

ANNUAL REPORT 2012



TRIAGOLNIK
CENTRE FOR NON-FORMAL EDUCATION

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FOREWORD

In 2012 we finalized important segments of the offensive and defensive strategies of the organization. We have managed to maintain the focus on the organizational building/branding as resource centre with the quality in foreground. The contacts and presentation of the programme activities in Belarus, as well as the implementation of the project activities in Kosovo are only one part of the strategic directions of the organization. We are recognized and specific by our methodology of work, but at the same time we do not forget that the quintessence of our approach is the relations built on the bases of trust, mutual understanding and defining of the joint interests that inevitably leads towards accomplishment of the mutual aims.

Triagolnik demonstrated dedication for overcoming the challenges which we are facing and accomplishment of the set aims according to the adopted strategic approach. We defined the progress in 2012 within the organization as well as in the environment in which we act.

Maturity in the approach, which is used to surpass all challenges, defines the developmental process where all problems regardless of their nature, being ethical, political, religious, national etc., are perceived as a rational and intellectual, diminishing their emotional, instinctive and irrational cause. In short, the intellectualism is put forward as a distinguished feature of Triagolnik for the year 2012. The accredited programme for bachelor and master studies in the area of Leadership and Community Youth Work is the finish of the process that started in 2001, but at the same time is fresh start of a new beginning.

The result of this success is the direct involvement in the process of fulfilling the EU integration processes of the Republic of Macedonia. The focus of building appropriate symbioses among the European and national traditional values are bases for development of the democracy and the democratic processes through the capacity building of the future academic community. At the same time 2012 is marked by the Venia Legendi process of habilitation of Triagolnik employees as a confirmation of the quality and exclusivity of the programme.

Our strong positioning, financial stability demonstrated through the continuous annual turnover of the organization and the accomplished aims, are strong guarantee that we will continue with the practice of accomplishing success in the following five years, as we did in the past decade.

By putting the stress on the gender equality, capacity building of the ethnic communities as marginalized groups and promoting the transparency and fight against corruption, we have been directly involved in accomplishment of the universal values of human dignity, peace and tolerance.

At the end we are making public appreciation to all members of Triagolnik, The Management Board and the partners for their unselfish efforts, support and advices in order to create conditions for existence and development of our organization.

Of course, the most appreciation goes to Triagolnik team that with their creativity, motivation, capacity and dedication made the realisation of the planned activities possible. It is real honour and pleasure to be part of this team of Triagolnik.



Zarko Trajkov
Executive Director



Isidora Sidorovska
Deputy Executive Director



VISION

We are leading Resource Centre in Macedonia that recognizes the potentials and directly works on the capacity building of young people thus enabling their active involvement in life and work of the multiethnic society.

Through the methods of non-formal education we effectively complement the formal education in a creative and inspiring manner. We accomplish our aims through direct work with young people as well as with individuals and organizations that work with young people.

We have highly competent team prepared to respond to the needs of all our beneficiaries at any moment. Therefore, our team is motivated to continually accomplish new challenges in the area of their personal and professional development. The work of our team is based on trust, support and mutual cooperation.

All of those, to whom the personal and professional development of the young people is the ultimate goal, ask for our assistance and consider a crucial social actor in the process.

We are sustainable organization which is on a certain path to become leader in the delivery of non-formal education on the whole territory of our country.

MISSION

We in TRIAGOLNIK ...

We believe in the potentials of every young person, in equality and respect of differences, in non-formal education as a tool for development of personal and professional skills of young people. Dedicated we create opportunities for making the non-formal education accessible to youth.

We believe in the ability of young people to make decisions independently and contribute towards the development of multiethnic society. We are committed to creating atmosphere of freedom of choice where young people have power to decide and create changes.

We believe in the ability of our volunteers, employees and partners to face different challenges. We are committed to support their joint actions and the continuant development of their capacities.

TRIAGOLNIK

RECOGNIZES.

INCLUDES.

INSPIRES.

RECOGNISED BY THE METHODOLOGY OF WORK

IN THE PAST 10 YEARS, CENTRE FOR NON-FORMAL EDUCATION TRAIKOLNIK HAS BEEN WORKING ON CAPACITY DEVELOPMENT OF INDIVIDUALS, ORGANISATIONS AND INSTITUTIONS THROUGH PROVISION OF CONSULTANCY SERVICES, MULTI-MODULAR COURSES AND INDIVIDUAL TRAININGS. THE SPECIFIC METHODOLOGY OF WORK, BASED ON THE CONCEPT OF NON-FORMAL EDUCATION, ENABLES NOT ONLY TRANSFER OF INFORMATION AND KNOWLEDGE BUT ALSO PROVIDES VISIBLE RESULTS AND LONG-TERM CHANGES OF THE ATTITUDES AND BEHAVIOUR OF THE BENEFICIARIES.

