

CEPROSARD WORK PROGRAMME 2023

Strengthening the capacities of CSOs
to effectively ENGAGE
in dialogue mechanisms and cooperation
with central and local authorities
in energy and climate sector

Skopje, October 2022



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Annex I - Main activities and outputs of the 2023 Work Programme “Strengthening the capacities of CSOs to effectively ENGAGE in planning and oversight of the climate & energy policies at national and local level”

Annex II – Logical framework for the implementation of the Work Programme

1. POLICY BASIS

At the 70th UN General Assembly on 25 September 2015, world leaders adopted a new global sustainable development framework: Transforming our World: the 2030 Agenda for Sustainable Development having at its core the 17 Sustainable Development Goals (SDGs) and 169 targets. The 2030 Agenda emphasizes that the SDGs are integrated, indivisible and balance the three dimensions of sustainable development: economic, social and environmental. It sets a common vision and roadmap addressing the key challenges of our time, where all countries are called upon to act and speed up transition towards greener, more inclusive development patterns by 2030.

The same year, the Paris Climate Agreement¹, as integral part of the 2030 Agenda, was also adopted. It sets out a **global action plan** to put the world on track to avoid dangerous climate change by limiting global warming to well below 2°C – and pursue efforts to limit the temperature increase to 1.5°C. It sends clear signal to all stakeholders, investors, businesses, civil society and policy-makers that the *global transition to clean energy* is here to stay and resources have to shift away from fossil fuels. This calls for nothing less than a complete transformation of how we produce, transport and consume energy.

Energy lies at the heart of both the 2030 Agenda and the Paris Agreement. Sustainable Development Goal 7 (SDG 7) represents a first-ever universal goal on energy, with five targets to be achieved by 2030. The *involvement of environmental and climate change issues in the development policies in the energy sector* is one of the prerequisites for achieving social and economic well-being. An inclusive and just energy transition can catalyze transformational co-benefits for the achievement of the Sustainable Development Goals (SDGs). Based on the concept of 'leaving no one behind', a just and inclusive energy transition will enhance human well-being, health, and capabilities, increase resilience, and drive innovation towards a sustainable society at all levels, while also driving huge investments.

Sustainable development is one of the overarching objectives of the EU as set out in its Treaties. On February 2015, the **Framework Strategy for a Resilient Energy Union** was adopted in order to provide a *safe, sustainable, competitive and accessible energy for all consumers* (households and businesses). For implementation of the Strategy a package of eight legislative documents titled "Clean Energy for all Europeans" was adopted. It requires establishing a *balanced process for adopting decisions at all levels of government - EU, national and local level, and changes the role of the citizens who have gained the opportunity to switch from passive to active participants in the energy transition*. The Regulation (EU) 2018/1999 on Governance of the Energy Union and Climate Action established the necessary legal basis for secure, inclusive, economic, transparent and

¹ The Agreement entered into force on November 4, 2016.

predictable governance of the Energy Union and climate actions (*Governance Mechanism*). Pursuant to Article 11 of the Regulation, each Member State, in accordance with the national rules, will *establish a multilevel climate and energy dialogue*, which will enable all stakeholders to actively engage in and discuss the various foreseen scenarios for energy and climate policies.

On 11 December 2019, the European Commission adopted **the European Green Deal**² – an ambitious agenda for the EU to become the first climate neutral continent by 2050.

In March 2020, the EU submitted its long-term strategy under the Paris Agreement to the UNFCCC, committing to become a climate-neutral economy by 2050. To enshrine this target the **European Climate Law** and a number of new strategic initiatives are adopted

On 14 July 2021 the Commission adopted a massive legislative package of proposals known as the “**Fit for 55 package**” to make the EU's climate, energy, land use, transport and taxation **policies fit for reducing net greenhouse gas emissions by at least 55% by 2030**, compared to 1990 levels.

The Western Balkans is *one of the regions in Europe most heavily affected by the impact of climate change*. By signing the Sofia Declaration on the **Green Agenda for the Western Balkans** as part of the “Berlin Process” in November 2020, Western Balkan governments commit to work towards the 2050 target of a carbon-neutral continent together with the EU through mainstreaming a strict climate policy and reforming energy and transport sectors.

