2010 is the year of the full independence of our organization given the fact that TRIAGOLNIK stepped into the final phase of the financial support from its parent organization Forum Syd. This is the year when thanks to the decade long unselfish support and investment by SIDA through Forum Syd, TRIAGOLNIK succeeded to grow into serious resource organization with a clear and meaningful concept of work.

Important thing to note is that Forum Syd played a key role in the independence of TRIAGOLNIK and creating conditions for sustainability. More important than the financial support is the unselfish investment by Forum Syd in capacity building of our organization, a process that continues further on. Other important things to mention are the clear concept of defined trainings that were provided to our organization by Forum Syd and their unselfish sharing of high working standards, and the huge commitment from Forum Syd in order to provide networking and to link TRIAGOLNIK with all relevant civic organizations and donors from Sweden, so it can build a stable platform on which TRIAGOLNIK continues to build its profile of a successful organization profiled in the its field of working with a clear vision and ensured conditions for sustainability.

In retrospective, it is inevitably to note that TRIAGOLNIK, for the first time in the Republic of Macedonia, began implementing formal education at university level as a pilot program, supported by SIDA. Today, we look with a pride to the accredited program for Leadership and Community Youth Work that was one of the key strategic objectives and therefore will also enable the implementation of interconnected purposes such as recognition and acceptance of youth work as a profession in Republic of Macedonia and the practice of youth work at local and national level. The diversity of TRIAGOLNIK can be clearly seen in the confrontation to the conformism and in the decisive work towards the promotion of leadership and activism.

2010 is the year that is also marked by the substantial changes in the functioning of the organization because we have replaced the active extraversion with the deep analysis on the internal structure and acting towards clearly defining the strategies of the organization. Especially important is the clear focus on the work that is done bravely and determinedly focusing on the goals of the organization and relying on our own capacities. Even though today we operate in conditions of partial dependence from external donors, the determination to act independently and individually was the right decision for the organization that clearly structured its way as an organization which do not function under someone else’s goals, but functions with a determination to realize its own goals. This is a clear indicator that through a recursive function, TRIAGOLNIK have marked 2010 by defining own needs and goals of the organization; by implementing the altruistic approach through group work, communication skills, facilitation, solving Argumentum ad baculum through conflict transformation; and by the activities done internationally which is a confirmation of all our commitments for the further use of the already established and trained staff available in TRIAGOLNIK.

Let me express my gratitude towards the members of the Executive Board of TRIAGOLNIK (Elizabeta Jovanovska Jonuz Abdulai, Senad Mustafov, Veton Zekoli, Evantija Stojanovska, Vlatko Naumovski and Adem Bajrami) for their support and significant role in the organizational development through their unselfish commitment and dedication in the work of TRIAGOLNIK. In addition, I also send my gratitude to the staff of TRIAGOLNIK who have faced with many challenges over the past year, but endured through hard work in the process of the organizational development.

Finally I would like to give a thankful note on behalf of TRIAGOLNIK to all donors and partners with whom we were working with and who supported our work, and thus allowed the ideas to be realized.

Sincerely,
Zarko Trajkov
Executive Director
CENTER FOR NON-FORMAL EDUCATION – TRIAGOLNIK EXPRESSES GRATITUDE FOR THE RECOGNITION OF THE IMPORTANCE OF THE IMPLEMENTATION OF YOUTH WORK AND NON-FORMAL EDUCATION IN OUR COUNTRY AND THE REGION, AND FOR THE JOINT CREATION OF CHANGES, TO THE FOLLOWING DONORS AND PARTNERS:

DONORS:

Swedish International Development Cooperation Agency - SIDA and Forum Syd

Swedish non-profit organization for international adoption – Adoptionscentrum

OSCE – Organization for Security and Co-operation in Europe

OSCE

TEMPUS program of the European commission

The Balkan Trust For Democracy

PARTNERS:

South East European University in Tetovo

British Council in the Republic of Macedonia

Children home “11 Oktomvri”

National partner organizations:

Sovet za preventiva protiv maloletnica delikvencija – SPPMD from Kavadarci

Humanitarne zdruzenje – Majka from Kumanovo

Centar za edukacija i razvoj – CED from Tearce

Municipalities:

City of Skopje

Kumanovo

Kavadarci

Tearce

Tetovo

Delcevo

From the region:

Forum Syd Kosovo

Forum MNE (Montenegro)

Centar za omladinski rad (Serbia)

CORN Centar za omladinski rad i neformalno obrazovanje

Centar za Edukaciju Mladih - Travnik (Bosnia and Herzegovina)

PRONI Centar za omladinski razvoj – Brcko
VISION

We are leading Resource Center 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 in 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 us 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

AS TRIAGOLNIK ...

We believe in the potential of every young person, in equality and respect for differences, in non-formal education as a strong tool for personal and professional development. We are dedicated to create a society where non-formal education is easily accessed by every young person.

We believe that young people are capable to make their own decisions and contribute to the development of a multiethnic society. We are dedicated to create an atmosphere of freedom of choice where young people have a decision-making power and create change.

We believe in the abilities of our volunteers, employees and partners to cope with the challenges that intercept them. We are dedicated to support their joint action and the continuous development of their capacities.

TRIAGOLNIK RECOGNIZE ► INCLUDE ► INSPIRE ►
In 2010, Center for non-formal education – TRIAGOLNIK was again focused on implementation of community youth work, non-formal education on university level, youth participation and youth policy. This annual report will give an overview of all implemented activities and results achieved in these areas.

In addition, we also like to emphasize that 2010 was crucial year for the strategic development of TRIAGOLNIK as well. After 8 years of hard work and dedication to practicing, development and recognition of the youth work and non-formal education in the Republic of Macedonia, we can proudly say that Center for non-formal education – TRIAGOLNIK has transformed into resource organization that offers consultancy for the development of civil society organizations, public and educational institutions.