WE CREATE VISIBLE RESULTS

The implementation of all our programmes is realised through application of IKAB learning model (**IKAB** – **I**nformation to **K**nowledge to **A**ttitudes to **B**ehaviour). This learning model recognises and comprises the phases of personal development and learning, and assumes that the process of acquisition and practice of new knowledge has four levels:

- receiving the information
- acceptance of the new knowledge
- change of the personal attitudes
- change in the behaviour which is actually the desired effect or desired aim of every learning process

The aim of each of our programmes is to enable our beneficiaries to implement successfully all 4 phases of the learning process, in order to assure the future change of the competencies in both personal and professional life.

WE WORK THROUGH APPLICATION OF THE METHODOLOGY OF THE NON-FORMAL EDUCATION

Our employees possess professional and long-term experience in realisation of programmes through application of the following methods of non-formal education: individual work, pair work, group work, panel discussions, brainstorming, team activities, role plays, reflections from the practical activities, self-evaluation, simulation, case studies etc.

- During our work with the individuals and groups we:
- Stimulate creative, critical and analytical thinking
 - Create atmosphere for free expression of ideas
 - Initiate proactive behaviour
 - Practice learning by doing
 - Stimulate share and exchange of experiences
 - Respect different attitudes
 - We nourish the principles of respect, honesty and consistency
 - We strengthen the team spirit
 - We stimulate innovativeness and leadership

WE USE TAILOR-MADE APPROACH

The preparation of the offers and implementation of the services is structured based on the specific needs of our clients. The approach is built upon the following steps:

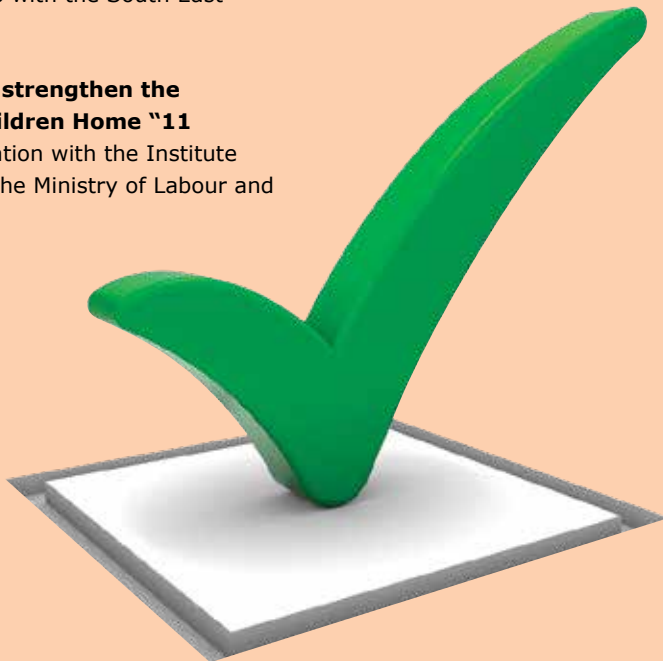
1. Analyses of the specific individual and organisational needs
2. Defining the expected aims, results and specific success indicators
3. Design and implementation of educational programmes based on the IKAB learning model
4. Application of continuous quality control mechanisms of the delivered services and accomplished aims

WE WORK ON NATIONAL AND REGIONAL LEVEL

For almost one decade we have been active on national level (Skopje, Tetovo, Kumanovo, Kavadarci, Delcevo) as well as on regional level (Kosovo, Serbia, Montenegro, Bosnia and Herzegovina and Croatia). At the same time we have made partnerships with organisations, educational institutions and foundations from Europe (Sweden, Switzerland and Luxembourg). The long years of experience made us ready and capable for replication of the determined and standardised programmes. We are open for creation of new partnerships in Macedonia but also in the region, Europe and wider.

KEY ACCOMPLISHMENTS IN 2012

- ✓ **We developed capacities of 32 civil society organisations** from Macedonia, Montenegro and Bosnia and Herzegovina to be able to participate in the creation of public policies on national and regional level
- ✓ **Start of the first bachelor studies in the Republic of Macedonia for Leadership and Community Youth Work**, as a result of the mutual efforts of Triagolnik and the South East European University
- ✓ We educated **the first 28 youth workers in Kosovo** in partnership with the South East European University
- ✓ We have continuously **strengthen the capacities of the Children Home "11 Oktomvri"** in cooperation with the Institute for Social Affairs and the Ministry of Labour and Social Policy



CAPACITY BUILDING OF THE CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS

Being a resource organisation, Triagolnik holds permanent determination to work on the strengthening of the capacities of the organisations and institutions from the civil and public sector. Triagolnik believes that the true societal changes will happen only when the civil organisations and the public institutions will become capable enough to

respond to the complex social challenges and start to work together and complement and correct one another in the process of development of the modern democratic society. During 2012, Triagolnik worked directly on the capacity development of over 40 civil society organisations and 5 public institutions in the Republic of Macedonia and the region.