In April 2021, the Government of North Macedonia adopted the new, enhanced **Nationally Determined Contribution to the Paris Climate Agreement**³, setting ambitiously its national goal to achieve 51% reduction of GHG emissions by 2030, compared to 1990 emissions has adopted by the Government. *Energy* is one of the chapters in the process of accession negotiations of the Republic of North Macedonia to the European Union and it is one of the priority areas for sustainable development of the country. The reforms are underpinned by adoption of an ambitious **Energy Development Strategy until 2040 and the development of the first National Energy and Climate Plan (NECP)**.

The **involvement of citizens and civil society organizations, as one of the key stakeholders** in the process of creating, adopting and implementing the policies for sustainable energy transition in plays an exceptionally important role in successful integration process in the European Union; achieving the objectives for sustainable development of the country and social cohesion.

² COM(2019) 640 final,

³ The submission incorporates the results of the analysis on the GHG emissions reduction potential and analyzes a total of 63 policies and mitigation measures in the following sectors: energy (including energy supply, residential, non-specific, industry and transport), agriculture, forestry and other land use, waste. It also identified additional measures which serve as enablers of mitigation measures.

2. SUSTAINABLE DEVELOPMENT GOALS WE PROMOTE

Since the first official global discussions around sustainable development, CSOs are widely recognized as key actor in the relevant processes (in Stockholm in 1972) which resulted with formal commitments to bolster *civic engagement and participation* and guarantee an enabling environment for civil society.

The 2030 Agenda for Sustainable Development itself includes goals that explicitly reference the need for an inclusive an open society and for all stakeholders - governments, civil society and private sector - to work together in true partnerships for the realization of the Agenda:

- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The Agenda also calls on national authorities to promote participation and multi-stakeholder partnerships, to facilitate the *participation of all sectors of society, in the process of "localising" the SDGs*. The goal is twofold:

- (i) to tailor the ambitious global-development agenda to specific local circumstances and
- (ii) to permit *productive discussion* on required policies and measures to achieve and follow up the new agenda, ultimately ensuring that "no one is left behind".

The involvement of civil society organizations, as among the key stakeholders in the process of creating, adopting and implementing the policies for *sustainable energy transition plays an exceptionally important* role in:

- successful integration process of North Macedonia in the European Union,
- achieving the objectives for sustainable development of the country and
- achieving social cohesion.

However, efforts are needed to ensure a more meaningful and timely consultation process for climate end energy policies, programmes and plans⁴. Both governmental and non-governmental actors should ensure that conditions are in place for proper checks and balances.

⁴ Public policy document "A Report with analysis and recommendations for more effective participation of citizens and the civil sector in laying down and monitoring energy policies" prepared within the project "Stronger civic support for effective application of energy policies in the EU accession process", implemented by - CeProSARD Skopje.

The legal and financial frameworks still need to be improved and implemented in practice. The existence of effective rules, processes and institutions for civil society participation in decision-making processes is essential for the efficient implementation of all undertaken obligations within the EU accession process. To ensure a vision for a collective future and a coherent plan for energy, it is important that the processes *enable participation and allow for co-ordination and interaction to strengthen dialogue.*

3. ANNUAL WORK PROGRAMME 2023

3.1 Connection with our strategic directions

Our 2022-2025 Strategic Plan gives strategic direction for our work over the next four years, reflecting our needs and key implementation challenges. It helps us to guide decisions on how our resources will be invested in specific projects and activities.

The 2023 Work Programme is based on the current country's context related to the environment and climate change with specific focus on the environment and climate sector as a cross-cutting issue in various areas that significantly impact the quality of life of citizens.

The programme relies on CeProSRAD's Mission

- We promote 'people-centred' sustainable energy transition in which citizens are at the heart of decision-making and 'no one will be left behind' (SDG 16, Target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels)

The programme is based on the Strategic Objective

- **To be recognised** as competent, transparent and accountable civil society actor, capable to effectively engage in policy making and reform processes in climate and energy sector as key reform area for the European perspective of North Macedonia

In line with identified emerging trends we are committed:

- **Next four years** to work to be recognized as competent, transparent and accountable civil society actor, capable to effectively engage in policy making and reform processes in climate & energy sector as key reform area for the European perspective of North.
- **By the end of 2023** to strengthen organization's capacity for effective engagement in the climate and energy policy making and reform processes

