



TRIAGOLNIK
CENTRE FOR NON-FORMAL EDUCATION

Annual Report

2013



www.triagolnik.org.mk

Foreword

Surpassing particularism, we managed through contingency to achieve convergence in the organization.

The strategic commitment to continue investing in human resources as a priority for growth and development of the organization continues. The created strategic plan that provides a clear focus in the work of the organization is realized thanks to the dedication and enthusiasm of the employees and their capacities.

This is a year of realization of the planned changes and the priorities set. It is a year of diversification of the work of Triagolnik and promotion of its own development concepts in the segment of organization development.

The opening of the Training Centre of Triagolnik is further evidence of the realization of the goals and subsequent utilisation of the built capacities.

As a very important point we will emphasize the promotion of Triagolnik model of Strategic Planning to the wider public. The implementation of the empirical approach for its own needs is present as a recommendation. Our motto is a combination of the discursive and participatory model of democracy while satisfying the right of recognition of self-doing and presentation, in accordance to the model of Kymlicka. Much can be achieved if together, with mutual agreement, we jointly approach to overcome the problems. The survival and the development as well as the realization of the goals, are complex issues that need to be appropriately treated.

Namely, a limited and one-way approach is not sufficient. The need for an integrative approach is clear and unambiguous. According to the needs, Triagolnik developed the appropriate model of Strategic planning in response to modern trends that will mark the developmental changes while taking advantage of their built capacities.

In the past, we witnessed the dedication, commitment and collaboration that enabled our organizational goals and operations to be effective, efficient and ultimately achieved. The development of the strategy would not have been possible without the full commitment of each individual from the team of Triagolnik. The strategy is a two-year process of consultation and adaptation. The strategy is innovative and is significantly different from all other known approaches in the methodology, as well as on the results yielded by its application.

The equality, the participation and the consensus were crucial in developing the strategy. The team of Triagolnik with its progressive ideas acted as a catalyst and provided generous support and clear definition of the processes, roles and responsibilities. Thus, it positioned as an increment of development processes it promotes. Eventually, what also needs to be emphasized is the realistic application of the strategy. The ability to reach and to realize is additional motivation and a driving force for those who create and those who will be involved in its implementation. It will result in innovative, integrative, sustainable and inclusive approach that will allow validation and respect for all involved.



Zarko Trajkov
Executive Director

Isidora G. Sidorovska
Deputy Executive Director



Purpose

Sustainable, profiled and professionally organized public and civic sector that efficiently and in high quality manner meets the needs of the citizens.

Mission

We provide training and consultancy for individuals and organisations, based on integrative and experiential approach, in order to provide their authentic development and acquisition of applicable knowledge that will enable them to realize the desired goals.

How we worked in 2013?

We offered high quality of services - the results did not fail to come

- More than 400 participants trusted us their confidence, we developed their capacities and we contributed to their personal development and high professional performance
- 256 unemployed women confidently approached the labor market due to our continuous support through individual mentoring, courses for developing job skills and internships
- Our consulting services for organizational development were recognized and demanded in the region, Europe and Asia

We introduced new developmental models

- We developed a model of strategic planning that combines already established and effective approaches with new techniques and methodology, whereby the model ensures maximum effectiveness of strategic plans and long-term and sustainable survival of the organization
- The model for strengthening institutions for social welfare applied in Children Home "11 Oktomvri" was recognized nationally and internationally and in the next three years Triagolnik will integrate the model in 4 new institutions in Macedonia and in India as well.

We implemented sustainable interventions in accordance to the national and the European priorities

- We increased the inclusion of ethnic minorities representatives in the labour market in 8 locations in the Republic of Macedonia, through the project "Integrated programme for employment competencies", supported by the European Union
- We implemented the undergraduate studies for Leadership and community youth work in partnership with the South East European University, using the methodology of the non-formal education which contributes towards meeting one of the requirements of the European integration process of the Republic of Macedonia in the area of incorporation of non-formal education in the formal education system.

Highlights of the year

Promotion of Triagolnik - model of strategic planning in the new Training Center

The official opening of the new Training Centre of Triagolnik took place on June 6. On this event we promoted not only the venue but the main focus was put on presentation of the *model of Strategic Planning* that has been developed as a result of the long-term experience of Triagolnik as a promoter of non-formal education and as a resource center. The model is based on the fundamentals of strategic planning set by the profit sector, but complemented and adapted with techniques that suit the profit and non-profit sector in Macedonia and the region guaranteeing the following values: relevant analysis; applicable goals and strategies; effectiveness in achieving

results; and operational efficiency of the work in the organization. The opening was attended by approximately 70 representatives of the business sector, the civil society, and the institutions for higher education.