APPLICATION OF THE EFFECTIVE MODEL FOR STRENGTHENING OF THE INSTITUTIONS FOR SOCIAL WELFARE

In 2012, Triagolnik continued working on the development of the capacities of the Children Home "11 Oktomvri", assisting the process of transformation of this institution. All activities were being implemented with support of our long-time partner, Swedish non for profit organisation for international adoption Adoptionscentrum. The four-year active work and cooperation with the Children Home "11 Oktomvri" is based on the gained trust and recognition of our competence and professionalism by the Ministry of Labour and Social policy and the Institute for Social Affairs, but more over by establishing positive and constructive relations with the employees, as well as with the beneficiaries of the Children Home "11 Oktomvri".

The approach used for development of this institution was integrative, meaning that we parallelly worked on the development and strengthening of the capacities of the employees and provision of support and education of the beneficiaries and at the same time we worked on improvement of the administrative and organisational practices. This approach enabled not only adoption of new knowledge and practices, but also creation of an environment and conditions in the organisation, which will ensure sustainable implementation of the new learning. The key aspect of this integrative approach was the cooperation and application of the recommendations of the above-mentioned governmental institutions and coordination of the interventions in accordance with the existing developmental plans of the Children Home.

Improvement of the quality of work with young people through:

- Involvement of the educators in multi-modular course: basis of community youth work; stress management in work with specific groups; ethics and morale in work with vulnerable groups; and conflict transformation.
- Development of skills thorough practice – the educators implemented specific educational activities by application of the methodology of non-formal education
- Continuous follow up of the educators development by the professional team from Triagolnik (periodical observations of the implemented educational activities and individual consultation for support)

Development of the abilities of the young people

was done through implementation of the diverse educational activities: creative workshops, trainings, exchanges, study visits, mentorship sessions, organisation of public events. All activities were implemented so as to enable acquisition of life skills as well as increase of their proactiveness in order to work on self-development and development of the environment where they live.

Changes among the young people:

- Raised self-confidence
- Improved communication skills
- Increased motivation and willingness for completing both the daily and school obligations
- Establishing positive relations with their peers
- Increased self-initiatives
- Taking responsibilities for their actions
- Planning their future

Changes within the institution

As far as the organisational development is concerned, in the past year we have been working on improvement of the part of the organisational practices and policies. Through consultations and trainings with the employees, we have managed to create procedures for improvement of the planning and reporting process. As a result of this, the employees created annual operational plans and started to implement new forms and procedures for planning and reporting. *"We plan the activities, we set expected results. When a problem occurs a plan is made with specific steps to sort it out and to act accordingly to the needs of the children in order to improve certain behaviour."* – statement of one of the educators





CAPACITY BUILDING OF THE CIVIL SOCIETY ORGANISATIONS FROM MACEDONIA, MONTENEGRO AND BOSNIA AND HERZEGOVINA

In 2012, Triagolnik proved its competence, professionalism and preparedness for development of the civil sector through successful **strengthening of the capacities of 63 activists from 32 civil society organisations** from Republic of Macedonia, Montenegro and Bosnia and Herzegovina. The focus of this intervention was the capacities of the civil society organisations to create sustainable changes in the area of their work. Every day we witness successful projects that last as long as the donor support is available. Therefore we focused on capacity building of the civil sector to be able to integrate the successful models of work in the institutions of the system and as a key capacity we determined the capacity for advocacy and lobbying. In the frameworks of this project the accent was put on the youth organisations that work on issues related to the youth unemployment – a key problem not only in Macedonia but in the region as well. The project ALTYO – Advocacy and Lobbying Training for Youth Organisations, financed in the frameworks of the IPA 2009 – Regional programme “Support to Partnership Actions to Minorities/ Vulnerable groups Organisations” – was financed by the European Commission.

The project was implemented in partnership with the civil society organisation ERYCA from Luxembourg, Forum MNE from Montenegro and Proni Brcko from Bosnia and Herzegovina. Even the project is completed, we continue our partnership and cooperation with these organisations viewing the long-term partnerships as a key component for effective intervention in the civil sector.

How did we manage to strengthen the civil sector and to increase the CSOs participation in the public sphere?

We managed successful implementation of the learning model through which the participants gained new knowledge, adopt and implement gained skills and as a result created permanent change in their attitudes and behaviours.

CSOs activists were involved in multi-modular educational course for advocacy and lobbying and acquired knowledge in the following areas: advocacy and lobbying, national and European legislation, development of sustainable partnerships, management of advocacy actions, development of proposal-policies, utilisation of PR and social marketing.