The WP is based on our previous work and the latest intense developments in environment & climate sector at EU and global level. It follows the launching of the *Joint initiative for cooperation and partnership of CSOs and national and local authorities in the field of environment & climate change*, launched by CeProSARD and signed by 17 environmental CSOs. It's a key ground-setting precondition for the new Plan; it follows the previously performed *analysis & policy recommendations for effective participation of civil society in design and monitoring of energy policies*; and *trainings to increase CSO capacities on monitoring, advocacy, participation in sector decision-making*; as well as *campaigns to encourage stakeholder cooperation in sector's policy reforms*. The new Plan builds on previous activity and integrates experience and lessons learned such as: identified need for CSO

consolidation, institutional strengthening and relevant capacity building having in mind the principle to “leave no one behind” as central transformative promise of the 2030 Agenda.

It takes into consideration various factors in the previous period that influenced our capacities:

Certain political factors that hindered our capacities to represent citizens’ voice include lack of appropriate conducive enabling environment (legal, political, financial) for civil society actors to participate and freely exercise their rights on issues that influence peoples’ life. This environment do not adequately stimulates and facilitates civic engagement.

At institutional level there wasn’t appropriate and inclusive representation of CSOs in decision making. CSOs are not acknowledged as competent and valuable partner that can provide valuable input in policy dialogue which is not in favor to promotion of good governance. We were impeded also due to lack of structured mechanism for climate & energy dialogue - it leads to inconsistency in participatory policy-making and failure in ensuring quality comprehensive legislation and policies that reflect people's needs.

On the other hand, **sectorial** factors facilitated our capacities due to significant sectors’ advancement in the country for the past three years, and development and adoption of number of policy and legislative documents. Our organization follows all sector developments at EU, regional and national level, with high determination which strengthens our team and contributes to the growing recognition as competent and capable partner in the sector. The specific sector-relevant professional background of the team, dedication and experience assist us to cope with challenges and persist in our mission.

Target group are the civil society actors working in the area of environment and climate change, with profound consideration of democracy, human rights and rule of law and are aiming to become proactive and influential in policy and decision-making processes related to the reforms in the energy sector at national and local level.

Final beneficiaries that will have long-term benefit from the implementation of the programme and its strategic plan **at the level of the society or sector** are:

(1) Macedonian CSOs aiming to become proactive and influential in policy and decision-making in the energy sector at national and local level

(2) Community based organizations (councils of urban and neighbourhood communities, local youth councils, schools parent’s councils, home - owner communities, etc.)

(3) Citizens as individuals or groups (young, women, minorities, marginalized, vulnerable, etc.) affected by the public policies at national and local level.

The **key stakeholder group** is represented by the 17 Macedonian CSOs that signed the Joint Initiative for cooperation and partnership of civil society organization's and national and local authorities in the field of environment and climate change. They are operating at the national and local levels and work on different issues in the area of environment protection and climate change.

The Programme addresses several identified problems at several levels:

- the capacity building will contribute to improve the effectiveness of the engagement of the CSOs in the climate and energy policy making and reform processes;
- application of research, analysis and advocacy for sustainable energy transition at national and local level will strengthen the evidence based advocacy in sector's policy processes;
- promotion of cooperation and networking among CSOs will increase the initiatives for broader civic engagement in the multilevel climate and energy dialogue towards improved impact in the sector's policy reforms relevant to the citizen's needs.

The programme is designed and will be implemented in accordance with principles of **good governance and human rights, gender equality, cultural diversity and environmental sustainability** and the inclusion of socially or economically deprived groups. It is aimed at improving the living conditions for all; supports inclusiveness and "Leaving no one behind", as crucial governance principles underpinning SDGs; calls for participation of all segments of society, with particular care for most vulnerable; it promotes "just transition" in climate & energy sector policy reforms - a co-existence of healthy economy and clean society with respect to human rights without discrimination, exclusion, inequalities and vulnerabilities.

3.2 Activities foreseen with the work programme

There are **three activity clusters** foreseen for the implementation of the work programme.