Organizational development in Children Home "11 Oktomvri"

In 2013, in Children Home "11 Oktomvri" a mentoring process was implemented with the educators and the management structure, which was added to the 4-year project that ended in 2012, in the framework of which Triagolnik contributed to the introduction of new and significantly improved forms of organizational planning and reporting in order to have a more systematic organization of the activities in accordance with the needs of the institution. Through the mentoring process, the employees got support in a transitional period, moving from stage of learning to stage of practical application of the acquired skills and knowledge, which is quite vulnerable period and if there is no appropriate support, the quality of work may be reduced or the proposed practices may be lost.

On December 20, Triagolnik promoted its publication "Success factors of the model of work applied in Children Home "11 Oktomvri" in front of 20 representatives of institutions working in the area of social protection in the Republic of Macedonia. The event was used as a platform for a constructive debate on "Identification of priorities for functionality and full usage of own potentials in line with the strategic objectives of Ministry of labour and social policy". A number of conclusions were adopted regarding the challenges faced by these institutions in creation of opportunities for social integration of users, which is the basis for cooperation with these institutions over the next three years. The event was organized in collaboration with the Institute for social affairs.

The strategic approach of the employees, key to the success of an organization

On December 18, at the hotel Aleksandar Palace, Triagolnik held a conference on topic "The strategic approach of the employees, key to the success of an organization." The purpose of the conference was to promote positive practices and efforts of various companies in targeting and promoting employees as essential factor in creating competitive and sustainable organizations. At the conference, the TOP 10 companies and 3 HR Managers with best HR practices were awarded. There were 3 presentations delivered by Mr. Brandon Carson – Senior strategist at British Telekom, Mr. Zoran Ivanov – Program director of 24 News



and, PhD Cvetko Smilevski – a founder of and consultant at Detra Centre, all of whom shared their positive experiences and practices in this area. The conference was attended by 200 guests, professionals in the human resources management in both, private and public sector.

Creating an inclusive labour market – contribution to the European integration efforts

256 women, representatives of the ethnic minorities, ready for employment

On December 11, at the hotel Aleksandar Palace, a ceremony was held to award 256 participants on the Integrated Programme for Employment Competencies – IPEC. The conference was opened by the EU Ambassador Aivo Orav who indicated the program as a significant commitment to the EU integration of Macedonia towards reducing the unemployment and creating an inclusive labour market. At the conference, 5 municipalities and 7 local schools who supported the project were awarded with certificates as well. Project participants were Albanian women aged over 35 years from Tetovo, Gostivar, Struga and Skopje, who had the opportunity

through the ESE course (Employment and Self-employment course), computer skills training, vocational training and the internships in local companies, to gain competencies necessary for employment and to participate actively in the labor market.



OUR PARTNERS:



The most popular training for professional qualification and retraining in 2013!

Developing and managing EU funded projects

The training included the following elements: general presentation and introduction to the EU funds and the types of EU funding; a detailed presentation of the project documentation of the Call for Proposal for IPA (developing the LFA framework, the Concept Note, the full application in accompanying documents); budgeting process and filling the budget form for IPA; use of PADOR; managing the Grant Contract and implementation of the Visibility Manual; as well as practical advice on the process of managing EU projects. The process was a bit arduous and demanding for the participants, but the tasks that were given, were successfully accomplished. One of the participants, Dejan Ognenovski who had previously

been part of another training of Triagolnik as well, stated that this is exactly the way in which he can learn, through examples, through trials and errors, and mentoring. *"When I choose a training offered by Triagolnik, I know I choose quality."*



The most popular trainings for personal and professional development in 2013!

Leadership and communication skills

"I turned the fear of speech into a desire to talk"

The need to take a leading role and to know how to communicate effectively is inevitable and imposes as essential in our daily functioning. Sometimes we are not aware of the potential we possess; we believe that we cannot be good leaders and we cannot communicate clearly and effectively. The participants of this training decided to invest in themselves, to activate their leadership skills and to gain communication skills. Now, they know they can take leadership initiative to motivate and involve the others. They know how to build relationships with other people based on trust and respect. They know how to communicate effectively while using simple, concise and direct language. They know how to resolve the usual disputes through assertive communication.