Having in mind that the basic distinctive feature of our working methodology is learning by doing, we gave the participating organisations an opportunity to implement advocacy campaigns utilising the acquired knowledge. The response of the organisations was successful since they managed to implement 15 advocacy campaigns and increased the awareness of the relevant institutions for the discrimination of the vulnerable groups of young people (young Roma, young women, young people with handicap, young people from the rural areas and young people without parents and parental care) on the labour market. During the advocacy campaigns, the CSOs improved the communication with the relevant institutions. They developed 15 policy papers and submit them to the institutions in order to initiate change of the existing policies and in order to ease the access on the labour market of their beneficiaries. The CSOs also, improved their relations with their beneficiaries and gained stronger support and recognition by the general public.

As a result of the application of our educational and experiential approach in the frameworks of this project, the CSOs gained capacities, experience and credibility to continue their active involvement in the decision making processes on national and regional level.

Shared experience from the civil society organization ZVRK from Bosnia and Herzegovina that implemented the campaign "Youth without parents – Better future for them!":

"This campaign was very important for our organization -ZVRK. It was significant in terms of human resources development and established contacts with the media, relevant institutions, other civil society organizations, volunteers etc. The project ALTYO actually helped us to be heard as a young organization that is still at the beginning of its development, but it also influenced for us to learn more about the legislatives, lobbying and advocacy" - Diana Radeljas, general manager of ZVRK

"How to plan and run advocacy and lobbying campaigns" is a toolkit that we publish by the end of 2012, again in order to serve as a mean for capacity building of the civil sector. The aim of the toolkit is to introduce to the CSOs the ways how they, as citizen representatives, can influence effectively on the societal processes and to create changes. The toolkit contains all 15 advocacy campaigns that have been implemented in Macedonia and the region. The CSOs through this toolkit can get information for the implemented advocacy action and follow its examples in initiation institutional initiatives for improvement of the living conditions and condition for work of their beneficiaries.

**UNDERTAKEN ACTIONS IN REPUBLIC OF MACEDONIA
FOR INCREASING THE EMPLOYMENT**

CSOs teams – implementers	Implemented campaigns for advocacy and lobbying
Open the windows	"Employment for all"
Polio plus	
Sojuz na student i mladi so hendikep	
SOS children's village	"What now? What then?"
Interkultura	
Zastita na pravata na decata	
Sonce	"Free education for people coming from smaller ethnic communities"
Irhom	
Humanitarno zdruzenie Majka	Initiative for creating mechanisms for recognizing, preventing, and protection from sexual harassment during the employment and at the workplace.
Derja	
Centar za edukacija i razvoj	„We dare you!!! Give us the necessary knowledge“
Mreza na mladi farmeri	
Sovet za preventiva protiv maloletnicka delikvencija - SPPMD	

**UNDERTAKEN ACTIONS IN MONTENEGRO
FOR INCREASING THE EMPLOYMENT**

CSOs teams – implementers	Implemented campaigns for advocacy and lobbying
Prima	"Employment of young women"
UTIL	
Savez Nasa inicijativa	"Together for employment of the people with handicap"
Nova sansa u Novom	
Susreti	
UPHL	
Mladi Romi	"Employ me!"
UM RAE	
Mladi vama	"Lobby for employment of young people from the countryside"
Da zazivi selo	
Kompas	"The job for the YOUTH"
Mladi Boke zajedno	

**UNDERTAKEN ACTIONS IN BOSNIA AND HERZEGOVINA
FOR INCREASING THE EMPLOYMENT**

CSOs teams – implementers	Implemented campaigns for advocacy and lobbying
CEM Travnik	"Be the change – advocate!"
KULT Gradacac	"Limited is the one with prejudice"
Vermont Brcko	
EU Jezero Zivinice	„Say NO to unemployment and discrimination of young women in the labour“
CORNO Dobo/Maglaj	
EPA Brcko	"Get informed!"
Omladinski savjet Vlasenica	
ZVRK Brcko	"Youth without parents – Better future for them"

EDUCATION OF YOUTH WORK PROFESSIONALS IN KOSOVO

During 2012, Triagolnik acting as consultant for Forum Syd Kosovo started to work on development of the capacities of the civil society organisations for implementation of the methodology of non-formal education and promotion of the quality of youth work. This was done through the implementation of the course Basis of Community Youth Work (BCYW), developed by Triagolnik with the aim to assist the professionals who work with young people to improve their capacities by introducing them to the methodology of the non-formal education and principles of community youth work.

