for mobilising the local constituency to participate and own the goods and services provided. This poses a particular organisational challenge for support NGOs that are at the same time operational – and one that MCIC needs to address.

6.4 The Diversity Principle

6.4.1 MCIC should maintain the added value of their diversity principle as a unique selling point and continuously communicate and share this principle amongst partner NGOs until it takes root as a defining vision of Macedonian civil society.

6.4.2 This will require maintaining standards of communication at all levels and with all stakeholders from national to local government, umbrella, local and community NGOs. Developing MCIC diversity policy and procedures would define, support and maintain this standard of excellence. Increasing staff skills in communication, mediation and facilitation is an organisational priority activity in the forthcoming period to support this diversity policy.

6.5 Monitor and Evaluate Coverage of Target Group

MCIC is committed to 'helping needy groups in society'. Organisational implications for MCIC are that a system should be in place to monitor and evaluate MCIC programmes in terms of this strategic goal.

6.6 Funder, Capacity Builder or Partner?

6.6.1 To varying degrees MCIC currently takes on all these roles. Each of these different roles has implications for the quality of the relationship between MCIC and its constituents.

6.6.2 The responsibility to safeguard the viability of the organisation is a strong influence on maintaining all these roles. In organisational terms there is generally a tension between maintaining funding and capacity building roles. Whilst MCIC continues to be both operational and a capacity builder it is inevitable that this will continue.

6.6.3 A key relationship for MCIC is the association with the Consortium for Macedonia, members of which strive for partnership in the donor-recipient relationship. MCIC's civil society strengthening mission requires it to consider how much it will in turn foster partnerships in its own potentially unequal relationship with Macedonian NGOs.

6.6.4 However the principles of partnership should be applicable to each of these roles in terms of good working practice in all the relationships that MCIC maintains. If in the long term MCIC chooses to become a support organisation this question will become more critical.

6.6.5 The TOR of the forthcoming mid-term evaluation of MCIC could usefully focus on models of organisational forms in order to clarify the issues influencing the future structure of the organisation.



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MISSION FOR EXTERNAL EVALUATION of the NGO's Strengthening Programme

TERMS OF REFERENCES (draft)

1. INTRODUCTION

1.1. Background

Macedonian Center for International Cooperation (MCIC) is non-governmental non-profit organisation, active in sustainable development, awareness building and social-humanitarian aid. It was established in 1993.

MCIC general objective is support and development of local and national initiatives for the sustainable development of human resources in Macedonia and abroad. MCIC strategic goals are: peace promotion, development of civil society, assistance for those in need.

MCIC operates in the following sectors: civil society and democratisation; rural development; water supply and sanitation; education; employment and income generation; emergency aid. MCIC accomplishes the activities by: projects financial support (grants); training and advices; information; advocacy.

MCIC mobilises and organises financial means, capital goods and human resources in the country and abroad to accomplish its objectives. MCIC provides funds for their activities from numerous agencies related to the World Council and Churches (structured as a Consortium for Macedonia) and other governmental and non-governmental organizations.

In its efforts to contribute to promotion and development of a democratic and civil society in Macedonia, MCIC has developed the NGO's Strengthening Programme 2000-2002.

Programme objective is to improve the institutional and organisational capacity of non-governmental organisations in Macedonia. The Programme has the tasks to: build up the human resources capacity of NGOs for developing their vision and mission, appropriate organisational systems and procedures to formulate, monitor and evaluate projects; to promote mutual co-operation between NGOs and their co-operation with the authorities, the public, media and private sector; to support the creation of an enabling environment for NGOs; to build up structures for support to NGOs.

The target groups of the Programme are non-governmental organisations in the country, with a focus on NGO's of women, ethnic minorities, disabled and youth.