Activity cluster AC.1 in line with the LEADERSHIP programme of CeProSARD Strategic Plan: building organization's capacity for effective engagement in the climate & energy policy making and reform processes

- 1.3 Training programme for for increasing the capacities for evidence and argumentation-based engagement in relevant policy and law-making processes; and
- 1.4 Training programme for building capacities on networking and coalition-building for increased impact in campaigning and advocacy at national and regional level.

Activity cluster AC.2 in line the **ADVOCACY** programme of CeProSARD Strategic Plan: strengthening the evidence-based advocacy in sector's policy processes to contribute in positive social changes

- 2.3 Roundtable discussion with the authorities on the mechanisms for structured multi-level energy & climate dialogue at national and local level; and
- 2.4 Developing tools and resources to help empower and strengthen civil society capacities.

Activity cluster AC.3 in line the **COMMUNICATION AND NETWORKING** programme of CeProSARD Strategic Plan: establishing open and dynamic communication and knowledge sharing channels for sector lobbying with particular attention to wider outreach of CSOs, including small and grass-rooting organizations

- 3.1 Development of Information and promotional material;
- 3.2 Social / electronic media campaign "THE ENERGY TRANSITION NEEDS YOU" to educate people on the issues of energy, climate and democracy; and
- 3.3 Development of electronic CSO platform for climate & energy – as communication, knowledge and information sharing system for the CSOs with long-term commitment in the climate and energy sector.

*The expected impact of the **annual work programme** is CSOs to be recognized as competent, transparent and accountable, capable to effectively engage in policy making and reform processes in climate & energy sector as key reform area for the European perspective of North Macedonia. It will be achieved through:*

1. To strengthen CSOs institutional capacities, position and role as trusted partner of the national and local authorities and institutions in representing citizens' voice in climate & energy policy reforms (institutional structure, procedures & functions and members' competences, related with the output 1 (OP1): *Enhanced capacities to represent capable, trusted and effective civil society actor that is accountable to engage in planning and oversight of the climate & energy policies in the country's EU accession process*
2. To increase the influence as relevant civil society actors in finding solutions for the global climate & energy challenges, through research, analysis and advocacy for sustainable energy transition at national and local level (development and publishing relevant policy documents with analysis and recommendations and knowledge resources), related to Output 2 (Op2): *Strengthened advocacy and evidence based activism of the CS in the implementation of national policies and legislation, related to the EU2030 Climate and Energy Framework and the Green Agenda for the Western Balkans*
3. To promote cooperation and networking among CSOs in order to accelerate joint action for inclusive energy transition at local, regional and local level as an opportunity for sustainable development and improved life of the citizens (networking & cooperation, application of

common communication, knowledge and information sharing mechanism) related to the Output 3 (Op3): *Increased initiatives for broader civic engagement in the multilevel climate and energy dialogue towards improved impact in the sector's policy reforms relevant to the citizen's needs*

The **main assumption** for achievement of the results and the objectives of the work programme are that there will be interest among the relevant civil society actors to participate in its realization.

The **main risk** is the stability of the political environment for creation of the enabling environment

Main activities and outputs of the 2023 Work Programme
 “Strengthening the capacities of CSOs to effectively ENGAGE in planning and oversight of the climate & energy policies at national and local level”

