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Initiating Positive Change Program (IPCP)

Final Report

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INITIATING POSTIVE CHANGE PROGRAM (IPCP)

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

List of Acronyms

AED	Academy for Educational Development
APS	annual program statement
CAIP	Community Action Initiative Program
CLO	community liaison officers
CPF	Community Progress Forum
CPT	Center for Peace & Tolerance (NGO)
CSO	civil society organization
ES	economic security
FM	freedom of movement
GOK	Government of Kosovo
IPCP	Initiating Positive Change Program
KPAN	Kosovo Policy Action Network
M&E	monitoring and evaluation
NMC	non-majority communities
NGO	non-governmental organization
PMOCA	Prime Minister's Office of Community Affairs
QL	quality of life
RAE	Roma, Ashkali, and Egyptians
RPF	Regional Progress Forum
TA	technical assistance
UN	United Nations
USAID	United States Agency for International Development
VAT	value added tax
VPF	Village Progress Forum

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I. EXECUTIVE SUMMARY

The USAID-funded Initiating Positive Change Program (IPCP) in Kosovo was a \$10 million program to increase stability in Kosovo through building confidence of minorities and increasing the role of minorities as active stakeholders in society. The program objectives were: 1) Develop capacity within the non-majority communities (NMCs) to address their needs and improve their quality of life, economic security, and freedom of movement; 2) Improve the ability of non-majority communities to affect policies that increase their role as stakeholders in society; and 3) Support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs. IPCP started on September 25, 2008 and concluded on September 24, 2011.

To achieve its goals, the program operated through six main areas of activity and reached more than 66,000 beneficiaries:

- 1) **Community Progress Forums** are citizen-led community development groups established in **51 villages** and **13 municipalities** in north and south Kosovo during the life of the program. Through the forums, IPCP trained community members in participatory decision making and needs identification, and then worked with communities to carry out projects to meet those needs. In addition to carrying out **37 infrastructure projects** and delivering **29 packages of agricultural equipment** benefiting more than **56,000 people**, IPCP built the capacity of almost 1,200 community leaders to carry out participatory development planning and mobilize their communities for positive change. **Eighty-three percent** of participants responding to a survey reported that their work with the Community Progress Forum (CPFs) increased their ability to serve their community as a force for change or as a community leader.
- 2) **Civil society grants** were awarded to **20 organizations** across Kosovo to improve non-majority quality of life, economic security, and freedom of movement through a variety of innovative approaches. Reaching more than **8,800 beneficiaries**, the activities brought Albanian and Serbian youth together through art, music, sports, and culture; improved access to healthcare for Serbs living in the North; supported **15 entrepreneurs** with start-up grants in Roma and Gorani communities; and created *Slobodno Srpski*, a hard hitting and highly successful interview show now broadcast on the national TV station RTK.
- 3) **Microenterprise support** in the form of in-kind grants, training, and business-to-business connections was provided to **24 small and medium enterprises**. Businesses from all parts of Kosovo received assistance, with an emphasis on businesses working in the north. Grants that supplied machinery for production and service delivery resulted in the creation of **152 new jobs**. IPCP also trained business owners in financial management and sales improvement, either through improved marketing or use of donated machinery, depending on beneficiary requests.
- 4) The **Video Ombudsman Series** was a set of **ten half-hour documentaries** covering a wide range of important topics to all NMCs of Kosovo, including cultural expression, decentralization, unemployment, and property rights. The documentaries were broadcast

through the network of Kosovo Serb TV stations known as TV Mreza, through national broadcaster RTK, and on YouTube, as well as in community screenings followed by discussions of the topics depicted. The estimated number of **viewers** is more than **740,000**.

- 5) The **Kosovo Policy Action Network (KPAN)** is a **network of 80 civil society organizations** (CSOs) in Kosovo that work for improved quality of life in NMCs. In cooperation with local partners, IPCP founded KPAN, and helped it follow the steps to organizational maturity, including creating bylaws, an ethics statement, and a policy platform; holding democratic election of officers; launching a Web site; opening an independent office; registering with the Government of Kosovo (GOK); opening a bank account; and creating a logo. KPAN carried out **five Advocacy Actions** with IPCP support and released a number of public statements on current issues, establishing its reputation as a conduit for the voice of NMCs.
- 6) **Support to the Prime Minister's Office for Community Affairs (PMOCA)** consisted of funding for the Deputy Director position for the PMOCA office, providing targeted technical assistance (TA) for the communications and grant-making activities of PMOCA, and the co-funding and implementation of **four major community infrastructure projects**.