Assertiveness and self-confidence

What the employers are looking for is a reliable, straightforward person with built attitudes, proactive and motivated employee. Only such a person, aware of itself, of its qualities, potentials and skills can contribute to a healthy environment and an effective professional and personal development. The training in assertiveness and self-confidence gave an opportunity to the participants to build a positive self-image, to express their negative feelings and opinions in a constructive way; confidently to solve problems with an outcome in which both sides gain, to recognize their own limits and possibilities to say "no" when necessary. *"I am more than satisfied with the overall commitment of the training, the way things were brought closer to us, very professional, but also friendly, an opened approach to all of us!"* – Monika Stojanova



Leadership capacities building in Kosovo

43 participants have gained knowledge and skills in the field of non-formal education and youth work. The participants were professionals in the area of work with young people: representatives of civil society organizations, youth councils at regional and national level, departments for young people in local governments and the Ministry of Education. The majority of the participants rated the course as one of this kind that enables the creation of leaders with competencies for effective work on personal development of young people. *"I see myself being ready and qualified to be a youth leader. We were learning by doing. We sweated, then it was cold, then we travelled long distances, but it was all worth it! I overcame the challenges by being open and honest.*

The youth that I work with will be treated very professionally and their benefit from the learning will be much greater. Kosovo needs more youth workers. Thank you for the opportunity you gave me!" – Martin Berisha, Program Coordinator, Kosovo, Gjakovo.



Bachelor degree studies in Leadership and community youth work

Triagolnik in 2013 continued to support the implementation of the only Bachelor degree studies in Leadership and community youth work in Macedonia.

The studies have begun to implement in 2012 at the South East European University (SEEU) as a result of the joint efforts of Triagolnik and SEEU in recognizing and acknowledging the non-formal education and in improving the quality of youth work in the community. In regard to this, Triagolnik continued to share its 10-year expertise in this field, through involvement of its staff in the implementation of the teaching in the semesters that were conducted in 2013.

Organizational capacity building in Kosovo

The CSO Forum Syd Kosovo for several years in a row has entrusted its development to Triagolnik, as a result of the recognized expertise for capacity building. *We see Triagolnik as a relevant actor in the development process of our organization. It helped us to create a stable and sustainable organizational structure. Thanks to the development of the capacities of our employees in accordance with the established organizational goals and the needs of the market, as an organization we gained independence, cut our costs, but at the same time we increased the field of action. Now, as an organization we act more strategically, we know how to identify the relevant areas of intervention and development and we are able with our own capacities to achieve our goals.*

Zaimi Alba,
Director of Forum Syd Kosovo

"I had never seen myself as a trainer. I used to think that I do not have enough skills; I just did not feel comfortable. Through the trainer course I developed my own facilitation skills! Now I have the ability to implement any training on any topic, as long as I know the main objectives. I am confident, I am comfortable doing it and most importantly I realized that I really want to continue doing this!"

Venera Bichaku,
employed at Forum Syd Kosovo



Financial report 2013

Budget - ADOPTIONSCENTRUM PROJECT - Integrative approach in developing public institutions working with young people	January - December 2013
Model evaluation and analysis	5.105 €
Workbook manual publishing	10.575 €
Meetings with management structure, mentoring sessions with employees, coordination of activities	5.355 €
Baseline study	4.772 €
Local administration	5.358 €
Audit	1.332 €
TOTAL BUDGET	32.497 €

Budget - Integrated Programme for Employment Competencies - IPEC	November 2012 - November 2013
Human resources	118.440 €
Project manager, project coordinator, communication officer, administrative/finance officer, local coordinators, educational coordinator, research, trainers, accounting	
Travel	13.116 €
Local transport for meetings, events, trainings	
Equipment and supplies	2.870 €
Lap top, computer equipment, PC chairs, flipchart table	
Local office - 4 offices	19.164 €
Vehicle amortization, fuel cost, office rent, office supplies, telephone, internet, fax, electricity/heating, maintenance, water and sewerage, cleaning lady	
Other costs, services	50.884 €
Printed research, printed toolkit, photocopy working materials, translation cost, catering, renting premises for implementation of events, modules and training, refreshment, office supplies, accomodation for trainers and trainees, visibility PR materials	
TOTAL BUDGET	204.474 €

Budget - FORUM SYD KOSOVO PROJECT Implementation of the course Basis of community youth work	July 2013 - January 2014
Info meetings and interviews, preparation and implementation of modules, transportation and stationary	12.857 €

IPA PROJECT - Advocacy and Lobbying Training for Youth Organizations – ALTYO	Year 2013
Additional payment for acitivites of the project	10.940 €

Implementation of training services	July - December 2013
Delivered training for Assertiveness and self-confidence, and Developing and managing projects funded by EU	857 €

Triagolnik,

the best partner for your personal, professional and business
transformation!

Consulting services and training for business sector

- Strategic planning
- Team building and teamwork
- Conflict transformation

Consulting services and training for organizations and institutions

- Tailor-made organizational development
- Quality work with young people
- Advocacy and lobbying course
- Programme in Leadership and community youth work

Accredited training (ECTS) for work skills and strategic planning

- Basic business skills
- Strategic planning

Training for personal and professional development of individuals

- Communication and presentation skills
- Stress management at work and self-motivation
- Assertiveness and confidence building

Training for professional qualification and retraining

- Developing and managing EU funded projects
- Management
- Financial management
- Developing of business plan



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