The beginnings of TRIAGOLNIK were in Skopje and Tetovo, where for the first time we implemented the university course in Leadership and Developmental Community Youth Work as well as trainings and workshops in the frameworks of which number of young people were recognized, included and inspired. Further on, we expanded our activities in Kumanovo, Kavadarc, Tearce and Delcevo where we developed the potentials, not only of youth, but of representatives from the civil sector, educational institutions and municipalities as well. We successfully built conditions for mutual partnerships and united efforts in the area of youth development among all social actors in each of these municipalities. Taking into consideration the positive results achieved on national level, we started building partnerships and providing consultancy on a regional level as well (Kosovo, Serbia, Montenegro, Bosna and Hercegovina).

What made us different from the others is the application of a model of work that makes long-term changes in the recognition of the youth work and integration of the non-formal education as complementary to the formal.

The transfer of the programme in Leadership and Community Youth Work from university course into bachelor degree studies is considered as our biggest accomplishment that will provide ongoing and standardized development of specialized educational profile that will use non-formal education while providing support to the youth development.

The inner positive energy for creating changes has motivated us to work constantly on the organizational development of the capacities as well. TRIAGOLNIK, today, have efficient and effective organizational structure, employees who believe in what they do and are prepared to give their best in every challenge. Our enthusiasm and the engaged effort, through all of these years, gave us opportunity to gain confidence and support from variety of strategic and financial partners, and to build stable and sustainable organizations that recognize potentials, build capacities and make changes. △
SERVICES OFFERED BY TRIAGOLNIK

1 CONSULTANCY FOR ESTABLISHING AND MAINTAIN SUSTAINABLE ORGANIZATIONAL DEVELOPMENT

1.1. Strategic planning;
1.2. Operationalisation of strategies;
1.3. Project/programme evaluation;
1.4. Research;
1.5. Establishing non-profit organizations;
   » Administrative procedures;
   » Formulation of strategies;
   » Development of organizational structure;
   » Development of procedures and practices;
   » Organizational culture.
1.6. Establishment and implementation of systems of organizational learning;
1.7. Development of project interventions;
1.8. Project development using the Logical Framework Approach;
1.9. Развивање предлог проекти;
1.10. Organizational assessment and sustainable organizational development;
1.11. Development of specific strategies.

2 EXPERT CONSULTANCY FOR QUALITY WORK WITH YOUTH AND NON-FORMAL EDUCATION

1.1. Consultancy in the area of quality work with youth:
   » Implementation of child-centered approach – mentorship, revision of procedures and policies;
   » Development of policies and procedures for child protection;
   » Developing programmes for working with youth.

1.2. Consultancy in the area of non-formal education:
   » Quality assurance of educational programmes;
   » Mentorship of educators (trainers);
   » Organization of non-formal education.
3 COURSES

3.1 University course in Leadership and Community Youth Work (ECTS);
3.2. Basis of Community Youth Work course (adapted for professionals working with young people);
3.3. Course for Advocacy and Lobbying;
3.4. Course for Employment and Self-employment.

4 TRAININGS

» Team work;
» Effective communication;
» Assertiveness;
» Building of self confidence;
» Presentation skills;
» Career development and employment skills;
» Leadership;
» Decision making;
» Conflict transformation;
» Facilitation skills (effectively managing meetings);
» Finances/budgeting;
» Developing project proposals/development of project applications;
» Development of LFA;
» Management on different level;
» Negotiation skills;
» Motivation;
» Mediation;
» Developing partnership;
» Human rights and rights-based approach;
» Child protection;
» Practicing non-formal education;
» Group and individual work with youth;
» Individual work with young people;
» Advocacy and lobbying;
» Youth participation;
» Management of diversities;
» Social research;
» Monitoring and evaluation;
» Project cycle management;
» Development and implementation of training programme;
» Volunteerism;
» Non-formal education.
In the frameworks of youth work, Center for non-formal education – TRIAGOLNIK, in 2010 worked with young people on the age between 12 and 26. TRIAGOLNIK recognized, included and inspired young people working directly on the decrease of unemployment, raising the youth participation and improving the interethnic relations.

The aim of the youth work was to develop the youth capacities, so they can actively realize their rights and participate in the decision-making process in the community. Workshops, trainings, capacity building of volunteers, all of these were part of the youth work in the past year. The essential for all these educational activities was gaining the key competencies defined by the Council of Europe, as basic precondition for life-long learning and living and working in a European society that is constantly changing.

**Workshops**

In the frameworks of youth work, during 2010 number of workshops were implemented with the purpose to build personal and professional competences among young people.

**PHOTOGRAPHY WORKSHOP**

In the period between March and June, in Skopje and Tetovo, it was implemented photography workshops, directly facilitated by volunteers and supported by youth workers from TRIAGOLNIK. The workshop participants in Skopje were young people, between the age of 17 and 26, from Albanian and Macedonian nationality. Within this workshop, the youth had an opportunity to be informed about the photography techniques and to be engaged in making photos.

Part of the group (5 participants), took participation on the festival "Alarm for the nature" that took place from 25th to 27th of June, in Ohrid. During the festival, the group was conducting photography workshops with active participation of the guests at the festival. At the same time they were also part of the eco-team that had a task to photograph/register the ecological awareness among youth at the event.

Similar workshop was implemented in the high school in Tetovo. It was attended by young people from Albanian nationality, on the age between 17 and 18. The youth in Tetovo and Skopje gained basic skills in taking photos and practiced the gained knowledge and skills during their field work.

