



The project is financed by the European Union

**Second Meeting of the Stakeholders` Group of cross-border regions “Prespa” and “Sharra”**

**Training on Project Cycle Management, Project Proposal Writing and Strategic Planning**

**March 11<sup>th</sup>- 15<sup>th</sup>, 2013  
 Mavrovo, Macedonia  
 PROGRAMME**

**March 11<sup>th</sup>, 2013 (Monday)**

**Hotel “Bistra”, Mavrovo**

Arrival of participants

19:30 Dinner

**March 12<sup>th</sup>, 2013 (Tuesday)**

**Hotel “Bistra”, Mavrovo**

**Capacity Building - Project Cycle Management (PCM)**

09:00-10:30	<b>Session 1 – Introduction to the training methodology and most important elements of the training, introduction of participants</b>
	<ul style="list-style-type: none"> <li>- Introduction of participants</li> <li>- Objectives of the training</li> <li>- Training methodology</li> <li>- Presentation of the overall program</li> <li>- Identification of project ideas – group work</li> </ul>
10:30-11:00	<i>Coffee Break</i>
11:00- 12:30	<b>Session 2 – Project and its characteristics, situation analysis I</b>
	<ul style="list-style-type: none"> <li>- Definition of the project</li> <li>- Elements of the project</li> <li>- Project Cycle and its parts</li> <li>- Situation analysis</li> <li>- SWOT analysis</li> <li>- Definition and identification of stakeholders</li> <li>- Stakeholder analysis</li> <li>- Problem analysis</li> <li>- Problem tree analysis - group work</li> </ul>

12:30-14:00	<i>Lunch Break</i>
14:00-14:45	<b>Session 3 – Situation analysis II</b>
	<ul style="list-style-type: none"> <li>- Goal identification</li> <li>- Objective tree analysis – group work</li> </ul>
14:45-16:00	<b>Session 4 Project goals and objectives, results and activities; risk management</b>
	<ul style="list-style-type: none"> <li>- Project goals and objectives, SMART principle</li> <li>- Project results</li> <li>- Project activities</li> <li>- Drafting project goals and objectives, results and activities</li> <li>- Risk management</li> <li>- Risk identification</li> <li>- Group work</li> </ul>
16:00-16:30	<i>Coffee Break</i>
16:30-17:30	<b>Session 5 – Logical framework</b>
	<ul style="list-style-type: none"> <li>- Logical framework and its elements</li> <li>- Methodology for LF preparation</li> <li>- Drafting logical framework – group work</li> </ul>
19:30	<ul style="list-style-type: none"> <li>- Dinner</li> </ul>

### **March 13<sup>th</sup>, 2013 (Wednesday)**

**Hotel "Bistra", Mavrovo**

#### **GROUP 1: Capacity Building - Project Proposal Writing**

09:00-10:30	<b>Session 1 – Elements of the project proposal – profile, goals and objectives, description</b>
	<ul style="list-style-type: none"> <li>- Project profile (name, field, budget)</li> <li>- Project goals and objectives</li> <li>- Project description</li> <li>- Writing the project profile, defining project objectives and writing project description – group work</li> </ul>
10:30-11:00	<i>Coffee Break</i>
11:00- 12:30	<b>Session 2- Elements of the project proposal – background and relevance</b>
	<ul style="list-style-type: none"> <li>- Project background</li> <li>- Project justification and relevance</li> <li>- Writing the project background, justification and relevance – group work</li> </ul>
12:30-14:00	<i>Lunch Break</i>
14:00-16:00	<b>Session 3 – Elements of the project proposal – activity plan, expected results and indicators</b>

	<ul style="list-style-type: none"> <li>- Project activities</li> <li>- Defining detailed project activities – group work</li> <li>- Project results and indicators</li> <li>- Setting the results and indicators – group work</li> </ul>
16:00-16:30	<i>Coffee Break</i>
16:30-17:30	<b>Session 4 - Elements of the project proposal – project risks</b>
	<ul style="list-style-type: none"> <li>- Project risks</li> <li>- Defining project risks and prevention measures</li> </ul>
19:30	<ul style="list-style-type: none"> <li>- Dinner</li> </ul>

