

Standard Summary Project Fiche – IPA centralised National and CBC programmes
Support to Civil Society in Montenegro

1. Basic information

- 1.1 CRIS Number:**2007/19300
1.2 Title: Support to Civil Society in Montenegro
1.3 Sector: Civil Society sector 05.36
1.4 Location: Montenegro

Implementing arrangements:

1.5 Contracting Authority (EC)

The Contracting Authority is the EC Delegation in Montenegro

1.6 Implementing Agency:

The Implementing Agency is the European Commission

1.7 Beneficiary (including details of project manager)

Direct beneficiaries are civil society organisations (based in Montenegro and EU) - grant recipients

The Project Manager is [to be confirmed]

1.8 Overall cost:

€ million

1.9 EU contribution:

€ million

1.10 Final date for contracting:

Two years from the date of conclusion of the Financing Agreement

1.11 Final date for execution of contracts:

Four years from the date of the conclusion of the Financing Agreement

1.12 Final date for disbursements:

Five years from the date of the conclusion of the Financing Agreement

2. Overall Objective and Project Purpose

2.1 Overall Objective:

The overall objective of the project is to facilitate building a more open and accountable Montenegro by supporting civil society dialogue between Montenegrin and the EU based CSOs in general and more specifically in the social, health and cultural fields.

2.2 Project purpose.

The project purpose is:

- to create partnerships that will further policy planning and practice in the fields of social welfare, special education, and preventive health,
- to promote the role of civil society organisations in the development of a rights-based approach to policy implementation,
- to support cultural initiatives that will facilitate inter-cultural dialogue and cooperation between Montenegrin and EU stakeholders,
- to support the implementation of the memorandum on cooperation between NGOs and governmental bodies

2.3 Link with AP/NPAA/EP/SAA

EP 2007

- *Implement the memorandum on cooperation between NGOs and governmental bodies*

NGOs in Montenegro are increasingly seen as partners by the Government in the development of laws, Government strategic documents, and the debate on reform processes. Several ministries have appointed contact persons in charge of cooperation with NGOs and signed memoranda of understanding. However, the cooperation has only recently been institutionalised through the establishment of the governmental Office for the Cooperation with NGOs. Once fully operational the Office will start with the implementation of the memorandum on cooperation drafted in March 2006.

SAA 2007 envisages in its preamble:

- *the establishment of closer cultural cooperation and developing the exchange of information*

The relevance of cultural cooperation and exchange of information is also underlined by the 2007 Communication on culture. It is in line with the Commission's Communication of January 2006 on "The Western Balkans on the road to the EU".
(see annex 3 for more details)

2.4 Link with Multi-annual Indicative Planning Document (MIPD)

MIPD 2007-2009

Among its priorities the MIPD has set out the promotion of partnership between local authorities and civil society organisations to strengthen democracy. The watchdog dimension of civil society organisations, namely promoting and protecting human rights is a further priority.

In addition, the MIPD focuses on advancing the administrative decentralisation process and strengthening local democracy. Moreover, cultural initiatives are underpinning the development of transparency, tolerance and multi-cultural collaboration (human and minority rights) as well as freedom of expression.

The MIPD further recommends that definition of systems and channels of permanent communication between Civil Society and Government be included in this assistance programme.

(see annex 3 for more details)

2.5 Link with National Development Plan (where applicable)

The Republic of Montenegro has not yet approved a National Development Plan.

2.6 Link with national/sectoral investment plans (where applicable)

The project is linked with the Development and Poverty Reduction Strategy (DPRS) and social and cultural policies of the Montenegrin Government.

DPRS expands the space for the engagement of Civil Society organisations in the implementation of the Action Plan (CSOs participated in the development of the Action Plan). It refers, in particular, to the social sector reform (service provision for the elderly, women and children as victims of violence, orphans, people with disabilities and the participation in the social policy process).

(see annex 3 for more details)

3. Description of project

3.1 Background and justification:

3.1.1. The ongoing socio-economic reform processes in Montenegro require a pro-active involvement of various stakeholders, including civil society organisations. A well-developed and functioning civil society is an essential element of a democratic system. CSOs have a key role to play in expressing the demands of citizens by encouraging their active participation as well as raising awareness of their needs, demands and rights. In addition, CSOs (national and EU-based) can play an important part in service delivery in the social and health-related sectors. The importance of CSOs has been recognised in the Communication entitled “Civil

Society Dialogue between the EU and Candidate Countries” published by the Commission in June 2005. In line with that Communication, civil society organisations will play an increasingly important role in the pre-accession process of Montenegro and in shaping EU policy in the future.