In order to achieve the Programme objective four instruments have been foreseen:

a) Training and consultancy

The training and consultancy is covered with the following topics: Project cycle management (PCM); Institutional development/organisational strengthening (ID/OS); Programme management (PM); Administrative work (PM-1). Training and consultancy is implemented through the following forms:

- Training of trainers – developing the nucleus of the training team;
- Regular courses – open courses according to predefined topics, location and time;
- Tailor-made courses – specially prepared courses for predetermined beneficiaries;
- Individual consultations and advice; and
- Training through work – a three-month on-the-job training at MCIC.

b) Information and documentation

Information and documentation are implemented through several forms:

- “Civic world” - NGO bulletin
- web page
- NGO Profiles, consist of basic organisational and program data about the NGOs in Macedonia.
- Project Profiles, contains basic data on NGO projects.
- Individual Profiles contains basic data about NGO leaders, activists and resource persons.
- Library

c) Advocacy and lobbying

Advocacy and lobbying cover the following topics: NGO legal framework; NGO tax policy; Development of awareness for NGOs and other relevant issues. It is implemented through:

- NGO coalitions and network;
- NGO coalition – annual meeting (NGO fair)
- specific lobbying.

d) Financial support

MCIC supplies financial support for activities whose aim is institutional development and organisational strengthening of non-governmental organisations. Three forms of financial support are implemented: micro-project financing; programme financing and organisational financing.

1.2. Background of the evaluation

NGOs Strengthening Programme is currently bringing to end of its implementation, 2000 – 2002. MCIC planned final external evaluation that will bring objective view of MCIC role and impact in the civil society development during these three years. Lessons learned from this program will be used for planning, designing and implementation of the future programmes.

2. GENERAL OBJECTIVE OF THE EVALUATION

General objective of the evaluation is to contribute to the improvement of the MCIC's approach and activities toward strengthening NGOs and Civil Society and to give directions for the further MCIC's activities.

3. OBJECTIVE OF THE EVALUATION

Objective of the evaluation is to analyse strengths, weaknesses and evaluate impact and impact of the programme.

4. RESULTS OF THE EVALUATION

The evaluation will result in review of the programme results, methodologies and programme impact on the capacity, sustainability and work of the NGOs covered by the programme.

The evaluation should also give recommendations for the future programmes to build on the strengths and the weaknesses and lessons learned of this programme.

4.1. Main issues and points

The evaluation should be focused on the following main issues and points:

- Programme results (outputs) pallet of products in the frame of training, information, advocacy and lobbying and financial support (quantity and quality)
- Methodologies used
- Programme impact (beneficiaries satisfaction, developed capacities and sustainability of the NGOs covered by the programme)

Apart of these the evaluation should also cover:

- Relations and cooperation
- Programme design (intervention logic)
- Programme implementation (organisation, inputs, skills and experience of the staff)
- Management (coordination, group meetings, job division, financial management)

4.2. Main evaluation criteria

Main evaluation criteria are: relevancy and appropriateness, impact, effectiveness, efficiency, and sustainability

Relevancy will be considered to examine whether the projects correspond to the written programme proposal, and appropriateness will be considered to examine whether the Programme is appropriate and can be seen, as a useful and valuable contribution seen from a beneficiaries' point of view.

Impact will be considered to examine the wider positive or negative effects caused by the programme.

Effectiveness will be considered to examine achievements and effects compared to planned and intended results and goals as whole.

Efficiency check will focus on the comparison of the results with the inputs used to achieve them (staff, resources, financial means).

Sustainability should examine whether the intervention positive effects will continue after the completion of the programme.

4.3. Reporting

The external evaluators will provide following:

| Description | When |
|---|--|
| Evaluation memo (Main findings, conclusions and recommendations) | Before returning from field trip |
| Draft evaluation report | Two weeks after the completion of the mission |
| Final report | One week after remarks on the draft report have been submitted |

The report will be prepared in five copies in English. It will also be prepared in an electronic format.

The report will contain 15 pages maximum, not including the annexes, however including

two pages of excerpt from the main conclusions and recommendations, which will be placed at the beginning of the report.

The report will be structured according to MCIC's standard format that will be given to the evaluator. The main part of the report should be prepared according to the objectives and issues of special interest.

The recommendations should be detailed whenever possible.

5. APPROACH

The external evaluator should make use of the following instruments:

- analysis of the context/ambient;
- analysis of documentation, quantitative and qualitative information;
- interview with Executive Director of MCIC;
- interviews with the programme team and other staff;
- interviews with beneficiary organisations, individual and group interviews;
- interviews with partner organisations, similar organisations and foundations working in the same field;
- interviews with some of the rejected applicants (in the training and financial support).