As verified by an independent evaluator at the end of the program (see report in Annex 1), IPCP met virtually all of its targets, and in most cases vastly exceeded them, the only exceptions being in cases where USAID requested a change in the scope of work. As a result of IPCP's work, more members of Kosovo's non-majority population are active stakeholders in the country, more of them have jobs, more can get their goods to market and visit friends and family across the country due to improved infrastructure, more have access to places for cultural expression and recreation, more have knowledge of issues of concern to them, and more have the ability to mobilize their communities to improve their lives into the future.

Over three years, many valuable lessons were learned through the program. Some of the most salient were:

- Participatory community decision-making processes and involving community members in all major decisions hold high value, and help to maximize the satisfaction of stakeholders and the success of projects.
- Support to businesses can be used as an entrée into areas resistant to interventions by USAID that are perceived to be political in nature. Business support is seen as politically neutral, and business owners are often cooperative and pragmatic.
- Large impacts can be achieved from a small investment in local media with appropriate partners.
- Kosovo civil society has great potential to carry out innovative and effective activities, as well as strong interest in working together as a formal network, which only needs more guidance and support to realize its potential.

II. CONTEXTUAL OVERVIEW

On September 25, 2008, the Academy for Educational Development (AED) was selected to implement the ten million dollar Initiating Positive Change Program (IPCP). On July 1, 2011, FHI 360 acquired the programs and assets of AED and the IPCP contract was subsequently novated to FHI 360. For the sake of clarity, this document refers solely to FHI 360 as the implementer of IPCP.

The three-year IPCP task order funded by the United States Agency for International Development (USAID) under the Instability, Crisis, and Recovery Program (ICRP) IQC was originally designed to 1) stimulate cooperation between non-majority communities and Government of Kosovo (GOK) institutions, businesses, and non-governmental organizations (NGOs); 2) improve public information and strategic use of the media; and 3) improve the capacity of stakeholders to develop and implement policies that advance non-majority integration.

The program was launched seven months after the February 17, 2008 declaration of independence by Kosovo from Serbia, in an atmosphere of anxiety and uncertainty for many Serbs in the country. This anxiety was palpable and real for many, regardless of the fact that the Kosovo constitution contains provisions to protect the rights, identity, culture, and active participation in public life of Kosovo's 12% of non-Albanian communities which include Serbs (7%) and others (5%), such as Bosniak, Gorani, Turk, Roma, Ashkali, and Egyptians (RAE), and Janjevci-Croats.¹ The majority of the 7% Serbs live in the north of Kosovo.

After independence, most Serbs were not only unwilling to recognize the independence of the country, but seemed unwilling to take any actions that might appear to treat the new government as legitimate—for example, voting in elections or applying for business permits. Resistance was especially high in north Kosovo, which is the only non-majority region that shares a border with Serbia and as such is a stronghold for hard-line opposition to Kosovo independence. IPCP was designed in this context to bring Serbs and other non-majority ethnicities (Turks, Gorani, Bosniaks, and RAE) into closer contact with GOK entities while also enabling them to have fuller and more comfortable lives through support to community infrastructure, businesses, civil society, and media.

During the three-year course of the program, events and issues at the national and local level continued to develop, and affected program implementation on several occasions. By remaining flexible, IPCP was able to adapt to these issues without lowering program targets, but some delays and shifts in program priorities or methodologies did result.

The independent evaluator of the IPCP program found that

“The program remained flexible and adaptable to resource limitations and implications, and was mindful of cost-efficiency without compromising quality, particularly in the procurement of grant equipment. Regional procurement and the hire of local subcontractors received praise from community forums, micro-enterprise grantees, and municipality officials. During the three-year

¹ CIA, [The World Factbook](#), July 2009

program, it implemented a number of course corrections to capitalize on opportunistic interventions, to improve the effectiveness of existing structures, or to advance the quality or quantity of indicator targets and objectives. For example, a USAID decision to make a strong shift to the north from September 2010, which was considered too challenging in the early stages of the program, resulted in the establishment of CPFs in two municipalities, and grants awarded to civil society and micro-enterprises from all four northern municipalities.”

This and other course corrections are described below. (A timeline of internal and external events during IPCP’s period of performance is attached as Annex 2).

Elections

In November 2009, municipal elections were held in Kosovo, including in many newly created non-majority municipalities. The level of Serb participation in the elections was seen as an important benchmark of Serb willingness to join the civic life of Kosovo and become more integrated into society, and the US Embassy and USAID/Kosovo put a high priority on supporting the elections.