**DEBATE WORKSHOP**

The three-month debate workshop in English language was implemented in Tetovo as part of the activities aimed towards increasing the professional skills of youth. This workshop provoked major interest and as a result it was realized in two turns – once at American Corner and the other time at one of the high schools in Tetovo. The participants were from Macedonian and Albanian nationality and the debate was implemented in English by a Peace Corps volunteer and youth worker and volunteers from TRIAGOLNIK. The participants on these workshops were young people on the age between 16 and 18. 15 participants from each of the
workshops were debating on sensitive topics by using the Carl Popper debate model in facing with prejudices that are usually developing as a result of lack of information or non-acceptance of differences. The positive effect of the debate on the participants was the reason of organizing debates in Skopje as well, with the support of City of Skopje.

**WORKSHOPS IN THE CHILDREN HOME “11 OKTOMVRI”**

Part of the activities of TRIAGOLNIK is also based on building the capacities of the marginalized youth groups, as the children without parents and children without parental care are. That’s the reason why we have prolonged the cooperation with the Children home “11 Oktomvri” and SOS Children’s village.

In 2010, 4 workshops were implemented with 50 children being as participants. These workshops were implemented by a youth worker from TRIAGOLNIK and two volunteers. The immense significance of these workshops was that they provided opportunity for capacity building of the volunteers to work with vulnerable and marginalized groups of young people. The workshops were aimed at gaining communication skills when it comes to the young people at the age between 12 and 15 (2 workshops), while the older ones at the age between 16 and 18 years, were engaged in career workshop. The children that participated in the communication workshop improved their communication skills and moreover, they worked on lowering the violent communication among them. According to the employees of this institution, the animation done with the participants in the workshops had positive effect on the majority of them, especially in the part of lowering their physical aggression. In the frameworks of these workshops were also organized field visits, during which the participants visited several cultural institutions (museums, Zoo) and improved their knowledge in the area of culture.

In the career workshops, the participants had an opportunity to gain knowledge of the basic elements for the selection of a successful career and to write their own CV’s and motivation letters.

**WORKSHOP AT THE SOS CHILDREN’S VILLAGE**

In the SOS Children’s village a career workshop was implemented. The participants in this workshop were high-school students, at the age between 16 and 18. As a result of this workshop they gained knowledge and understood the importance of selection of their future profession and the education in general for the purpose of achieving major successes in their future life.

**RESEARCH ON THE YOUTH NEEDS**

In March, a research was made with 90 young people at the age between 18 and 25 from Skopje and Tetovo in order to identify the types of workshops and trainings that they need. As a result of the research several priorities and trainings for youth were created: training in youth work and volunteering, training in effective communication, training in career development and training on stress management. Based on the priorities, in 2010 training for stress management was implemented.
TRAINING IN STRESS MANAGEMENT

In the period between April and May we have organized training in stress management as a result of the incorporated positive practice of delivering trainings for older youth (older than 18 years). The training participants were at the age between 20 and 35. This training was part of the program for delivering trainings for which participants will cover part of the finances for the implementation of the training.

The participants on this training gained knowledge about the influence of the stress on the emotional and physical health, as well as on the successful implementation of the professional and private obligations. At the same time, it was also explored the constructive aspect of the stress and how the increased level of stress in the organism can produce productive results on professional and personal level.

EXCHANGES

During 2010, 7 volunteers went through a process of capacity building by participating in exchanges and educative activities from international or national character. This is an aspect that promotes mobility among youth and develops sense of belongingness towards the wider European context. On the other hand, the international experiences are important for the youth because they develop their skills and competencies and as a result they improve their opportunities for employment and social adaptation.

As part of the international project, Efficient creation and participative management of sustainable youth centres in multicultural communities, where TRIAGOLNIK had a role of a partner, it was held seminar on managing multicultural clubs. The seminar was held in Montenegro and the participants were youth coming from 8 countries. Two youth workers and one volunteer from TRIAGOLNIK were also part of this seminar where there were made exchanges of experiences in relation to working in youth clubs with focus on multicultural groups and the type of activities adequate for these groups. Taking into consideration the multicultural aspect that the youth work in our organization possess, the process of exchange of ideas, knowledge and practices was taken as a positive experience so we can better respond to the needs of the beneficiaries that we work with.

For the purpose of deepening the cooperation with civil society organizations from the region, in March, we had a visit from Centar za socijalno preventivni aktivnosti – GRIG, from Belgrad. GRIG works in the area of social protection and advocating the interests of the youth, in specifics the youth from children homes, caring families etc. During their visit, the volunteering body from Skopje presented the work of TRIAGOLNIK.

In July, group of volunteers and one youth worker visited the GRIG in Belgrade where they were informed about their work and the work of part of the social institutions in Belgrade. This was very important for the capacity building of the youth taking into consideration that part of TRIAGOLNIK volunteers worked with marginalized youth groups in Skopje. At the same time it was discussed the opportunities for mutual cooperation between the two organizations.

As a result of this exchange, besides the exchange of experiences and getting to know each other we would also like to emphasize the following moments:

» The established volunteering structure in TRIAGOLNIK and the opportunity given to the volunteers to organize activities were positively evaluated by the representatives from GRIG and they were even interested
Volunteerism

Long term investment in capacities building of young people to become active leaders and promoters of democratic values in future has resulted in increasing resources of young people to implement volunteer activities in all communities that we have worked in during the past year (Tetovo, Tearce, Skopje, Kumanovo and Kavadarci). Through the trainings and direct CYW programmes in communities, young people gained skills and knowledge on principles and values of CYW, leadership, group work, individual work, work with conflicts, project cycle management (PCM), youth policy, PR, volunteers management, team building, presentation skills etc.