The aim of this programme was to improve the abilities of the participants to integrate the new methods in the activities that are already being implemented within their work, providing the maximum opportunities for learning and development of the young people. The methodology of the non-formal education offered opportunities for the young people to gain skills such as: creative conflict transformation, innovative thinking, critical and analytical thinking, responsibility, proactiveness, communication skills, leadership skills etc. Gaining of these skills will help young people easier response to the challenges in the dynamic society as well as becoming active driving force of their own live.

At the same time, this course represents one more step in the promotion of the non-formal education and additional contribution in the process of recognition and validation of this type of education in Kosovo. The course participants are coming from several mu-

nicipalities in Kosovo – Ferizaj, Kosovo Polje, Grachanica, Rahovec and Shterpce. It is important to mention that the participants are representatives of different ethnic communities such as RAE (Roma, Ashkali and Egyptian), Serb and Albanian community, reflecting the ethnic structure of Kosovo. The ethnic diversity of the participants adds to the efforts of improvement of the interethnic communication which is one of the main issues of Kosovo society.

All programmes implemented by Triagolnik are based on the real challenges that the individuals, the organisations and the institution that we work with phase.

As with all our educational courses, this course as well comprises two segments:

- Acquisition of knowledge through participation on individual trainings
- Application of the gained competences in practice, through direct work with young people, based on their needs in the specific community

The course is still ongoing and after completion of the same, the participants are expected to be able to apply more structured approach in their work with young people, which involves the following:

- Development of activities based on the young people needs analyses
- Application of the tools of the methodology of the non-formal education
- Development of team work
- Conflict transformation



DEVELOPMENT OF THE PROFESSION YOUTH WORKER

From the beginning of its work, 10 years ago, Triagnolnik has been working on development of the profession of Youth Worker with great dedications since it is being considered as a base for complete development of the young individuals. The ultimate aim is to create independent citizens capable to accomplish their rights and actively participate in the societal processes.

Triagnolnik believes that the implementation of the youth work and existence of the professional occupation Youth Worker is of significant importance in provision of appropriate support of the young people and at the same time contributes towards their successful maturation and active integration in a democratic society.

According to the European Commission, youth work gives opportunities to the young people to shape their future. **European Commission recognises youth work as qualitative tool for work with young people.** The same involves implementation of number of social, cultural, educational and political activities. Youth work helps young people to realise their potential entirely and contributes towards their personal, social and educational development. Youth work enables young people to raise their voice and strengthen this influence and status in the society. Only young people that possess these features are capable to contribute towards their personal development and development of their communities. Developed societies are those where young people are active driving force of change.

In the past period of ten years, Triagnolnik applied different activities in order to ensure recognition and validation of youth work by the relevant social actors:

- Established the National Association of Youth Workers (NAYW)
- Continuous organisation of conferences for promotion of the acquisitions from the implementation of youth work in favour of increased European development of our country
- Continuous development of professional staff for work with young people through implementation of the university course in Leadership and Community Youth Work, supported by the University of Jonkoping, Sweden and the University of South East Europe from Tetovo, Macedonia
- In 2012, Triagnolnik started with successful implementation of the first bachelor studies for education of the new professional occupation on the labour market - Youth Worker, which will create possibilities for this profession to be standardised and officially eligible as employment position in the different educational institutions

BACHELOR DEGREE STUDIES IN LEADERSHIP AND COMMUNITY YOUTH WORK

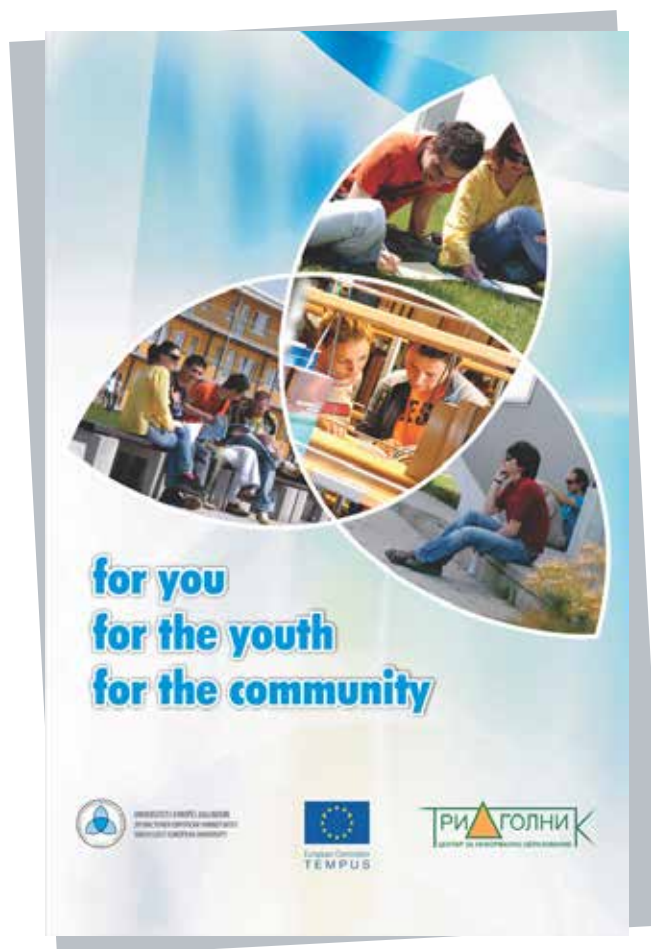
In the academic year 2012/2013, started the first bachelor studies for Leadership and Community youth Work, within the Faculty for Public Administration and Political Sciences at South East European University in Tetovo. The bachelor studies are implemented using the methodology of non- formal education. The implementation of these studies has great significance in meeting the conditions for the EU integration of the Republic of Macedonia in terms of incorporating the non-formal education in the formal education. At the moment these are the only studies of this kind in R.M. that educate the students for the vocation of Youth Worker.