While outside of IPCP’s direct scope of work, IPCP was asked to capitalize on the elections by bringing attention to the Municipal Preparation Teams (MPTs), which were proto-municipal administrations that identified community needs and carried out projects in advance of the official formation of municipal governing bodies. In order to synchronize the timing of Community Progress Forum (CPF) projects and the Prime Minister’s Office of Community Affairs (PMOCA) projects with the activities and public relation campaigns of MPTs, several IPCP projects were accelerated. IPCP was able to successfully organize eight ribbon-cuttings and groundbreaking ceremonies with the media, USAID, and US Embassy representatives to showcase MPT work during the election period.

The accelerated timeline meant that in several cases it was necessary to hold a groundbreaking ceremony before a contract was signed with the construction company that had won the tender to do the work. IPCP deemed this an acceptable risk, estimating it would only take a few days to process the contract internally, and the construction companies showed good faith by agreeing to break ground before the contract was signed. However, at this time the requirement for environmental assessments was intensified, and a greater level of review was required before construction could begin. Several weeks passed before environmental approval was received, and communities began to complain that the groundbreakings had been purely political events that would not result in any real projects. But when approval was received, IPCP immediately launched construction and community fears were quelled.

AED Suspension

On December 8, 2010, USAID suspended AED from receiving new U.S. Government awards pending an ongoing investigation by the USAID Office of Inspector General.² This had far-reaching consequences for AED projects around the world. Officially, AED was instructed not to

² USAID suspends Academy for Educational Development from receiving new U.S. Government awards, Dec 8, 2010, <http://www.usaid.gov/press/releases/2010/pr101208.html>

make any concurrence or procurement approval request or to move forward with any significant transactions.

The effects on IPCP were manifold. For the microenterprise annual program statement (APS), the second round of projects did not receive concurrence for several months, and the planned awards to five round one grantees were also delayed because their equipment could not be purchased. The CPF initiative was forced to suspend its tendering of new construction projects and IPCP was also asked to suspend submission of environmental reviews for approval. One highly successful and effective civil society project, the television show *Slobodno Srpski*, could not receive new funding from IPCP to produce more episodes. Beneficiaries of all types who had been promised equipment or funding were told to wait for an uncertain amount of time, and their confidence in the ability of IPCP and USAID to deliver on promises may have been shaken during this time.

The delays lasted through the end of March 2011, at which point implementation began to return to its normal pace. On July 1, 2011, FHI 360 acquired the assets and the programs of AED, and the IPCP contract was novated, or legally transferred, to FHI 360 along with all other AED contracts and grants. By increasing its efforts and streamlining processes to maximize efficiency, IPCP was able to achieve all spending targets, but due to the delay several equipment deliveries and construction projects could not be completed until very close to the contract end date.

Northern Border Incidents of Summer 2011

On July 25, 2011, Kosovo Prime Minister Hashim Thaci sent units of special police forces to seize control of two checkpoints on the border of Northern Kosovo and Serbia. The border checkpoints were being administered by the European Union Rule of Law mission (EULEX), which was perceived by the GOK of improperly allowing shipments of goods from Serbia to pass the border without being registered with GOK customs. The police clashed with local Serbs at one checkpoint and succeeded in securing the other, though international pressure forced them to withdraw within a few days. The ensuing days of demonstrations by Serbs resulted in the death of one Kosovo police officer and the burning down of one of the border crossings. Leaders called on local citizens to join road blocks to prevent the passage of any trucks through the north.

In this atmosphere of tension and brinksmanship, CPF construction projects in the north were slowed due to pressure on contractors and other workers to put off work to participate in road barricades. Trucks with construction materials were also prevented from passing the blocked roads. Deliveries of goods for microenterprise grantees that were to come through the northern border were also halted for several days. IPCP secured the assistance of the GOK Customs Office to allow program shipments to enter the country as diplomatic goods. Although tensions persisted to the end of the program, IPCP was able to make all deliveries and to complete both construction projects in the north as a result of this diplomatic agreement.

A. Project Goals and Objectives

The goal of IPCP was to increase stability in Kosovo through a process of building confidence of minorities and increasing the role of these minorities as active stakeholders in society.

The theory of change behind the program held that when people see and are involved in positive and tangible improvements in their communities and their needs are met they will be more confident and productive members of society. As more confident and productive members of society they would focus their energies on finding a way to keep and expand their prosperity rather than seeking out opportunities to worsen divisions.