Main activities	Results / output
<p>1. LEADERSHIP programme: Building organization’s capacity for effective engagement in climate & energy policy making and reform processes</p> <p>1.3 Training to increase the capacities for evidence and argumentation-based engagement in relevant policy and law-making processes; and</p> <p>1.4 Training on networking and coalition-building for increased impact in campaigning and advocacy at national and regional level.</p>	<p><i>Enhanced capacities to represent capable, trusted and effective civil society actor that is accountable to engage in planning and oversight of the climate & energy policies in the country’s EU accession process</i></p>
<p>2. ADVOCACY programme: Strengthening the evidence-based advocacy in sector’s policy processes to contribute in positive social changes</p> <p>2.3 Roundtable discussion with the authorities on the mechanisms for structured multi-level energy & climate dialogue at national and local level;</p> <p>2.4 Developing tools and resources to help empower and strengthen civil society capacities 2.4.1 <i>Report with recommendations on effective CSOs engagement in processes for just and inclusive energy transition in North Macedonia</i></p>	<p><i>Strengthened advocacy and evidence-based activism of the CS in the implementation of national policies and legislation, related to the EU2030 Climate and Energy Framework and Green Agenda for the WB</i></p>
<p>3. COMMUNICATION & NETWORKING programme: Establishing open and dynamic communication and knowledge sharing channels for sector lobbying with particular attention to wider outreach of csos, including small and grass-rooting organizations</p> <p>3.1. Development of Information and promotional material; 3.1.1 <i>Development of visual identity of the Strategy – CSO Platform (banner design and printing, logo, cover page template for organization’s documents, templates for memo, ppt)</i> 3.1.2 <i>Development of promotional brochure to present the organization and the Strategy</i></p> <p>3.2. Social / electronic media campaign “THE ENERGY TRANSITION NEEDS YOU” to educate people on the issues of energy, climate and democracy</p> <p>3.3. Development of electronic CSO platform for climate & energy – as communication, knowledge and information sharing system for the CSOs with long-term commitment in the climate and energy sector 3.3.2 <i>Re-arrangement and advancement of the organization’s webpage</i></p>	<p>Increased initiatives for broader civic engagement in the multilevel climate and energy dialogue towards improved impact in the sector’s policy reforms relevant to the citizen’s needs</p>

	Results chain	Indicator	Baseline 2022	Target 2023 / 2025	Current value	Source and mean of verification	Assumptions
Impact (Overall objective)	<i>The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context</i>	<i>Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. (in line with the organization's strategy)</i>	<i>The intended final value of the indicator(s). (in line with the organization's strategy)</i>	<i>The latest available value of the indicator(s)</i>	<i>In line with the organization's strategy.</i>	<i>Not applicable</i>
	O1. To be recognised as competent, transparent and accountable civil society actor, capable to effectively engage in policy making and reform processes in environment & climate sector as key reform area for the European perspective of North Macedonia	O1.1 – No of members that have strengthened capacities to represent the organization as competent, transparent and accountable civil society actor in climate and energy sector as key reform area in the country's EU accession process	VO1: 0	TVO1 (ref. 2025): 10 TVO1a (ref. 2023): At least 10 members with strengthened capacities (A 1.3and A.1.4)	N/A	Report on achievement of the strategic goals	

Outcome (s) (Specific objective(s))	<i>The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the intervention</i>	<i>(see definition above)</i>	<i>The value of the indicator(s) prior to the intervention</i>	<i>The intended final value of the indicator(s).</i>	<i>(same as above)</i>	<i>Sources of information and methods used to collect and report</i>	<i>Factors outside project management's control that may influence on the impact-outcome(s).</i>
	Oc1. To strengthen organization's institutional capacities, position and role as trusted partner of the national and local authorities and institutions in representing citizens' voice in climate & energy policy reforms	SI 1. No. of members with strengthened capacities to represent the organization as trusted partner while acting on behalf of the citizen's interest	VS1: 0	TVS1 (ref. 2025): At least 10 members/ training TVS1a (ref. 2023): At least 10 members with strengthened capacities (A 1.3 and A.1.4)	N/A	Reports, records/lists of participants at the trainings, photos	Interest/ availability of members to attend CB, unexpected health-related developments may influence the timeframe
	Oc2. To increase the influence as relevant CS actor in finding solutions for the global climate & energy challenges, through research, analysis and advocacy for sustainable energy transition at national and local level	SI 2. No. of participants in the policy discussions with the institutions	VS2: 0	TVS2 (ref. 2025): 20 participants TVS1a (ref. 2023): At least 20 participants (A.2.3)	N/A	Reports, records/lists of participants at the trainings, photos	Interest of the stakeholders to participate
	Oc3. To promote cooperation and networking among CSOs in order to accelerate joint action for inclusive energy transition at local, regional and local level as an opportunity for sustainable development and improved life of the citizens	SI 3. No. of members in the CSO platform	VS3: 0	TVS3 (ref. 2025): 30 members (n/a for 2023)	N/A	Reports, members' submissions	Interest among the stakeholders to cooperate and network