This study programme is developed upon the model for teachers training at the University of Jonkoping and adapted to the conditions and the needs for this vocation in R. Macedonia. As such, this programme offers acquisition of knowledge, skills and experiences through sharing and transfer of the positive experiences and practices on European level, while the methods of study involve modern tools for acquisition of knowledge such as on-line lectures, study exchanges, engagement of teachers from the University of Jonkoping, as well as utilisation of the domestic teaching staff with experience in the topics and issues incorporated in this programme. The studies are offered in English language and upon their completion, the students receive double certificate from the Faculty of Public Administration and Political Sciences at SEEU and from the School of Education and Communication at the University of Jonkoping.

The bachelor studies in Leadership and Community Youth Work was developed in the frameworks of the Tempus project for introduction and implementation of programmes of community youth work through interregional cooperation of the countries of the Western Balkan.

By the end of 2011 a programme for master studies in Community Youth Work was developed. This programme was accredited by the National Accreditation Board in March 2012.

Bachelor and master studies are result of the long term commitments of Triagolnik and SEEU towards recognition of youth work as a quality and necessary tool for working with youth.



UNIVERSITY LEVEL EDUCATION OF YOUTH WORKERS IN KOSOVO

For a decade, Triagolnik is **educating profiles who will apply youth work and non-formal education**. As a result of shown interest by our long term donor and partner Forum SYD for university level education of youth workers, Triagolnik in cooperation with SEEU, for the second time, holds the responsibility for development of academy level profiles for youth work in Kosovo, implemented through Specialized program for community youth work, which is accredited by European Credit Transfer System. Namely, Forum SYD recognized the quality and experience of Triagolnik, and relayed on our **expert consultancy for quality youth work and non-formal education**.

In 2012, it was finalized implementation of two- year University course for Leadership and Community Youth Work in Kosovo. Last year, on this university course, accredited by Faculty for Public Administration and Political Sciences within SEEU in Tetovo, graduated 28 students. These students (representatives of Ministry for Education, Science and Technology, Ministry of Culture, Youth and Sport, representatives from private universities and youth organizations) are the first professionally educated youth workers in Kosovo, educated in field of youth work and non-formal education.

Undertaken actions for development and recognition of youth work and non-formal education.

One of the very important things regarding the implementation of this course is that it contributes to great extent in both, the process of development of youth work in Kosovo and in recognition and validation of the non-formal education as a form of learning and personal and social development of the young people. The participants who completed the course are involved in the civil sector (civil society organisations), governmental sector (Ministry of Culture, Youth and Sports, local government) as well as in the formal educational system (universities). The knowledge, skills and experiences gained in the framework of this program are implemented in their scope of work:

- the civil society representatives contribute into more structured and higher quality youth work, as well as more structured implementation of non-formal education;
- the representatives of the governmental institutions contribute towards greater visibility of the non-formal education and policy development in favour of recognition and validation of the non-formal education;
- the representatives of the formal education have the opportunity to understand the complementarities of the formal and non-formal education and to apply that particular combined process in order to provide higher quality in the learning and developmental processes that young people are going through.



Gained and applied competences for working with young people

The specific results from the course show that the participants gained and improved their skills for:

- application of the methods of non-formal education in the process of learning,
- development of training programmes relevant to the needs of the young people,
- facilitation and working with groups,
- conflict transformation and work with diversities,
- monitoring and evaluation of training.

Very important segment of the course were the implemented practical placements that were developed by the students based on the identified needs of the young people through social researches. The topics of the practical placements were in accordance with the Youth Action Plan of Kosovo. In total 16 practical placements were implemented on six locations (Pristina, Mitrovica, Prizren, Kosovo Polje, Gracanica and Gnjilane), in the frameworks of which 200 young people were involved. Through the practical placements the students built young people's capacities in: conducting social research; understanding of the youth legislation and implementation of their rights; analyses of the possibilities for education; project development, communication skill; and leadership.