The CARDS 2003 Civil Society Programme was focused on several NGO projects dealing with social and economic issues. The 2006 Programme aimed at developing policies and implementation models for addressing the issues of the most vulnerable groups, such as children at risk, the elderly, people with disabilities, and young Romas. Building on that past assistance, the current proposed programme aims to introduce and apply implementation models in line with relevant Montenegrin laws and European and international conventions.

One of the main weaknesses of the civil society sector in Montenegro is the lack of networking of CSOs. The 2006 Civil Society Programme, managed by EAR, supported the creation of partnerships between clusters of CSOs at national and local level, but their collaboration needs to be further strengthened.

Thus, the 2007 Programme proposes to “bridge the gap” by encouraging the networking of local CSOs with EU counterparts and with local authorities. In addition, the setting up of CSO coalitions will be encouraged in order to help develop a rights based approach (i.e. watchdog function) to policy implementation.

3.1.2 The problems and conflicts of the past two decades have resulted in the stagnation of cultural development in Montenegro. Given the ongoing pre-accession process in Montenegro and the role that culture and art can play in it, this Programme aims to support initiatives that will promote intercultural dialogue and cooperation in all areas of the arts, including literature, music and cultural heritage. It also aims to create an environment for creativity, and cultural exchange between the EU and Montenegro.

3.2 Assessment of project impact

3.2.1 The impact of the development of partnerships between authorities and civil society organisations will be assessed in the following ways:

Component 1: Partnerships created at local level in the areas of social welfare, special education, and preventive health by CSO networks and public authorities

In view of advocacy and service provision, the networking of organisations at local level brings strong synergies to improve the social and health care system. One of the big gains would be the establishment of an integral approach to problem solving, with the strengthening of multi-sectoral and multi-disciplinary team work.

Partnership should also result in fostering knowledge transfer as well as continuing education and training of service providers in the social and health related fields.

In terms of strengthening local democracy, a measurable impact of the programme will be a more active involvement of local CSOs in the protection of target groups’ interests.

Component 2: Partnerships created at national level by CSOs and public authorities to support vulnerable groups not targeted under the 2006 Civil Society Programme

Improved social status of the most vulnerable, based on increased safety and quality care, will be an important indicator. The examples of groups not covered by the previous programme are women as victims of violence, children (including orphans) and people with disabilities.

Component 3: Coalitions of CSOs established to develop a rights- based approach to policy implementation

Such coalitions will improve the quality of policy formulation, lawmaking, public services delivery, and thereby good governance. Another impact should be better dialogue between civil society and the Government to result in the provision of wider access to public services on non-discriminatory basis.

Component 4: Cultural projects encouraged to promote/support intercultural dialogue and creativity

This is to establishing an improved dialogue and cooperation in the field of arts and culture leading to better understanding between Montenegrin society and Europe.

3.3 Results and measurable indicators:

Anticipated results in relation to the above components will include:

- The provision of services in the areas of social welfare, special education, preventive health and the protection of vulnerable groups' interest are improved by partnerships created at local level.
- The support to vulnerable groups not targeted under the previous civil society programme is fostered by partnerships created at the national level .
- The policy implementation is developed with a rights-based approach by coalitions of CSOs
- Improved implementation of intercultural dialogue and creativity.

Measurable indicators in relation to the above components will include:

- 3-4 partnership projects leading to the solution of pressing issues in selected local areas based on developing local democracy through broad popular participation and transparent implementation models
- 1-2 partnership projects supported at the national level for vulnerable social groups leading to the comprehensive solution to the issues of vulnerable groups and identification of policy implementation model
- 1-2 CSOs coalition building projects for aligning actual policy implementation models with laws and international conventions
- 5-6 cultural partnership grants for projects promoting creativity and cultural exchange and improving the knowledge of EU and Montenegro's arts and culture.

(see the log frame at annex 2)

3.4 Activities:

The overall approach will be based on grants, issued on the basis of competitive call for proposals. The call will be for partnership projects in the areas of social welfare, special education, health, and culture and will involve at least one EU based CSO partner.