At the launch of the program in September 2008, the objectives to reach the program goal were as follows:

- Objective 1: Stimulate cooperation between non-majority communities and Government of Kosovo institutions, businesses, and NGOs.
- Objective 2: Improve public information and strategic use of the media.
- Objective 3: Improve the capacity of stakeholders to develop and implement policies that advance non-majority integration.

In the second year of the program, the objectives were adjusted to reflect shifting political realities and USAID priorities. In conversation with USAID/Kosovo in September 2009, it was agreed that a revised set of program objectives under the original program goal would increase impact and meet the current needs of NMCs. The emphasis would not be on project outputs such as projects implemented, but on building the communities' capacity to first identify the most pressing issues that face them and then craft interventions that address those issues. It was also decided that program resources were better spent on deepening the support for communities rather than on activities like media training, which were tangential to program goals and already well within the focus of other existing USAID programs.

As a result, the revised Objectives for Years 2 and 3 were:

- Objective 1: Develop capacity within the non-majority communities to address their needs and improve their quality of life, economic security, and freedom of movement.
- Objective 2: Improve the ability of non-majority communities to affect policies that increase their role as stakeholders in society.
- Objective 3: Support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs.

Monitoring and evaluation indicators also changed with these revised objectives, and the final approved Performance and Monitoring Plan (PMP) is attached.

B. Strategies & Approaches

USAID assistance to Kosovo commenced from mid-1999 at the conclusion of the conflict between Serbia and now-independent Kosovo and the NATO-led intervention to restore security. Its assistance was initially humanitarian with subsequent programs to improve civil and economic life in Kosovo. USAID committed over \$420 million in assistance from 1999 to 2008, before the commencement of the IPCP.

As outlined in the IPCP Task Order, USAID intended, through the IPCP:

“...to improve inter-ethnic reconciliation and integration of minorities by addressing three critical challenges that affect the daily lives of minority communities: economic security, lack of freedom of movement, and quality of life. While USAID wishes to engage with all minority groups ... circumstances surrounding Kosovo Serbs require that special emphasis be given to this community.”³

To differentiate IPCP from past programs, its focus was to break down existing real and perceived barriers to the full and active participation of NMCs by mobilizing minority civic institutions, communities, and national authorities to address critical physical and economic security challenges, resulting in tangible improvements.

The task order recommended that IPCP should cover most non-majority and all Kosovo Serb areas over the three years of the program, including new decentralized municipalities, existing Kosovo Serb-majority municipalities, and enclaves in Kosovo Albanian-majority municipalities.⁴ The program adopted USAID’s recommended geographical coverage for all municipalities where it was able to work, and covered two additional municipalities: Prizren and Dragaš/Dragash, and the RAE enclave Gadime/Gadimje. The program’s geographical coverage therefore included the south, north, east, and central areas of Kosovo.

As noted above, the philosophy behind the IPCP holds that communities are more stable and peaceful when their citizens feel their basic needs are being met. After Kosovo’s declaration of independence on February 17, 2008, many Serbs living in the country felt they might be neglected or mistreated by the new Albanian-majority administration, increasing the possibility of outward migration or conflict within Serbian communities. Part of IPCP’s mission was to show non-majority citizens that they can have a happy and prosperous life in the country. If successful, this would ideally result in greater confidence in the new political situation, and higher levels of participation by NMCs in the civic and political life of the country, including voting in GOK elections, and registering businesses and NGOs with the GOK.

IPCP aimed to empower non-majority citizens to improve their own quality of life, freedom of movement, and economic security. IPCP carried out its activities in six areas: participatory community development, support to civil society through grants, the creation of a civil society network, support to microenterprises, media outreach, and cooperation with the GOK.

C. Key Monitoring & Evaluation Plan Objectives against Results

The following table of key indicators against results was generated by an independent evaluator in the final quarter of the program, and shows that almost all targets were met or exceeded, and often vastly exceeded. (The full IPCP Performance Monitoring Plan is attached to this report as Annex 3). The only targets for which IPCP fell significantly short were under PMOCA assistance, which was a result of a USAID decision to reduce assistance to that office.