"I will continue implementing activities with young people so that they become familiar with their rights since they do not have the necessary support by their parents and are discriminated against in the frameworks of the school"; "I would like to establish youth organisation in my community in order to be able to bring changes into the lives of young people"; "I plan to enrol the studies in Leadership and Community Youth Work and strengthen my capacities in order to be able to offer more structured and more professional support to the young people" – these are some of the expressed aspirations of the students shared in the evaluation that was done after the completion of the course. The statements indicate that the students understand the benefits from the implementation of youth work and non-formal education in the development of their communities.



Number of finished students	Male	Female	Ethnicity			Number of implemented practical placements	Number of young people involved in the practical placement
			Alb.	Ser.	RAE ¹		
28	12	16	21	1	6	16	208

¹ RAE – Roma, Askali, Egyptian

FINANCIAL REPORT

ADOPTIONSCENTRUM PROJECT - Strengthening the capacities of the children and staff in the Children's home "11 Oktomvri"		January - December 2012	ADOPTIONSCENTRUM
Result 1	Youth work activities	8.052 €	
Result 2	Training of staff	9.620 €	
Result 3	Baseline study, follow up and advocacy work, organizational development	12.854 €	
Result 4	Local administration	12.728 €	
	TOTAL BUDGET	44.287 €	
IPA PROJECT - Advocacy and Lobbying Training for Youth Organizations "ALTYO"		January - November 2012	IPA PROJECT
PARTNERS - TRIAGOLNIK, ERYICA, FORUM MNE, PRONI			
1	HUMAN RESOURCES	30.012 €	
	Project Manager - 20%		
	Project coordinator - whole project 100%		
	Project coordinator in partners countries		
	Regional tutors for implementation of modules		
	Expert for advocacy and lobbying – EU partner		
	Administrative/Finance officer - whole project 60%		
2	TRANSPORTATION	9614 €	
3	LOCAL OFFICE EXPENSES – 4 offices	9.500 €	
4	OTHER COSTS, SERVICES	88.905 €	
	Books for education course		
	Photocopy materials for implementation of modules		
	Photocopy materials for residential module		
	Refreshment for modules		
	Evaluation costs in each country		
	Final evaluation		
	Implementation of Practical Placements		
	Final promo event in each country		
	Accommodation for participants - residential module		
	Monitoring of the courses		
	Accommodation for participants of modules		
5	EXPENSES	19002 €	
	Audit		
	Organizing graduation ceremony		
	TOTAL BUDGET	157.033 €	

FORUM SYD KOSOVO PROJECT "Implementation of University level Specialized programme for Leadership and Community Youth work"		January 2012 - December 2012		FORUM SYD KOSOVO
1	Course Level	83.773 €		
1.1	Tuition / Tutors fee			
1.2	Logistics			
1.3	Quality assurance management of the course			
	Observation of modules			
	Observation of Practical placements			
	Support and supervision for tutors			
	Fees for observations of modules			
1.4	Graduation ceremony			
2	ADMINISTRATION AND CERTIFICATION OF THE COURSE AT SEEU	15.850 €		
	Administration costs			
	Tutors			
	Educational scientific council for quality assurance			
	Adaptation of the program syllabus			
	Quality of services provided for students			
	Research			
	PR materials for the course			
	Monitoring and evaluation of programme			
3	ADMINISTRATIVE COSTS	10632 €		
	Salaries			
	TOTAL BUDGET	110.255 €		
FORUM SYD KOSOVO PROJECT "Implementation of Basis of Community Youth work"		September 2012 - September 2013		FSK - BASIS
1	INFO MEETINGS AND INTERVIEWS	960 €		
2	PREPARATION AND IMPLEMENTATION OF MODULES	10.800 €		
3	TRANSPORTATION & STATIONARY	2.660 €		
	TOTAL BUDGET	14.420 €		
TEMPUS PROGRAMME PROJECT - Introduction and implementation of academic program in Community Youth Work (CYW) through enhancing interregional cooperation in the countries of Western Balkans		January - September 2012		TEMPUS
1	STAFF COSTS	2.778 €		
	Project manager			
	Expert			
	Administration			
2	PR COSTS	1.500 €		
	TOTAL BUDGET	4.278 €		
NATIONAL AGENCY FOR EUROPEAN EDUCATIONAL PROGRAMMES AND MOBILITY				
1	Training for Successful Project Planning and Management of European educational Projects	1.050 €		
	TOTAL BUDGET	1.050 €		