The role of the EU based civil society organisation will be to support capacity building measures including improved Human Resources Development (HRD), transfer of experience to local partners. The role of the local civil society organisation will be to lead the project activities and tailor the proposal to Montenegrin needs. The role of the central and local government and/or public bodies will be to strengthen the sustainability of the actions foreseen under the grant as well as to ensure that they fit into the strategic goals of reforms.

Projects could contain the following activities:

- Strategic and Organisational Development involving local civil society partners and associates (local and central government institutions, public authorities)
- Transfer of experience and capacity building of local partners and associates through networking
- Upgrading professional knowledge and standards of service providers
- Strengthening activity programmes related to the fields of social welfare, special education, child protection
- Increasing level of standards in policy formulation and lawmaking process
- Developing media and communication strategy
- Organisation of cultural events with mixed participation of different actors

The activities under the project will be implemented by means of grants following a call for proposals. The essential selection and award criteria for the award of grants will be laid down in the call for proposals – application pack (guidelines for applicants).

3.5 Conditionality and sequencing:

The project includes the following conditionality:

Adoption of the memorandum on cooperation between NGOs and governmental bodies

3.6 Linked activities

Under the CARDS 2003 and 2006 Civil Society Programmes approximately €1.7 million was provided to support the strengthening of the civil society sector in Montenegro. The 2003 interventions supported NGO projects focused on socio-economic and environmental issues. The 2006 programme provided technical assistance for the development of the capacity of the Montenegrin social partners so that they could engage in a more qualitative bipartite and tripartite dialogue. It also supported partnership projects between Montenegro and the EU civil society organisations as well as partnerships with governmental stakeholders.

Another major donor in this field is USAID with \$6.3 million allocated between 2002 and 2008. It has provided support for NGO legislative framework reform, the coalition of 21 NGOs developing a civil society based code of conduct, reform of the public grant financing system, and national memorandum of understanding between the civil society and government sectors. It also supported initiatives by local and national advocacy NGO Coalitions.

Over the past few years, UNDP enabled the participation of local NGOs in anti-corruption initiatives in Montenegro, and supported CSOs focused on gender equality and urban planning issues. It also awarded Global Environment Facility grants to some NGOs dealing with environment protection. In 2007 UNDP has launched a grant scheme to support AIDS/HIV related initiatives (grants ranging from €50,000-100,000). Another 2-year grant programme has been launched in 2007 with the financial support of the Dutch Government (approx. €600,000) to improve the socio-economic position of Roma in Montenegro.

In addition, the OSCE facilitated the participation of civil society actors in decision making processes and involved them in the implementation of all its projects (although it did not fund or manage any specific civil society programme).

For the past 2 years the Open Society Institute of Montenegro has been mostly supporting NGOs involvement in the implementation of European, Gender Equality and Minority Rights Programmes (approx. €140,000 in 2006). Some €230,000 was spent in the first quarter of 2007.

The proposed interventions are complementary to grant schemes by the Commission in the area of democratic stabilisation implemented over the past few years. They would build on the results of the past and on-going CARDS programmes and those of other donors and would bring added value to the interventions envisaged under the European Instrument for Democracy and Human Rights by the European Commission.

3.7 Lessons learned

Despite the increased number of activities and the progress made by civil society sector in Montenegro, there are important challenges ahead:

- *Organisational capacity:* The majority of NGOs in Montenegro lack human resources and adequate financial management capacity to handle donor funding. They often do not meet international standards of good governance. The ongoing civil society programme shows that such a gap could be bridged by ensuring capacity building by large and professional NGOs based in the EU through partnerships and networking.

- *Watchdog capacity:* Advocacy by CSOs in Montenegro is at a high level. Some powerful NGOs have begun to use their advocacy skills to influence policy and lawmaking. However, this needs to go much further and there is a continuing need to help CSOs build and improve their advocacy and watchdog role.
- *Service provision:* This activity of the sector is well diversified, with CSOs at both the local and national level providing services in the areas of health, education, environmental protection and governance. CSOs continue to play an important role in providing services in the social sector, especially to marginalised and vulnerable groups, and this is recognised by the Government.
- *The Government –Civil Society cooperation:* A memorandum on cooperation was drafted in March 2006 by the representatives of the Government and NGO sector. The Government Office in charge for the cooperation with NGOs was set up only in March 2007. There is a need for establishing a regular dialogue and cooperation between civil society and the Government.
- *Partnerships between the Government and CSOs:* Experience so far shows that civil society actors can successfully complement reform efforts by the Government in the social, political, environmental and economic sectors. In addition, monitoring of interventions by other donors in the same sectors highlights a need for more partnership based projects at central and local level to ensure the sustainability of the actions.