³ IPCP Task Order No. 8, p8

⁴ IPCP Task Order No. 8, p18

Table 1: Progress against PMP Results

Indicator		Target	Actual	% of Target
OBJECTIVE 1: Develop capacity of NMC to improve QL, ES, & FM (CPF, Grants, Video Ombudsman Series)				
1	# of people from at-risk groups reached	29,569	67,640	228%
2	# of people from at-risk groups reached (TV series viewers)	239,000	741,555	310%
3	# of NGOs established or strengthened	81	366	452%
4	# of facilitated events	1511	569	38%
5	# of people attending events	8,798	8,742	99%
6	# of activities demonstrating positive impact of peace process	195	259	133%
7	# of initiatives that use community mobilization/joint problem-solving	63	331	525%
8	# of forums & exchanges	94	404	430%
9	# of community & regional initiatives addressing multi-ethnic integration	181	182	100%
10	% of IPCP beneficiaries' increased capacity to jointly solve problems	45%	68%	151%
OBJECTIVE 2: Improved ability of NMC to affect policies (KPAN)				
11	% of activities completed by VPF, CPF, RPF involving cooperation	75%	62%	83%
12	# of campaigns & events implemented by NMC re policy reforms	18	95	528%
13	# of key policy issues identified by KPAN to address NMC issues	8	9	113%
14	# of meetings with key stakeholders to address NMC issues	27	80	296%
OBJECTIVE 3: Support to PMOCA in addressing NMC needs				
15	# of initiatives co-implemented by IPCP & PMOCA to address NMC issues	4	4	100%
16	# of NMC impacted by projects co-implemented by IPCP & PMOCA	1,200	1,220	102%
17	# of technical assistance visits to PMOCA to increase grants capacity	10	11	110%

D. Summary of Key Achievements

IPCP's diverse yet complimentary portfolio of activities has led to high-impact successes across the private sector, the NGO sector, and the rural communities of Kosovo. A summary of the program's major achievements is below.

Microenterprise Support

- Granted machines and equipment worth a total of \$1.5 million to 24 small business, empowering them to create **152 new jobs**
- Provided training in financial management for those businesses
- Gave TA in marketing and product quality improvement

Community Progress Forums

- Projects totaled \$2.2 million, reached **56,882** beneficiaries, and included:
 - **37 infrastructure projects** including new roads, culture centers, sports fields, and clinics
 - **29 packages of agricultural equipment**, composed of hundreds of tools, tractors, greenhouses, and honey collectors
 - **73 small awards** to improve village quality of life, including laundry machines, internet centers, sports equipment, park furnishings, EKG machines, musical instruments, dental equipment, school windows and doors
 - New public buses to improve freedom of movement for residents of Gračanica/Graçanicë Municipality
- IPCP prioritized improving participatory decision making capacity: **1,193** active forum participants and **167 leaders** were identified and trained in a five-part course to continue

improving communities after the end of IPCP. A year-long study of 20 Village Progress Forum (VPF) members found that 83% reported that their “ability to serve [their] community as a force for change, or as a community leader” had improved since participating in IPCP.

Kosovo Policy Action Network (KPAN)

- Created Kosovo’s first sustainable network of non-majority NGOs, with a membership of **80 organizations** at the end of the program who accomplished the following with IPCP support:
 - Developed a NMC policy platform, launched a network website, opened their own office, created a logo, registered with the GOK, opened a bank account, created an ethics statement and bylaws, and elected officers.
- Carried out **five Advocacy Actions** to call attention to problems faced by non-majorities, including the protection of Samodreža church, which was discussed by the United Nations (UN) Security Council after the KPAN action started.

Civil Society Support

- Funded **27** innovative civil society activities reaching **8,815** beneficiaries, including:
 - Screening & counseling for breast cancer in Mitrovica/Mitrovicë/Mitrovicë.
 - Advancing court cases for property returns nationwide
 - Theater festival for children in Štrpce/Shtërpçë.
 - Brought Albanian and Serbian youth together through art, music, sports and culture, and brought the youth physically to each other’s communities

Media

- Donated equipment to enable TV Puls in Šilovo/Shillove to become the first Kosovo Serb station broadcast on national cable
- First to fund *Slobodno Srpski*, a hard-hitting interview show now broadcast on national broadcaster RTK
- Produced a ten-part documentary series on non-majority issues ranging from decentralization to solving unemployment which reached approximately **741,555 viewers**

III. PROGRAM ACTIVITIES

A. Objective 1: Develop capacity and provide tools for the non-majority communities to address their needs and improve their quality of life, economic security, and freedom of movement.