The mission will carry out its tasks consulting (representatives of):

- MCIC (Executive office);
- Beneficiaries and partner organisations;

6. ORGANISATION

6.1. Evaluation team

The mission will be carried out by a two expatriate external evaluators. They should have longer expertise in the field and preferably carried out missions in Eastern Europe. MCIC will determine the team leader, based on the previous experience and related missions, stated in the evaluators CV's.

6.2. Time period (days)

| <u>Phase</u> | Experts | Total |
|--------------|----------------|--------------|
| Preparation | 2+2 | 4 |
| Field visit | 8+8 | 16 |
| Reporting | 5+3 | 8 |
| Total | 15+13 | 28 |

Realisation period for the mission is September-October 2002.

6. SERVICES WHICH WILL BE PROVIDED BY MCIC

MCIC will provide the following conditions and human resources:

- a) human resources
 - Executive director – part time
 - Head of civil society department - available during the entire mission
 - Trainers – part time
 - Project officer – part time
 - other staff involved in the programme – part time
- b) Logistics

- translation (Macedonian – English and vice versa);
- office premises, computers (Word, Excel), printers, copy machines, DTP;
- transport – vehicle from MCIC for field trips
- c) finance
 - Accommodation and food – provided by MCIC during the entire stay;
 - Air ticket
 - Payment: 50% within 15 days after the contract will be concluded, and 50% within 15 days after the evaluation report will be submitted.

7. BIBLIOGRAPHY AND DOCUMENTATION

All documents from the archive will be available for the mission including:

- Strengthening of NGO's Programme 2000-2002, programme document (available in English)
- Narrative and financial annual report for the programme 2000, (available in English)
- Narrative and financial annual report for the programme 2001, (available in English)
- training curriculum of the ID/OS, PCM, PM and Administrative work courses
- training materials for the participants (one part available in English)
- training application forms
- evaluation and reports from the training courses
- all issues of the NGO bulletin "Civic world"
- distribution list of the bulletin "Civic world"
- web site www.civicworld.org.mk (available in English)
- Directory of citizens associations
- Project profiles of NGOs
- application forms, guidelines and criteria for financial support
- all project documentation for the projects developed in the frame of the programme (part available in English)
- photo archive from the program activities

SSz/SSz

No. 10-461/2-2002

Skopje, 15.07.2002

Saso Klekovski
Executive Director

Appendix 2: Individuals and Organisations Consulted

MCIC Staff

Saso Klekovski, Executive Director

Aleksandar Buzarovski, Head of Administrative Group

Suncica Sazdovska, Head of Civil Society Group (CSG)

Liljana Alceva-Jovanovska, Trainer, CSG

Florent Bajrami, Former grant administrator, CSG

Valentina Ciceva, Trainer and grant administrator, CSG

Fatmir Bitici, CSG, now MCIC Representative in Kosovo

Emina Nuredinovska, CSG/ advocacy and lobbying

Kalin Babusku, NGO Fair coordinator, CSG

Gonce Jakovleska, Head of Information Group

Marijana Ivanoba – Journalist

Nahida Zekirova – Project officer/Development department

Dimce Mitreski – Acting Haed of development department

Danica Miladinova, Volunteer

Other Organisations

Skopje

Equality, Solidarity and Emancipation (ESE)

Jasminka Friscic

DEM

Daniela Stojanovska

PDAS Medjasi , “First Children’s Embassy”

Dragi Zmijanac

Union of the Visually Impaired

Cedomir Sopkic

Organisation of Organisations of Women of Macedonia (OOWM)

Mirjana Dimovska

Institute for Sustainable Communities

Zarko Konevski

Kristina Kolozova

FOSIM – Foundation Open Society Institute Macedonia

Slavica Indzevska

Polio Plus
Zvonko Savreski
Christina Dickinson
Dusko Hristov

Poraka – Mental Health Organisation
Violeta Dimoska

Kumanovo

CRZ DROM
Ahmet Jasarevski

ED Natyra
Bajram Sulejmani

Shtip

Cherenja
Enise Demirova

Sao Roma
Raman Demirov

Romani Asvin
Enise Demirova

Roma Cinti Union
Nedzati Demirov

Nov Zivot – Anti-cancer Association 'New Life'
Violeta Efremova

Strumica

Planetum
Mitko Sopov

Prilip

AGTIS
Sonja Aleksovska

Tetovo and Gostivar

League of Albanian Women of Macedonia (LAWM) – Tetovo
Drita Selmani
Bukurije Bajrami