We have managed to create Volunteer Coordinative Bodies (VCB) that are able to ensure sus-

“I was for the first time included in TRIAGOLNIK through the course in Leadership and Community Youth Work, accredited by and implemented in the South East European University. After the realization of the practical placement that was done through the direct work with youth, I was interested to continue to be part of TRIAGOLNIK. I was given opportunity and space to realize project and I was volunteer for almost 1 year. Afterwards I became coordinator of the volunteering coordinative body (VCB) in Tetovo. The biggest challenge for me was to take responsibility and to organize events while leading the VCB, but everything went fine thanks to the support of the youth workers and the shown efforts and will by the volunteers.”

– Pranvera Imeri, Tetovo
tainability of the youth clubs in terms of human potential and programming of the activities. In the past year, various workshops were developed and implemented by the members of VCB for the purpose of personal and professional youth development (1 multiethnic workshop on creativity in Tearce; 4 workshops: Adolescence, The power of music, The inner and outer beauty and Creative potential in Kumanovo; 5 workshops: Creative potentials, You and me are the same, Handy hands, History newspaper, CV and career in Kavadarc). As a result of the shown interest and proactive role taken for the fulfillment of the youth rights by the volunteers, the number of involved young people within the youth club activities was increased. VCB have showed high level of sensitivity toward the interethnic component of the youth work activities which resulted in overcoming the problem of having lower number of participants from Albanian ethnic community in the ethnically mixed areas (Tetovo, Tearce, Kumanovo and Skopje). The loss of venue in Tetovo and Skopje, did not prevented the VCB to continue activities in the alternative venues (American Corner and high schools in Tetovo; NVO Center of the City of Skopje) which indicates the motivation and dedication of these young people to make contribution to their community by educating other young people. As a result, in the past year, they organized variety of open manifestations the work of TRIAGOLNIK and of the coordinative bodies was presented. In the second half of 2010, the coordinative bodies from Tetovo and Skopje have created mixed teams who developed project proposals that were applied to local donors on behalf of TRIAGOLNIK so they can be realized in 2011.

“As volunteer, so far, I have been participating in implementing ecological activities and workshops in multiethnic communication. The biggest challenge for me was when we were supposed to organize some activity and not just that but to coordinate it well in order the realization to be successful.” – Arta Skenderi, Tetovo

“I am more creative at my faculty, I express my ideas more freely and I better communicate with my colleagues.” – Viktorija Kjirkovikj, Tetovo

TRIAGOLNIK works in accordance to the Law of volunteering. It supports volunteers in getting voluntary booklet, issued by the Ministry of Labour and Social Policy, which is a document that certifies that voluntary work is recognized as gained appropriate work experience.
MENTORING SESSIONS

In 2010, on every 3 months mentoring sessions in Skopje, Kumanovo, Kavadarci, Tetovo and Tearce, were held by the youth workers. The volunteers had an opportunity to exchange opinions and experiences for certain unsolved situations that happened while they were working with youth. These sessions were positively evaluated by the volunteers and it was especially emphasized the support from the youth workers in the exchange of experiences and ideas.

<table>
<thead>
<tr>
<th>Municipalities</th>
<th>Age of the participants</th>
<th>Total number</th>
<th>Male</th>
<th>Female</th>
<th>Rom.</th>
<th>Alb.</th>
<th>Mac.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tearce, Tetovo, Skopje, Kumanovo, Kavadarci</td>
<td>12-26</td>
<td>278</td>
<td>107</td>
<td>171</td>
<td>12</td>
<td>136</td>
<td>130</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Municipalities</th>
<th>Age of the participants</th>
<th>Total number</th>
<th>Male</th>
<th>Female</th>
<th>Rom.</th>
<th>Alb.</th>
<th>Mac.</th>
<th>Tur.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tearce, Tetovo, Skopje, Kumanovo, Kavadarci</td>
<td>16-26</td>
<td>59</td>
<td>18</td>
<td>41</td>
<td>1</td>
<td>25</td>
<td>32</td>
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</tr>
</tbody>
</table>

DEBATE CLUB

TRIAGOLNIK has long-term cooperation with the City of Skopje through the participation in discussion groups that treat youth issues. As a result of this cooperation and with the financial support of the City of Skopje, TRIAGOLNIK have implemented the project - Debate club. The primary goal of this project was to enhance the communication skills of the young people in Skopje through non-formal education, so they can face the everyday challenges. On the other hand, the project had an intention to get closer the non-formal education and the use of non-formal methods to the high school teachers. This project was realized in 5 high schools (Arseni Jovkov, Nikola Karev, Gjorgji Dimitrov, Zef Ljush Marku and Zdravko Cvetkovski) and it was divided in three phases:

1. Two-day training for the teachers (2 in each high school) for the use of the methods of non-formal education and the Carl Popper debating technique.
2. After the trainings, the teachers created programmes and each of them implemented 8 workshops with the students from their high schools. During those workshops, the youth gained knowledge in debating and that opened an opportunity for their personal development in the area of communication skills and acceptance of differences.
3. The final part of the project was realization of a city competition in debate between the best teams from each of the five schools, organized at the beginning of December, in the conference room of the City of Skopje.

In the frameworks of the workshops 10 teachers and 70 youth from Macedonian and Albanian nationality were involved.
EDUCATION

In the area of education TRIAGOLNIK continued to work on capacity building of students, representatives from the civil sector, employees at the Children Home “11 Oktomvri” and representatives from public and educational institutions through the implementation of unique educational programs created in accordance to the particular target group.

BASIS OF COMMUNITY YOUTH WORK COURSE

Center for non-formal education – TRIAGOLNIK, for the third time in a row, implemented the Basis of Community Youth Work course dedicated to the staff from the primary and secondary schools, employees at the Children home “11 Oktomvri” and representatives from the civil sector whose target group are the young people and who are implementing part of their activities with the use of non-formal education.