1. Community Progress Forum Initiative

The CPFs were a central part of IPCP: they received the largest share of IPCP program funding, about \$2.2 million, and more IPCP staff worked on the CPFs than any other program component. The CPFs became an exemplary model of the participatory, community-driven development paradigm, with all priorities chosen democratically and through the extensive participation of the people who live in the target areas. As a result of the CPFs, NMCs across the country have leaders with increased capacity to carry out participatory decision-making and development

planning, and have improved their lives through better infrastructure, access to education and cultural activities, and new equipment for raising incomes and creating jobs.

Participants agreed that it was a valuable experience:

- Community member Vesna Stajic from Novo Brdo/Novoberde said, “This program worked directly with people. We received funds but we were also taught the best way to recognize our needs, our priorities, and how to present them to donors. Also, the mobilization and participation of community was encouraged.”
- VPF participant Sasa Andric commented that the CPF was a “new and good experience for the entire community, especially for those that wanted to take active part in the program. This was a new way of working, and it was something very positive for the community. There has been a great change in the community, to the improvement of our life and living conditions.”
- And participant Zirafet Idrizi from Rapca/Rapce said, "With your arrival in our village, we managed to establish a working group and establish contacts with you and all residents of village Rapca. With regular trainings we learned new procedures, and the guidelines related to designing a project. There was positive interaction and residents were left with a positive impression regarding USAID."

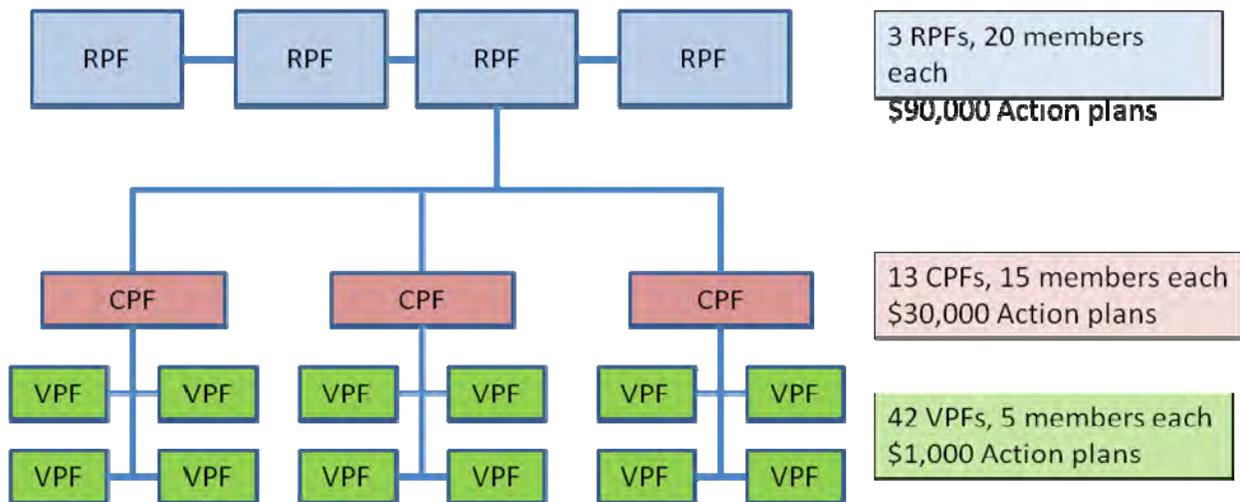
Participatory decision making was a new concept for NMCs in Kosovo and hence CPF members admitted to being initially reluctant and sceptical. But participants eventually embraced the concept. Much of the attitude turnaround can be attributed to three factors: (1) rapid start grants of about \$2,000 for items like computers and sporting equipment prioritized by each community built the program’s credibility and provided incentives for participation; (2) the community-driven approach to solving development problems established trust and empowered NMCs to be active in their communities; and (3) IPCP staff who were culturally sensitive and in tune with shifting perceptions in target communities established and nurtured a culture of mutual respect through their work.

After the close of Year 1, USAID and IPCP agreed to shift the strategy for community engagement in three ways. First, it was decided that IPCP would work to build the capacity of the existing 13 forums rather than expanding into new regions as previously planned. Second, the program would identify community needs more closely focused on the root of problems in the village or municipality, and work from that new understanding to determine the best intervention, rather than allowing participants to simply nominate infrastructure projects with little reflection. Third, the structure of the CPFs was deepened by adding village-level forums to allow for broader and more grassroots participation in the initiative.