HDZR/HCAR – Humanitarian and Charitable Association of Roma Mesecina –
Gostivar
Muhamed Toci
Samet Skenderi

Veles

Centre for Support to NGOs
Dime Velev

Millenium, Vrapciste
Senat Bekiri

Government

Office of the President - Flora Ljatifi
Ministry of Foreign Affairs

Individuals

Kelmend Zajazi – ECHO

Nafi Saracini – EU Delegation Civil Society Advisor

Anne Caroline Tveoy – Norwegian Church Aid

Appendix 3: Timetable of Evaluation programme in Macedonia

Monday 2nd September

Briefing by Executive Director and Head of Civil Society Group

Introduction to MCIC staff

Visits to NGOs in Skopje

Tuesday 3rd September

Group discussions with training and consultancy, advocacy and information and grant-making teams

Visits to NGOs in Skopje

Wednesday 4th September

Meeting with representatives of government offices for liaison with NGOs

Meeting with representatives of ECHO, the EU Delegation and the print media

Thursday 5th September

Field visit to Kumanovo, Otlja, Shtip and Veles

Friday 6th September

Field visit to Gostivar and Tetovo

Saturday 6th September

Feedback session with MCIC. Presentation of draft summary findings and recommendations

Documentation revision and report drafting

Sunday 7th September

AM: documentation revision for both consultants

PM: departure Martina Hunt

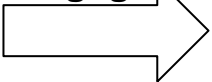
PM: documentation: John Beauclerk

Monday 8th September

AM: departure John Beauclerk

Appendix 4: Documents Consulted

1. Strengthening Non-governmental Organisations. Programme Document. MCIC, Skopje, September 2000.
2. Strengthening Non-governmental Organisations 2000-2002. Annual Report 2001. MCIC, April 2002.
3. Report on Operation in 2000. MCIC, May 2001.
4. Programme for Strengthening the Capacity of Women's NGOs for Health Education. End of Programme (External) Evaluation. Helen Derbyshire, 2002.
5. (External) Evaluation of MCIC Emergency Programmes 2001 in Macedonia. Peter Oates, Mokoro, April 2002.
6. Strengthening Non-governmental Organisations, First Revision. MCIC, July 2002.
7. NGO Strengthening Programme. Progress Report January-June 2002.
8. The Non-profit Sector in Macedonia, in: An Introduction to the Non-Profit Sector in the Balkans. Charities Aid Foundation, Jenny Hyatt 2000.
9. (2001) NGO Fair Assessment Report – draft 2002.
10. Self-assessment of the Magazine "Graganski svet: summary of questionnaires received until 28th August 2002.
11. Sample of articles, leaders, forum discussions, opinions, questions and answers from Civic World 2001-2002.
12. Brochures, pamphlets, bulletins and campaign materials from upwards of 15 MCIC partners.
13. MCIC Promotional Brochure of June 2000
14. Strengthening Non-Governmental Organisations. Promotional brochure for PJN. MCIC, Skopje, July 2002.
15. Comments of the Law on Citizen Associations and Foundations. Dr Natasha Gaber and Dr Borce Davitkovski, for MCIC, USAID, ICNL, 1999.
16. National Human Development Report, Macedonia 1999. UNDP
17. 2001 NGO Sustainability Index. pp 106-110: Macedonia. USAID, 2002.

| Framework for analysing MCIC NGO Strengthening Programme | | | | |
|---|------------------------|-----------------------------|---------------------|-------------------|
| Breadth of engagement:  | Training & Consultancy | Information & Documentation | Advocacy & Lobbying | Financial Support |
| Analysed by the following: 1. Internal Organisation 2. Programme performance 3. Relations/ co-operation | | | | |
| Depth of change | | | | |
| <u>1. Relevancy & Appropriateness</u> Against the original programme document and the internal environment | | | | |
| <u>2. Efficiency</u> Use of resources to achieve inputs | | | | |
| <u>3. Effectiveness</u> Achievement of objectives | | | | |
| <u>4. Impact</u> Wider positive or negative effects | | | | |
| <u>5. Sustainability</u> Long term positive impact of the organisation | | | | |