### **GROUP 2: Capacity Building - Strategic Planning**

09:00-10:30	<b>Session 1 - What is Strategic Planning?</b>
	<ul style="list-style-type: none"> <li>- Why Strategic Planning is needed?</li> <li>- Strategic Planning as a process</li> <li>- Strategic Planning as Management Tool</li> <li>- Strategic Planning as Implementation Tool</li> <li>- Overview of the undertaken Strategic Planning Processes in Sharra and Prespa Cross Border Regions</li> </ul>
10:30-11:00	<i>Coffee Break</i>
11:00- 12:30	<b>Session 2 - Strategic Planning Process</b>
	<ul style="list-style-type: none"> <li>- Steps/phases in the process of Strategic Planning (presentation, discussion and group work)</li> </ul>
12:30-14:00	<i>Lunch Break</i>
14:00-16:00	<b>Session 3 – Strategic Planning Steps</b>
	<ul style="list-style-type: none"> <li>- Information collection and analysis SWOT– Analysis (Presentation and discussion)</li> <li>- Review of the DRAFT SWOT of the Strategic Plans - group work: (CB Region Sharra; CB Region Prespa)</li> </ul>
16:00-16:30	<i>Coffee Break</i>
16:30-17.30	<b>Session 4 - Strategic Planning Steps</b>
	<ul style="list-style-type: none"> <li>- Information collection and analysis</li> <li>- Stakeholder analysis (Presentation and discussion)</li> <li>- Stakeholder analysis - group work (CB Region Sharra; CB Region Prespa)</li> </ul>
19:30	<ul style="list-style-type: none"> <li>- Dinner</li> </ul>

**March 14<sup>th</sup>, 2013 (Thursday)**

**Hotel "Bistra", Mavrovo**

***GROUP 1: Capacity Building - Project Proposal Writing***

09:00-10:30	<b>Session 1 – Elements of the project proposal – project sustainability</b>
	<ul style="list-style-type: none"><li>- Project sustainability, definition and preconditions</li><li>- Project sustainability – group work</li></ul>
10:30-11:00	<i>Coffee Break</i>
11:00- 12:30	<b>Session 2 - Elements of the project proposal – monitoring and evaluation</b>
	<ul style="list-style-type: none"><li>- Monitoring</li><li>- Evaluation</li><li>- Setting up a monitoring system and evaluation criteria – group work</li></ul>
12:30-14:00	<i>Lunch Break</i>
14:00-16:00	<b>Session 3 – Elements of the project proposal – project budget</b>
	<ul style="list-style-type: none"><li>- Project budget</li><li>- Budgeting – group work</li></ul>
16:00-16:30	<i>Coffee Break</i>
16:30-17:30	<b>Session 4 – Project team, communication Recapitulation and future steps</b>
	<ul style="list-style-type: none"><li>- Project team, communication</li><li>- Recapitulation of the training and future steps</li></ul>
19:30	Dinner

***GROUP 2: Capacity Building - Strategic Planning***

09:00-10:30	<b>Session 1 - Strategic Planning Steps</b>
	<ul style="list-style-type: none"><li>- The Process of Visioning</li><li>- Review of the DRAFT VISION STATEMENT - Group Work (CB Region Sharra; CB Region Prespa)</li></ul>
10:30-11:00	<i>Coffee Break</i>
11:00- 12:30	<b>Session 2 - Strategic Planning Steps</b>
	<ul style="list-style-type: none"><li>- Defining the Strategic Goals</li><li>- Review of the Strategic Goals - Group Work (CB Region Sharra; CB Region Prespa)</li></ul>

12:30-14:00	<i>Lunch Break</i>
14:00-16:00	<b>Session 3 – Strategic Planning Steps</b>
	<ul style="list-style-type: none"> <li>- Defining the Specific Objectives</li> <li>- Review of the Specific objectives - Group Work (CB Region Sharra; CB Region Prespa)</li> </ul>
16:00-16:30	<i>Coffee Break</i>
16:30-17.30	<b>Session 4 - Strategic Planning Steps</b>
	<ul style="list-style-type: none"> <li>- Action planning: the process</li> <li>- Overview of the Action Plan and the DRAFT Actions</li> <li>- Conclusions and future steps</li> </ul>
19:30	<ul style="list-style-type: none"> <li>- Dinner</li> </ul>

### **March 15<sup>th</sup>, 2013 (Friday)**

Departure of participants