This programme offers some innovative approaches that are needed to bridge the widening structural gap in the civil society sector and develop the self-sustainability of the CSO sector, not only in a financial sense.

4. Indicative Budget (amounts in M€)

The cost of the project is estimated at approx. €1 million to be financed by the EC. It is not possible to predict the exact number of contracts since they will be selected on the basis of a Call for Proposals. Grants under components 1,2 , and 3 will range from €100,000 – 200,000. Grants under component 4 will range from €30,000 – 50,000.

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contracts	Q2 2008	Q3 2008	Q1 2010
Note: All the projects will be selected based on a Call for Proposals grant scheme and thus, all the contracts will be signed at the same time			

6. Cross cutting issues

The mainstreaming of the cross cutting issues is addressed on two levels:

- 1) How the internal policies, structure or operating procedures of the beneficiary will conform with or promote the cross cutting issues set out below
- 2) How the project's outputs (e.g. laws, regulations, policies, action plans, etc.) will address the cross cutting issues set out below.

6.1 Equal Opportunity

Equality between men and women is one of the fundamental principles of any democratic society. Yet, many women in Montenegro do not enjoy such rights. The criteria published in the Call for Proposals and the subsequent selection of CSO's projects will take specific account of the need for gender mainstreaming and the needs of disadvantaged and marginalised groups. And special efforts shall be made to ensure that women are fully included in project activities and benefit from project results. Since poverty is the result of many forms of gender inequalities (in the workplace and in families) it needs to be tackled across a wide range of areas through the proposed projects. In general, gender needs will be considered as an analytical instrument, from programme design onwards.

6.2 Environment

Damage to the environment has been growing steadily worse in recent decades and consequently the quality of life for people living in urban areas has declined considerably. The Call for Proposals will invite the projects beneficiaries to contribute to addressing environmental issues which have direct impact on the lives of disadvantaged groups and the cultural heritage. They shall take into account environmental consideration during the implementation of projects activities.

6.3. Minorities

The detailed preparation of projects shall take into account the specific needs of ethnic communities, in particular Roma, who are generally considered to be the most marginalised ethnic group in Montenegro. The activities will include initiatives, which meet the needs of ethnic communities and ensure gender equality mechanisms in particular benefiting women from minority groups.

ANNEXES

- 1- Log frame in Standard Format see attached
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme
- 3 - Reference to laws, regulations and strategic documents:
 - Reference list of relevant laws and regulations
 - Reference to AP /NPAA / EP / SAA
 - Reference to MIPD
 - Reference to National Development Plan
 - Reference to national / sectoral investment plans
- 4- Details per EU funded contract (*) where applicable

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number Support to Civil Society in Montenegro	
	Contracting period expires 2 years after signing the FA	Disbursement period expires 5 years after signing the FA
	Total budget : 1M€	IPA budget: 1M€

Overall objective	Objectively verifiable indicators	Sources of Verification	Assumptions
The overall objective of the project is to facilitate building more open and accountable Montenegro by supporting civil society dialogue between Montenegrin and the EU based CSOs in general and more specifically in the social, health and cultural fields.		Reports by relevant organisations; Media	Favourable environment for the establishment of civil society dialogue and exchange between Montenegro and EU
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
1. to create partnerships that will further policy planning and practice in the fields of social welfare, special education and preventive health,	1. Partnerships created at local and national level in the fields of social welfare, special education, and preventive health by CSO networks and public authorities	1. Policy plans and policy implementation in the social, health field; reports by CSOs/institutions involved in inter-cultural dialogue; media coverage Memoranda on understanding	1. Commitment of national and local authorities to enter into partnerships with Montenegro and EU based CSOs 1.2. Commitment of EU based CSOs and institutions to establish partnerships with their Montenegrin counterparts 1.3. Programme anchored in national development plans
2. to promote the role of civil society organisations in the development of a rights-based approach to policy implementation ,	2. Coalitions of CSOs established to develop a rights-based approach to policy implementation	2. Reports; media coverage; memoranda of understanding between CSOs	2. Willingness of CSOs to create coalitions in order to perform a watchdog function
3. to support cultural initiatives that will facilitate inter-cultural dialogue and cooperation between Montenegrin and EU stakeholders,	3. Cultural projects developed in the spirit of inter-cultural dialogue and cooperation	3. Reports; media coverage	
4. to support the implementation of the memorandum on cooperation between NGOs and governmental bodies	4. Memorandum on cooperation entirely implemented	4. Reports by NGOs and the Governmental Office for the Cooperation with NGOs	4. Adoption of the Memorandum on cooperation