At the outset of IPCP, there were two levels of forum structure: the municipal level, at which 13 CPFs existed, and the regional level, which grouped the CPFs into three Regional Progress Forums (RPFs) to address issues that crossed municipal boundaries with projects up to \$90,000. In Year 2, IPCP added 42 VPFs (eligible for projects of \$1,000 each), which then fed into the 13 municipal-level CPFs that implemented projects worth \$30,000 each. By going to the village

level, IPCP could encourage greater participation and accountability, and ensure that the villagers had a voice in selecting forum projects. Capacity building training for forum members could also now be drawn from a wider and more representative group. The diagram below shows the relationships between the forums at all three levels.

Diagram 1: Village, Community, and Regional Progress Forum Interaction



The third shift in strategy was a greater focus on north Kosovo, starting in October 2010 at the beginning of Year 3. USAID and the US Embassy in Kosovo had determined that greater levels of participation in elections by Serbs in the south, combined with a generally lower level of security incidents in the north, meant that the time was right for an increase in US assistance in the sometimes turbulent and highly symbolic region situated directly between Serbia and what some actors call “Kosovo proper.” As did several other USAID programs, IPCP started new northern activities in the fall of 2010, including the creation of ten new VPFs in Zvečan/Zveçan and Leposavič/Leposaviq.

a. Key Accomplishments

- CPF projects totaled \$2.2 million and reached **56,882** beneficiaries, and included:
 - **37 infrastructure projects** including new roads, culture centers, sports fields, and clinics
 - **29 packages of agricultural equipment**, composed of hundreds of tractors, greenhouses, honey collectors, and other machines
 - **73 small awards** to villages, including laundry machines, internet centers, sports equipment, park furnishings, EKG machines, musical instruments, dental equipment, school windows, and doors
 - New public buses to improve freedom of movement for residents of Gračanica/Gračanicë Municipality
- IPCP prioritized building capacity for participatory decision making and development planning: **1,193 active participants** and **167 leaders** were identified and trained in a five-part course to continue improving communities after the end of IPCP.

- CPF participants Sladjan Mikic and Milan Jovic reported that no donors had ever asked the community what they themselves wanted, until IPCP started the CPFs. Mr. Mikic praised IPCP's work and expressed thanks that for the first time in more than a decade, someone has asked villagers what they need in order to live a better life and have a brighter future in Kosovo.

In 15 municipalities, IPCP established 50 VPFs, 14 CPFs, and three RPFs. Of the total 238 VPF members,⁵ IPCP trained 70% in community development and action planning; 39% in monitoring and evaluation (M&E); 61% in advocacy; and 53% in fundraising.⁶

IPCP awarded 113 community projects in south Kosovo over the life of the project: 36 rapid start projects, 37 projects to VPFs, and 40 projects to CPFs. RPFs commenced in August 2009. IPCP awarded three RPF infrastructure projects valued at \$90,000 each for: (1) the provision of two mini-buses for public transport to ensure freedom of movement in the Gračanica/Gračanicë region;⁷ (2) the purchase of equipment for a health laboratory in the Kamenice/Kamenica region to improve quality of life;⁸ and (3) the provision of agricultural machines and plastic bottle production equipment to improve economic security in the Kline/Klina region.⁹ A summary of the awards to the forums is shown in the table below.

Table 2: Awards to Forums

Forum	Rapid Start (CPF)	CPF	VPF	RPF
Awards	36	40	37	3

b. Summary of Activities & Methodologies

Establishing Forums

In the first year of IPCP, CPFs were established in 13 locations in 11 municipalities. In deciding where to set up the CPFs, priority was given to communities meeting the following criteria:

- *Regional representation* – IPCP wanted to ensure that each of Kosovo's five regions was represented over the life of the program, though an exception was made for the North during Year 1 due to the political instability of the region at that time.
- *Population* – IPCP decided to work in the larger non-majority population centers, especially the larger Kosovo Serbian population centers.
- *Other NMC representation* – IPCP is an assistance program for all non-majority populations in Kosovo. Municipalities having large numbers of non-Kosovo Serbian non-majority populations (i.e. Gorani, Bosniac, and Roma) were also given preference.
- *Positive linkages between NMCs and local government* – IPCP supported and encouraged cooperation between communities and local municipal authorities and institutions. Those communities already having those linkages were given preference.