In 2010, the Basis of Community Youth Work course was implemented in 3 municipalities: Kavadarci, Kumanovo and Tearce. At the same time the course was also implemented at the Children home “11 Oktomvri” in Skopje. In the past year, for the first time, participants from the Municipality of Delcevo, joined the course group in the Municipality of Kumanovo, while participants from Skopje, for the first time, joined the group in the Municipality of Tearce.

What is specifically interesting about this year’s implementation of the course in the municipalities of Kumanovo, Tearce and Kavadarci (taking into consideration the participants from Delcevo and Skopje as well) is the cooperation that TRIAGOLNIK have established with the British Council in Macedonia. This cooperation meant integration of the course in the frameworks of the British Council project named Active Citizens that is implemented since 2009 in various countries around the globe, such as Great Britain, Bangladesh, Pakistan, Nepal, Ethiopia, Sudan, South Africa, and from 2010 started to be implemented in other European countries including Macedonia as well through the implementation of this course.

All four groups, in December, finished with all six modules of the course: basics in youth work and non-formal education, adolescence and ethics in the work with the adolescents, planning and management in youth work, working with individuals, working with conflict and diversity and working with groups. The aim of the modules is for the participants to get familiar with all of these areas putting the accent on the practical implementation of the gained knowledge in the formal and in the non-formal education or

"This course helped me to get to know myself better, to think about my strengths and weaknesses and how to improve them. Here I learned how to manage my feelings and to explore the possibilities of my reactions in a certain situation. The methods implemented on the course I found them applicable in the teaching. In order to keep the attention of the students it could be used the technique where they are included in the discussion of the subject so they can get to the conclusions on their own. In addition, the methods of playing can be implemented when I will see that they are bored or they are not listening to me, so I can wake them up and put them in action. Ex: I had a student who couldn’t stay concentrated on the lectures and to listen, he always wanted to be in a center of attention taking the attention from the others as well. Now, my reaction would be to engage him in the discussion so that he can get more interested and so he can feel useful.” – Lidija Stankovska, professor in biology and chemistry, Delcevo
"What I found about myself is that this way of working inspires me and encourages my creative potentials to research and implement different methods and techniques so that I can initiate among my students curiosity and wish for personal development and authentic learning. That’s the way how I am testing my possibilities and setting new challenges. I believe that this way of learning provides sustainability and applicability of the gained knowledge and it improves the practice. In the everyday practice I would use it in educative sessions for students, teachers and parents (professional upgrade of the teachers, school for parents, students’ project in the frameworks of the school, activities in the civil sector in the community).” – Nadica Petrovska, psychologist, Kumanovo

in the individual support to young people. What is specific about this course is the concept of experiential learning that is implemented in the frameworks of the modules and transferred to the participants as a tool for gaining long-term knowledge that is connected with the personal experience of the participant and leave space for interpretation based on the personal needs and beliefs. The experiential learning is achieved through interactive approach in the realization of the modules through different exercises, simulation games, and discussions in different forms, role plays and personal reflections. These techniques provide gaining experience and reflecting on the experiences in a safe environment led by experienced facilitators that guide the participants in the learning process based on these experiences. This concept of gaining knowledge and skills is unique feature of the Basis of Community Youth Work course and therefore it makes it specific and at the same time adaptable and attractive to the target group in all of the past years which provoked major interest in all of the mentioned municipalities.

One of the key parts of this course is the implementation of social projects in the frameworks of the above-mentioned municipalities by the participants in a form of practical placement where they have a chance to directly develop their skills gained during the modules, through the work with youth, under the observation of the experienced youth workers. The implementation of these small projects is also promoting proactive approach in the municipalities in which the participants act because they are in the area of youth work and primarily have educative character. These projects are expected to be implemented from January to March 2011 and in total 20 projects are expected to be realized in all 5 municipalities including the Children home "11 Oktomvri".

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Participants that finished the course</th>
<th>Number of practical placements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kavadarci</td>
<td>14</td>
<td>7</td>
</tr>
<tr>
<td>Kumanovo</td>
<td>23</td>
<td>11</td>
</tr>
<tr>
<td>Tearce</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>Skopje*</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>64</td>
<td>30</td>
</tr>
</tbody>
</table>

*Children home “11 Oktomvri”
**ADDITIONAL TRAININGS IN THE PROJECT ACTIVE CITIZENS**

From November 2010 to March 2011, in the frameworks of the project Active Citizens, teachers from the elementary schools and representatives from the civil sector from 5 municipalities in Skopje will work on the topics of active citizens and equal opportunities and diversity. In this part of the project, in the cooperation between TRIAGOLNIK and British Council, relevant representatives from the Ministry of Labor and Social Policy has also joined in while giving special contribution to the program enriching it with subjects about equal opportunities and diversity in the Republic of Macedonia.

For that purpose it was implemented training that contains 3 modules for 30 participants from the municipalities of Gjorgje Petrov, Karpos, Kisela voda, Centar and Chair. The first module had an aim to transfer the basic information about the concept of active citizens. The second module aimed towards getting higher understanding of the equal opportunities on national and local level. The third module set the basis for planning project proposals on the topic active citizenship, and for gaining facilitations skills.

After the finalization of the trainings, the participants will get certain funds for the realization of activities in the 5 municipalities. The activities will be aimed towards transferring the gained knowledge and making project initiatives in the municipalities. All the realized initiatives will be presented on a final event in March 2011. The final aim of the training and the project is to introduce the concept of active citizenship, to encourage the spirit of active citizens among the citizens in the municipalities and to initiate action within and the participants to get familiar with the concept of equal opportunities and diversity and the Law on protection against discrimination.