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1.The provision of services in the areas of social welfare, special education, and preventive health and the protection of vulnerable groups' interest are improved by partnerships created at local level	1.. 3. to 4 partnership projects leading to the solution to pressing issues in selected local areas based on developing local democracy through broad popular participation and transparent implementation models.	1..Reports by grant recipients; visibility documentation	Synergies will be developed between the organisations participating in the social partnerships to further a multi-sectoral and multi-disciplinary approach to meeting social needs in the local environment
2.The support to vulnerable groups not targeted under the previous civil society programme is fostered by partnerships created at the national level	2. 1 to 2 partnership projects supported at the national level for vulnerable social groups leading to comprehensive solution to the issue addressed and provision of model for future policy implementation	2. Reports by grant recipients; visibility documentation Reports & statements by relevant Ministry	2.Willingness and commitment of CSOs and Government to jointly design a policy and identify a policy implementation model
3.The policy implementation is developed with a rights-based approach though consultations by coalitions of CSOs	3. 1- 2 CSOs coalition building projects for aligning actual policy implementation models with laws and international conventions ("watch-dog"function).	3. Reports; reports by CSOs ; Media reports	3. Willingness of the relevant Governmental bodies to cooperate
4. Improved implementation of inter-cultural dialogue and creativity	4. 5-6 cultural partnership grants for projects promoting creativity and cultural exchange and improving the knowledge of EU and Montenegro's arts and culture	4. Media coverage; reports by relevant cultural institutions ;	
Activities	Means	Costs	Assumptions
1.Strategic and organisational development involving local civil society partners and associates 2. Transfer of experience and capacity building of local partners and associates through networking 3.Upgrading professional knowledge and standards of service providers 4.Strengthening activity programmes related to the fields of social welfare, special education , child protection 5.Increasing level of standards in policy formulation and lawmaking process 6.Developing media and communication strategy 7. Exchange of cultural events with participation of different actors	Funds for: - Human resource - Travel - Equipment and supplies -Local office - project costs - Other costs/services	€1 million	All necessary projects related support for their implementation provided by relevant state institutions and local authorities.

ANNEX 2: amounts (in million €) Contracted and disbursed by quarter for the project

Contracted	2007 Q4	2008 Q1	2008 Q2	2008 Q3	2008 Q4	2009 Q1	2009 Q2	2009 Q3	2009 Q4	2010 Q1
Contract 1.1				1.0						
Cumulated				1.0	1.0	1.0	1.0	1.0	1.0	1.0
Disbursed										
Contract 1.1				0.8						0.2
Cumulated				0.8	0.8	0.8	0.8	0.8	0.8	1.0

ANNEX 3: Reference to laws, regulations and strategic documents

- Reference to laws and regulations
 - *Law on NGOs- Official Gazette of the Republic of Montenegro No, 27/99; 09/02; 30/02*
 - *Law on Profit Tax*
 - *Law on Value Added Tax*
 - *Law on Personal Income Tax*
 - *Regulation on Trade Unions*

The basic legal framework for unhindered functioning of non-governmental organisations in Montenegro is determined by Montenegro's Constitution and particular regulations.

The Law on NGOs adopted in July 1999 is considered to be the most liberal one in the region. It represents a good basis for unhindered registration and functioning of non-governmental associations, non-governmental foundations and international NGOs in Montenegro.

The Law requires a minimum of five founders to register a non-governmental association and sets a minimum of formal and legal conditions based on which a non-governmental organisation can be registered. Citizens pay non registration taxes when registering a non-governmental organisation. The implementation of the law so far has confirmed a rather liberal practice, mostly accompanied by efficient functioning of the registering office in charge, and spared from any unacceptable state interference.

Tax laws are also favourable to CSOs. The Law on Profit Tax envisages that NGOs should be exempted from the profit tax up to € 4,000. NGOs do not pay "administrative" taxes either.