SERVICES OFFERED BY TRIAGOLNIK

CONSULTANCY SERVICES FOR ESTABLISHING SUSTAINABLE ORGANIZATIONAL DEVELOPMENT

1. Strategic planning;
2. Operationalization of strategies;
3. Evaluation of projects/programmes;
4. Conducting a research;
5. Establishment of non-profit organizations:
 - Administrative procedures;
 - Formulation of strategies;
 - Design of organizational culture;
 - Design of practices and procedures;
 - Directing the organizational structure;
 - Partnership for development/creating partnerships;
6. Establishing and implementation of systems for organizational learning;
7. Designing project interventions;
8. Designing projects according to the Logical framework approach;
9. Developing project proposals;
10. Organizational assessment and sustainable organizational development;
11. Development of specific strategies

EXPERT CONSULTANCY FOR QUALITY YOUTH WORK AND NON-FORMAL EDUCATION

- 1 Consultancy services in the area of quality youth work**
 - Application of the child - centred approach: mentorship adaptation of policies and procedures
 - Development of child protection policies and procedures
 - Development of youth work programmes
 - Rights based approach
 - Human rights
- 2 Consultancy services in the area of non-formal education**
 - Quality assurance of educational programmes
 - Mentorship of educators (trainers)
 - Organization of non-formal education

MULTI-MODULAR PROGRAMMES

1. University course for Leadership and Community Youth Work (60 ECTS)
2. Course in Basis of Community Youth Work (adapted for professionals working with youth)
3. Course in Advocacy and Lobbying
4. Course for Employment and Self-employment

TRAININGS

1 Tailor made trainings for development of youth work

- Youth participation
- Volunteering
- Leadership
- Methodology of non-formal education
- Individual youth work
- Working with groups
- Child protection
- Children's rights

2 EU funds (project cycle management realized through two components)

- Development and preparation of application for EU funds (constructing aims and objectives, design of project activities, LFA matrix, budgeting)
- Management of EU funded projects (developing and managing a project team, project implementation, quality assurance, M&E)

3 Training for trainers

- Development and implementation of training programmes
- Development of facilitation skills
- Development of leadership skills
- Methods of training evaluation
- Conducting social research

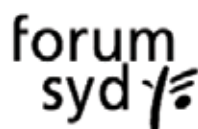
4 KNOW-HOW trainings (trainings for personal development and development of organizations and companies)

- Trainings for management
 - Managing self, time and others
 - Project management
 - Managing differences
 - Self motivation and motivation of employees
 - Stress management
 - Decision making
 - Building the self-confidence
 - Team work
- Training for development of employment skills
- Training for development of communication skills
 - Effective communication
 - Assertiveness
 - Presentation skills
- Training for conflict management
 - Conflict transformation
 - Negotiation skills
 - Mediation skills

SPECIAL APPRECIATION

Centre for Non-formal Education Triagolnik expresses special appreciation to:

The donors, Swedish International Development Cooperation Agency – SIDA, Forum Syd and European Commission for the given trust in our capacities, experience and eagerness to implement long term and sustainable interventions both on national and regional level



National civic organizations and institutions, for their cooperation, willingness to learn and to share knowledge in improvement of quality of youth work and in direct support of development of young individuals.



South East European University (SEEU), for maintaining genuine growing partnership, for joint efforts in development of new professional occupation, Youth Worker, as well for efforts in recognition of youth work and non-formal education in R. Macedonia and R. Kosovo.



Civil society organizations in the region and Europe, Swedish non-profit organization for international adoption – Adoptionscentrum, PRONI Centar za omladinski razvoj - Brcko (Bosnia and Hercegovina), Forum MNE (Montenegro), Forum SYD Kosovo and European Youth Information and Counselling Agency – ERYICA (Luxemburg), for joint actions in strengthening the civic sector and increasing its participation in decision making on national and regional level.



Our volunteers and young enthusiast who showed interest for professional growth and active involvement in Triagolnik activities, and whose capacities will be used in future educational activities.

FUTURE PLANS

- ✓ Improvement of Employment Potentials of Women from minority ethnic communities in the labour market, project which is supported by European Commission, within IPA 4- Human resource development operational program (2007-2013)
- ✓ Implementation of undergraduate and master studies on Leadership and community youth work within South East European University in Tetovo.
- ✓ Implementation of trainings for individuals, civil organizations, public institutions and business sector.
- ✓ Transfer of model of work in Belarus- capacity building of civil organizations for implementation of youth work and non-formal education.
- ✓ Adaptation and transfer of model for development of social welfare institutions in parts of Europe, Asia, Central and South America.
- ✓ Development of capacities of activists in civil sector in Kosovo for practicing youth work.





TRIAGOLNIK
CENTRE FOR NON-FORMAL EDUCATION

WWW.TRIAGOLNIK.ORG.MK

Majakovski 2-2, 1000 Skopje
tel/fax: ++ 389 (0)2 32 90 389
info@triagolnik.org.mk