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**BACHELOR DEGREE STUDIES IN LEADERSHIP AND COMMUNITY YOUTH WORK**

In 2009, the successful cooperation of TRIAGOLNIK and South East European University (SEEU) in Tetovo with the universities and organizations from the region ended successfully with the approval of the mutual project in developing the Bachelor degrees in Leadership and Community Youth Work in Republic of Macedonia, Serbia, Montenegro, and Bosnia and Herzegovina. This project was approved by the European Commission through the Tempus IV programme by which the joint efforts of TRIAGOLNIK and SEEU continued in a direction of creating conditions for the realization of such studies for the first time in our country.

The aim of these studies is to educate professionals in the area of youth work capable of working with young people and offering help and support in their personal development and their inclusion in the community they live in through their active engagement in it. The studies are fully structured in accordance to the ECTS standards and adapted to the local standards and European trends. The uniqueness of these studies is the implementation of the methodology of non-formal education in a university surroundings where the students have chance to follow the vocational subjects through the methods of work that are specific for this type of education. These are unique studies where the students gain knowledge and skills through the implementation of methods in non-formal education: individual work, pair work, group work, panel discussion, simulations, team activities, role plays etc. The Bachelor degrees are characterized also by mobility of the students, the teacher staff and the experts from this area, in accordance to the guidelines and the recommendations of the Tempus programme for the purpose of modernization of Bachelor degree studies in the candidate countries for EU membership.

At the end of 2010 the curricula for the Bachelor degree studies was approved by the Accreditation Board and as a result in 2011 it is expected to be enrolled the first generation of students on these studies. The curricula is confirmed with the criteria and standards of the University of Jonkoping in Sweden and therefore it opens opportunities the students to gain double diploma.
from SEEU and the Faculty for Education and Communication at the University of Jonceping.

The Bachelor degree studies are developing as part of the regional project that includes the universities and civil society organizations from Montenegro, Serbia, Bosnia and Herzegovina, Republic of Macedonia, Sweden, Italy and Slovenia, supported by TEMPUS IV programme of the European Commission. This project implies development of Bachelor degree studies in Republic of Macedonia, Serbia, and Bosnia and Herzegovina and development of specialized studies in Montenegro and Serbia in the area of youth work. The aim of this project is to promote the youth work in the region as a tool for personal development of youth and their active engagement in building democratic society. In the frameworks of this project we are also in a process of creating master degree in the area of youth work in accordance with the standards that are already implemented in such study programmes around Europe.

**UNIVERSITY COURSE IN LEADERSHIP AND COMMUNITY YOUTH WORK – PRISHTINA, KOSOVO**

1-st of October has marked the beginning of the first academic year of the university course in Leadership and Developmental Community Youth Work in Pristina, as a result of the cooperation between Forum Syd Kosovo, branch of the Forum Syd international Swedish Non-Governmental Organization, Center for non-formal education TRIAGOLNIK and South East European University - SEEU from Macedonia.

This university course is being implemented over 1 academic year, divided in Level 1 and Level 2, in accordance to the European Credit Transfer System (ECTS).

Out of 134 applicants, only 60 were chosen in the process of selection, to become participants in this course. They all have different career profiles - representatives from the civil organizations, teachers, representatives from the Ministry of education - sector for life-long learning, sector for non-formal education, faculty professors from the sector for trainings development, representatives from Ministry of Culture, Youth and Sport, representatives from the local municipalities - sector for youth, trainers and students. The different career profile of participants allows various stakeholders to be educated in youth work and non-formal education, so that they can be recognized and acknowledged by public institutions, educational institutions and civil society as tools for community development and creation of long-term changes.

“What I like the most in this course is the methods of work, they are very pragmatic. After the theoretical lectures we implement that in practice and interactive talk. Here I learned how to work with young people, how to corporate with the others who are not included in their society, how to listen to them, what are they needs to try understand them and to help them about their problems. I also learn a lot about working in groups and go outside and do social research. To work with young people is pleasure for me and with the skills I have know I will help them a lot for example to organize as much projects I can. I will go to the schools and talk to them and together with them we will decide what kind of project we do” – Jeton Brajshori, student, Pristina

“Every day of our life we face, contact and meet young people and we can see their needs, dreams and how they want to change the world. I, personally, will support all of their dreams. Now, with this course that I’m attending to, I realize that the change should start from yourself, because every one of us has the potential to make a change” – Emel Ajdini, student, Pristina
THE PARTICIPANTS HAVE OPPORTUNITY:

» to gain knowledge and skills in the area of youth work

» to become youth workers and to work with young people, to be active in the development of their community and to contribute to the development of community youth work structures and policies.

» to work in the educational institutions as well as in non-institutional setting from pre-school education centers to schools, children and students homes as well as youth clubs and youth work centers

» to gain knowledge and skills to do trainings and practice non-formal education

SUBJECTS OF THE COURSE:

LEVEL 1 (30 ECTS)

1. Introduction to community youth work and personal development
2. The life stage of adolescence
3. Management in community youth work
4. Working with individuals
5. Working with conflicts and differences
6. Working with groups
7. Practical work (direct work with young people)

The practical placement in the frameworks of the specialized program implies 30 hours of direct work with youth during which the participants will have a chance to implement the gained knowledge and to additionally develop their skills. The main characteristic of these practical placements is their synchronization with the Youth Action Plan in Kosovo. As a result, the practical placements will offer not just personal benefits for the participants, but for the country as well taking into consideration the guidelines and strategies in the action plan while making local changes relevant for the whole country.