The Law on Value Added Tax allows NGOs to be exempted from this tax for "all products or services which do not lead to unfair competition on the market". The employees of non-governmental organisations, however, as well as NGOs as employers, are not free of any of many and often considerable taxes and contributions (e.g. national personal income tax, local tax on individual income, contributions to the pensions fund and social and health security). Although present tax exemptions are available for all NGOs they are available only for limited sources of income.

The Law on Profit Tax and Law on Personal Income Tax prescribe that "all costs procured through educational, health, scientific, religious, cultural and sports purposes, as well as those for the environment protection, should be exempted from taxation for up to 3% of total income". In practice they are few, if any, companies using these legal provisions so that CSOs have no significant benefit from this legal solution. The importance of tax exemptions for the development of philanthropy in Montenegro was given no priority on the agenda for civil society's development, by both Government and private sector.

Currently the Law on NGOs is being revised in order to define economic activities of NGOs in a more precise manner.

Regulation on trade unions allows for free establishing of trade union associations. In accordance with this regulation, more than 1200 trade union associations have been established. However, for the purposes of legal security and related to the establishment of sound foundations for de-monopolisation and pluralism of trade unions, there is a justified demand for adoption of a new Law on Trade Unions.

In general, the CSO registration process can be characterised as simple, quick, inexpensive, following legal provisions and consistently applied.

- *Reference to EP*

The European Council updated its decision “On Principles, Priorities and Conditions contained in European Partnership with Montenegro” in January 2007, that lists priorities which Montenegro has to meet in short-term (1-2 years) and medium-term (3-4 years) period. This Decision includes the paragraph on Human Rights and the Protection of Minorities under the chapter on political criteria :

- *Implement the memorandum on cooperation between NGOs and Governmental bodies*
- *Continue cooperation with NGOs at Government and municipal level*

Some of the objectives under the proposed project are in line with EP document.

- *Reference to SAA*

Stabilisation and Association Agreement between the European Communities and Member States and the Republic of Montenegro initialled in March 2007, states :

- *“Considering the strong links between the parties ...Desirous of establishing closer cultural co-operation and developing exchanges of information... have agreed ...”*

In line with SAA document, the project activities include, inter alia, cultural cooperation and exchange of information.

- *Reference to MIPD*

Main priorities and objectives under the Component I, titled Transition Assistance and Institutional Building, Section 2.2.1.- Political Requirements include :

- *Creation of a partnership between the authorities and Civil Society to strengthen democracy by involving NGOs, academic institutions, trade unions and employers*

organisations, political parties and local authorities. Enhance the capacity of civil society organisations to promote and protect human rights.

Some of the expected results to be achieved under the same chapter is, as follows:

- *Problems of vulnerable groups being addressed (health services, education and housing) in line with anti-discrimination legislation and European standards of human rights and with the EU strategy on the rights of the child; existence of synergies between central and local authorities as well as among public authorities and NGOs;*
- *Upgraded capacity of civil society; existence of a permanent dialogue for future cooperation with Government in mutual interest; internal communication within civil society well developed.*

The project interventions have been designed in line with the priorities, objectives under the MIPD.

- *Reference to Development and Poverty Reduction Strategy of Montenegro*

The Civil Society Programme intends to further deepen support for the involvement of civil society organisations (CSOs) in the implementation of the Action Plan of the DPRS and other national plans, in particular those related to the areas of social welfare, special education and preventive health. This engagement includes both the participation in social and health policy process and in service provision for children and women in the state of risk and vulnerability, the disabled, the elderly, and other groups in social need. During 2006 the Government worked on a Strategy for Social Care and Child Protection, which will be an important reference document for developing local social partnerships.

ANNEX 4: Details per EU funded contract (*) where applicable

Open Call for Proposals to be carried out, as follows:

- Step1: Launching of Call for Proposals and the evaluation of applications for final selection of beneficiaries;
- Step 2: Selection, implementation and monitoring of local partnership projects in selected local areas based on developing local democracy;
- Step 3: Selection, implementation and monitoring of further partnership building projects intended for vulnerable social groups supported at the national level to serve as a model for future policy implementation;
- Step 4: Selection, monitoring and implementation of CSO coalition building projects for developing a rights based approach to policy implementation ;
- Step 5: Selection of cultural projects for promoting inter-cultural dialogue and creativity.