Outputs	<i>The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>Factors outside project management's control that may impact on SO / other outcomes.</i>	
	Op1. Enhanced organization's capacities to represent capable, trusted and effective civil society actor that is accountable to engage in planning and oversight of the climate & energy policies in the country's EU accession process	Op1.1 No. of attendants at the training for evidence and argumentation-based engagement in relevant policy and law-making processes	VO1.1: 0	TVO1.1 (ref. 2025): 10 participants/training <u>TVO1.1a (ref. 2023): 10 participants/training</u>	N/A	Reports, records/lists of participants at the workshop, photos	Further health-related developments may influence the timeframe or implementation methods
		Op1.2 No. of attendants at the training on networking and coalition-building for increased impact in campaigning and advocacy at national and regional level	VO1.2: 0	TVO1.2 (ref. 2025): 10 participants/training <u>TVO1.2a (ref. 2023): 10 participants/training</u>	N/A	Reports, records/lists of participants at the trainings, photos	Interest among the stakeholders to participate
		Op1.3 No. of attendants at the training on communication and dissemination strategies, approaches, tools, principles	VO1.3: 0	TVO1.3 (ref. 2025): 10 participants/Training <u>TVO1.3a (ref. 2023): 10 participants/training</u>	N/A	Reports, records/lists of participants at the workshop, photos	Availability of the specific consultants with required expertise for the CB
	Op1.4 No. of attendants at the training on financial management and sustainability	VO1.4: 0	TVO1.4 (ref. 2025): 10 participants/Training <u>TVO1.4a (ref. 2023): 10 participants/training</u>	N/A	Reports, records/lists of participants at the trainings, photos		

Outputs	Op2. Strengthened advocacy and evidence-based activism of the CS in the implementation of national policies and legislation, related to the EU2030 Climate and Energy Framework and the Green Agenda for the Western Balkans	Op1 2.1 No. of policy documents for effective (and efficient) participation of citizens and the civil sector in design and monitoring of energy and climate policies	VO2.1: 0	TVO2.1 (ref. 2025): 2 policy documents <u>(n/a for 2023)</u>	N/A	Policy documents (reviews) available in printed & electronic version	Availability of the specific consultants with required expertise for development of the documents
		Op1 2.2 No of participants at the roundtable discussion with the authorities on the need for establishment of structured multi-level climate & energy dialogue of the stakeholders	VO2.3: 0	TVO2.2 (ref. 2025): at least 20 participants <u>TVO2.2a (ref. 2023): at least 20 participants</u>	N/A	Reports, records/lists of participants at the trainings, photos	Further health/political-related developments may influence the timeframe or implementation methods Interest among the stakeholders to participate
		Op1 2.3: No. of tools & resources to help empower and strengthen civil society capacities developed	VO2.4: 0	TVO2.3 (ref. 2025): 7 tools and resources <u>TVO2.3a (ref. 2023): 1 tools and resources (report)</u>	N/A	Report available in printed and electronic version	Availability of consultants with required expertise for the tools/resources

Outputs	Op3. Increased initiatives for broader civic engagement in the multilevel climate and energy dialogue towards improved impact in the sector's policy reforms relevant to the citizen's needs	Op3.1 No. of information and promotional items developed	VO3.1: 0	TVO3.1 (ref. 2025): 4 – visual identity incl. banner; info graphic (2); brochure, sliding banners (2) <u>VO3.1a (ref. 2023): 2 – visual identity (logo, cover page template, ppp, memo) including banner; 1 promo brochure</u>	N/A	Reports, existence / available promo materials	
		Op3.2 No. of social / electronic media channels used for information and promotional activities	VO3.2: 0	TVO3.2 (ref. 2025): at least 5 media channels <u>TVO3.2a (ref. 2023): at least 3 (website, Facebook, e-newsletter of the organization)</u>	N/A	Reports, links, print screens of the published content	
		Op3.3 No. of attendants at the promotional conference	VO3.3: 0	TVO3.3-1 (ref. 2025): 1 promotional event TVO3.3-2 (ref. 2025): 40 participants	N/A	Reports, records/lists of participants, photos	
		Op3.4 No. of functional CSO Platforms as info, communication and knowledge sharing system	VO3.4: 0	TVO3.4 (ref. 2025): 1 CSO Platform <u>TVO3.4a (ref. 2023): (ph. 1) 1 Re-arranged & advanced webpage</u>	N/A	Existing e - CSO Platform Re-arranged & advanced web page	