“Here I learn about the efficient way of working with youth based on experience, theories and practice; how to attract their attention and how to encourage them to be active in the community. Here I learned more about the period of adolescence, the problems in this period and how to overcome them. Team work is also one more interesting segment along with the organizing time and plans step by step. At the moment, I am working in the Municipality of Kosovo Polje and I am in constant connection with youth and others in the community that needs help. Therefore, I am planning to efficiently implement youth work and to help youth to organize themselves and to express their needs and problems to the specific institutions and organizations that could provide support.” – Zoran Kitic, employee at the Municipality of Kosovo Pole
The regional conference for “Promotion of the models of work which contribute towards development of youth policy in the region” was organized on the 2nd and 3rd March, 2010, in the conference room of the Assembly of the City of Skopje. The aim of the regional conference was to create conditions for active sharing of ideas and positive experiences in the implementation of the models of work which various social actors in the country and the region are implementing in order to achieve certain goals within own youth policies. This conference provided meaningful space for exchange of experiences and impacts achieved both on local and national level.

The conference had over 80 participants, representing both the governmental bodies and the civil society organizations from Macedonia, Kosovo, Serbia, Montenegro, Bosnia and Herzegovina, Sweden and Slovenia. Each country had an opportunity to transfer their experience in creating national youth policies and promote models which contribute towards their implementation from all parties involved. The focus was put not merely on the youth policies established in the countries of western Balkan and their further fulfillment, but also raising it on the level of striving towards contribution of each country’s process of integration in the European Union through implementation of such models of work.

The conference enabled productive presentations and discussions on how each country is dealing with all obstacles and challenges in the process of Euro-integration, specifically focusing on fulfillment of benchmarks and recommendations in the field of youth, education and lifelong learning. We must point out that the model of work which is derived from the Forum Syd Balkan Programme proved again to be one of the most influential within these areas having in mind presented achievements and impacts realized so far. All achievements have been compared with many relevant documents and strategies from the European Union providing deeper insight of the realized goals. A learning experience has been provided towards all participants, taking in mind the variety of methods and models of work which each country has developed related to the specific conditions in place. At the same time, obstacles, issues and mistakes were shared providing another learning point that should be considered from all involved.

At the end of the conference working groups were created which enabled better chances for discussions on the topics of enabling mechanisms for more structural approach for realization of the successful models of work on national level and naming the obstacles which each country is facing. Through the work of the groups where representatives from each country were participating, both from the governmental and the non-governmental sector, recommendations were listed for both parties involved in these processes. As major issues in countries from this region were named the low level of transparency of the governments and at the same time low level of capacities of civil society to monitor and report their impacts and effects which leads to lower chances of productive cooperation. All recommendations and conclusions from the working groups will further be used as a helpful tool and guidance for further work in each of the countries.

TRIAGOLNIK, with this conference have further strengthened the cooperation with the City of Skopje who were providing support in the realization of this event, furthermore with the Agency of Youth and Sports, Secretary for European Affairs, Ministry of Education and Science and the Ministry of Labor and Social Policy, as well as the Municipalities of Skopje, Kumanovo, Kavadarsi, Tetovo and Tearce which we see as highly relevant for our work.
On the 29th and the 30th of June, 2010, TRIAGOLNIK implemented a Forum on the topic: Key competences as a cornerstone for integration in EU, in the organization of TRIAGOLNIK, with the support of The Balkan Trust for Democracy. The Forum was realized as part of the regional project: Youth and Key Competencies as Cornerstones for the EU Integration, that Center for non-formal education TRIAGOLNIK was implementing it in a partnership with the CZOR - Novi Sad, CEM - Travnik, CORNO – Doboj/ Maglaj and Forum MNE – Montenegro. The aim of the project was to engage relevant authorities and youth in a dialogue to build plans for sustainable development of key competences among youth and population in general. The dialogue forums created space for youth and authorities to discuss on equal footing and draft the bases for the plans in order to be established link between the relevant decision makers and/or policy makers and young and prosperous future leaders.

There were two presentations on the first day. The first presentation was given by representatives from TRIAGOLNIK and it was based on presentation of the concept of the key competences; the current situation in the EU based upon the progress report on the working programme Education and training 2010 (part referring to the key competences – Key competences for changing world); and the situation within the civil sector and their work related to this matter. This part of the presentation gave broader overview on the each competence; stressed the serious approaches within the formal education to ensure mechanisms that will work on the development of these key competences; stressed the importance of the formal education teachers to be educated and trained to be developing key competences among the students; and gave an overview of how key competences are approached within the civil sector. The Europass was presented as a positive practice for evaluating the development of the key competences.

The second presentation gave an overview of how key competences have been approached by the relevant educational governmental institutions (Ministry of Education and Science, Bureau for Development of Education, Center for Adult Education and schools). It must be mentioned here that the knowledge of the key competences among these institutions is on a very low level. There is not institutional knowledge about this matter and only few people who have been involved in different researches, mainly in the area of non-formal education, have heard about the 8 key competences. The representative from the Ministry of Education and Science, who was supposed to give the presentation, cancelled it two days before, which left us with not enough time to engage substitute. Therefore, this presentation was also given by the representative from TRIAGOLNIK enclosing the information received by the Ministry of Education and Science and Bureau for Development of Education. All information within the presentation were approved by the relevant representatives from these institutions. All activities in the area of modernization and improvement of the formal education system are in the domain of the key competences. The issue here, is that there is no explicit reference to key competences which resulted in trying to make links of how each of the 8 competences are being developed through the formal education.

The aim of the second day of the Forum was to create recommendations for improvement of the approaches in developing key competences on all levels of education as well as to ensure integrated and complementary approach from all relevant actors in this prospect. Since the approach in discussing the key competences was viewed from the aspects of formal and non-formal education, the set plan was to proceed the work in two working groups where group 1 set recommendations for the formal education and the group 2 set recommendations for the non-formal education.
### RECOMMENDATION FOR THE FORMAL EDUCATION (GOVERNMENTAL INSTITUTIONS IN THE AREA OF EDUCATION):

- Wider promotion on the Key competences among the general public (media campaigns, conferences, debates, tribunes)
- The activities which are related to the development of the key competences should be clearly put in the context of the European references framework on Key competences for Lifelong learning
- Governmental organizations should strengthen their cooperation with the local civil society sector
- Governmental institutions should have more insight into the work of the civil society sector (more specifically the local civil society organizations) in order to have clear perspective on the provision of activities for development of the key competences by this sector. This goes towards the aim of providing integrative approach in development of the key competences
- Standardization of the non-formal education
- Ensuring that the educational staff within the school institutions is acquainted with the concept of key competences and non-formal education (especially in the rural areas)
- Education and training of the teachers in the formal educational system in the area of key competences (the initial teachers education does not provide such education)
- Schools authorities should pay more attention to the implemented knowledge and experience the teaching staff is gaining through the non-formal education
- Formal education should put more focus in the development of certain key competences such as: civic and social competence and cultural awareness
- More transparent work of the Center for Adult Education
- To develop strategy for involvement the teaching staff in the process of developing the key competences
- To acquaint and inform all relevant governmental institutions about the concept of key competences and the importance of developing them
- The relevant governmental institution to take more proactive approach in promotion of the key competences (forums, campaigns, seminars etc.)

### RECOMMENDATION FOR THE NON-FORMAL EDUCATION (CIVIL SECTOR IN THE AREA OF EDUCATION):

- Raising the knowledge of the key competences among the civil sector
- Sensitization of the civil sector and implementation of activities for better understanding
- Developing training packages by the civil society organization for development of part of the key competences (most specifically the civil and social competences, cultural awareness, learning to learn)
- Civil society sector should be the bearer of the duty to ensure the development of the key competences among the young people
- Education of educators for development of the key competences
- The programmes already run by the civil society organization to put more stress to the key competences
- Analyses on the situation in provision of services among the civil society organizations in the area of key competences
- Developing quality training programmes in the area of non-formal education for different beneficiaries: young people, teachers, parents, representatives from governmental
- Creating functional networks of civil society organizations that works in the area of non-formal education
- More active lobbying for implementation of the law on adult education in the context of lifelong learning with the special emphasis on the key competences
- Raising awareness among the business sector for the importance of developing the key competences
TRIAGOLNIK facilitated the process of developing local strategy for education in the Municipality of Kumanovo. Kumanovo as one of the Municipalities with whom TRIAGOLNIK have collaboration; recognized the need for structural and systematical approach in developing educational system on local level. As a result of this process, the Municipality of Kumanovo got its local Strategy for education for the period 2010-2015 with two-year operational plan for implementation of the strategy. The strategy document was adopted from the local Assembly on the end of 2010.

The development of the strategy was consisted out of three phases. In the frameworks of the first phase it was identified and established working group that was engaged in the development of the strategy. The working group was consisted of nine members with diverse professional background: Head of the Department for Primary and Secondary Education of the Municipality of Kumanovo, Head of Commission for Education at the Assembly of the Municipality of Kumanovo, members of the local Assembly of the Municipality of Kumanovo, representative of the State educational Inspectorate, Director of the Associations of teachers in Kumanovo, and principals, teachers and professors from the local primary and secondary schools. Within this phase context analyze of the current situation in the educational system in Kumanovo was prepared that was used as starting point in the process of strategic planning and developing a strategy that will answer the needs of the educational system in Municipality.

The second phase involved the process of strategic planning and development of the document. At the beginning we have included bigger number of representatives from the educational system (professors, teachers, associates, parents and students) who were given an opportunity to present their perspectives of the current situation in the educational system in Kumanovo, and also their ideas and thoughts for further development of the education. Within this phase the first draft of the strategic document (vision, mission and strategic goals) was developed as well as a two-year operational plan with specific steps for achieving the goals provided in the strategic document.

The third phase was consisted of finalization and preparation of two documents – local Strategy for Education of the Municipality of Kumanovo and two-year Operational Plan and their preparation for submission and presentation to the Assembly of the Municipality of Kumanovo. In the frameworks of this phase both documents were adopted.

The most important thing about this strategy is that it is the second of this kind in the Republic of Macedonia. Other important thing is that this strategy is clearly including the non-formal education and the collaboration with the civic sector, in the area of youth development and in the process of the development of the modern educational system. Even though this is done on local level, with this document the community youth work has gained stronger recognition and validation by the local authorities. This element of the strategy is being mostly due by the positive experience of this municipality with the work of Triagolnik. The development of this strategy was financially supported by OSCE mission.
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<tbody>
<tr>
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<tr>
<td>Result 2 COMMUNITY YOUTH WORK RECOGNITION</td>
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<td>Result 3 YOUTH WORK AND YOUTH RIGHTS</td>
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<td>Result 4 SUSTAINABLE NGOS</td>
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<td>Result 2 TRAINING OF STAFF AT CHILDREN’S HOME</td>
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<tr>
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<td>Result 2 ADVOCACY AND SUPPORT</td>
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<td>Result 3 VISUAL IDENTITY</td>
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<td>Result 4 TWO DAY FORUM</td>
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### BUDGET TEMPUS PROGRAMME

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### CITY OF SKOPJE BUDGET - Project DEBATE CLUB

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### INTERNATIONAL PROJECT KOSOVO - EDUCATION PART

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### FORUM SYD KOSOVO BUDGET - PROJECT

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### ADDITIONAL FUNDS RECEIVED FOR IMPLEMENTATION OF SMALL PROJECT

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