⁵ There were 238 members in 12 southern municipalities(excluding Klokot) at the time of the training in 2009

⁶ One more training in association management is planned before the end of the program

⁷ The region included Gračanica/Gračanicë. Fushe Kosove/Kosove Polje, Lipjan/Lipljan, and Vushtrri/Vucitrn

⁸ The region included Kamenice/Kamenica, Ranilug/Ranillug, Partes/Partesh, Novoberde/Novo Brdo, and Shterpce/Strpce

⁹ The region included the municipalities of Kine/Klina, Dragaš/Drageash, and Rahovec/Orahovac

In the establishment of the first 13 CPFs, more than 550 people participated in the open community meetings where 349 people were elected as CPF members (about 30 members per CPF). The locations of the first CPFs were as follows:

- Fushe Kosove/Kosovo Polje; Vushtrri/Vucitrn; Lipjan/Lipljan; Gračanica/Graçanicë*; Gjilan/Gnjilane; Kamenice/a*; Ranilug/Ranillug**; Dragash/Dragas; Rahovec/Orahovac; Strpce/Shtpce; Kline/a; Novo Brdo/Novoberde

*Because of the larger number of NMCs in Kamenice/a and Gračanica/Graçanicë, two separate CPFs were created in each of these two municipalities.

**After the November 2009 elections, several new municipalities were created, necessitating several shifts in the CPFs' operating locations. The Ranilug/Ranillug forum was added at this time.

CPFs meet and make decisions at the municipal level, and one municipality is composed of several villages. Halfway through the program, IPCP began to establish VPFs to improve grassroots involvement and increase the ability of CPF members to mobilize their communities at the village level.

In determining where to place the 41 new VPFs, IPCP selected the villages with the highest number of non-majority residents in the municipalities with a CPF presence, including the newly established municipality of Ranilug/Ranillug. A strong emphasis was placed on recruiting VPF members, and IPCP not only designed new posters to be placed in every village in advance of the open meeting, but in many cases personally visited every household in a village to ask for their participation. Because a total of 811 community members were involved in open meetings to discuss the VPF initiative and undertake participatory assessments of community needs, it is apparent that the outreach strategy was effective.

At the beginning of Year 3, and as a part of a larger strategy to expand USAID presence in the north due to perceived shifts in the political climate, USAID asked IPCP to establish CPFs and VPFs in the north. IPCP staff initiated contacts with communities in Zvečan/Zveçan and Leposavič/Leposaviq municipality, identified as the most likely to cooperate and be active in meetings and projects (partially as a result of research conducted by IPCP). People present at the open meetings showed a strong interest in participating, reporting that in recent years almost nothing had been done to improve the quality of life of those living in the north, either by the international community or by local authorities. Ten open meetings to establish VPFs attracted a total of 129 participants, in the following communities:

Table 3: Meetings to Establish VPFs

Zvečan/Zveçan municipality	Leposavič/Leposaviq municipality
1. Korilje/Korile	1. Postenje
2. Zerovnica/Zherovnica	2. Socanica/Soqanica
3. Srbovac	3. Krnjcin
4. Josevik/Joshevik	4. Vuca/Vuqa
	5. Beluce/Beluqe
	6. Josanica/Joshanica

These northern VPFs brought the total to 51, and CPFs were also established in Zvečan/Zveçan and Leposavič/Leposaviq, bringing the total of CPFs to 14. Finally, three RPFs were created to bring together multiple CPFs from the same part of the country to share information and plan improvement projects at the regional level. The locations of the RPFs were as follows:

Table 4: RPF Locations

RPF I	RPF II	RPF III
Gračanica/Gračanicë Lipjan/Ljipljan Vushtrri/Vucitrn Fushe Kosove/Kosovo Polje	Novo Brdo/Novoberde Partes/Partesh Kamenice/a Strpce/Shtrpce Ranilug/Raniluk	Rahovec/Orahovac Kline/a Dragash/Dragaš

Forum Process & Activities

The participatory development approach employed by IPCP has three strong advantages. First, it ensures that every project chosen is a legitimate community need felt by the majority, rather than a personal project of one or two influential actors. Second, it secures meaningful buy-in by the local residents, giving them every opportunity to have input in the process and pre-empting the possibility of complaints because each decision in the process can be shown to be the will of the people. There are inevitably a small number of complaints, but in each case the implementer can show documented, transparent decision making to resolve them. For example, one group of people in Klina/e claimed that they had not been properly consulted when the decision was made to award agricultural equipment to a farmer’s association, and one party in the dispute took the issue to Bishop Teodosije of Raška-Prizren from the Serbian Orthodox Church. IPCP was able to clearly demonstrate to all sides during a mediation meeting that the complaining group had been properly consulted. Third, the community members learn the process of democracy first hand, and the importance of building a case, forming coalitions, campaigning, and voting for the issues one cares about—above all, the importance of participation.

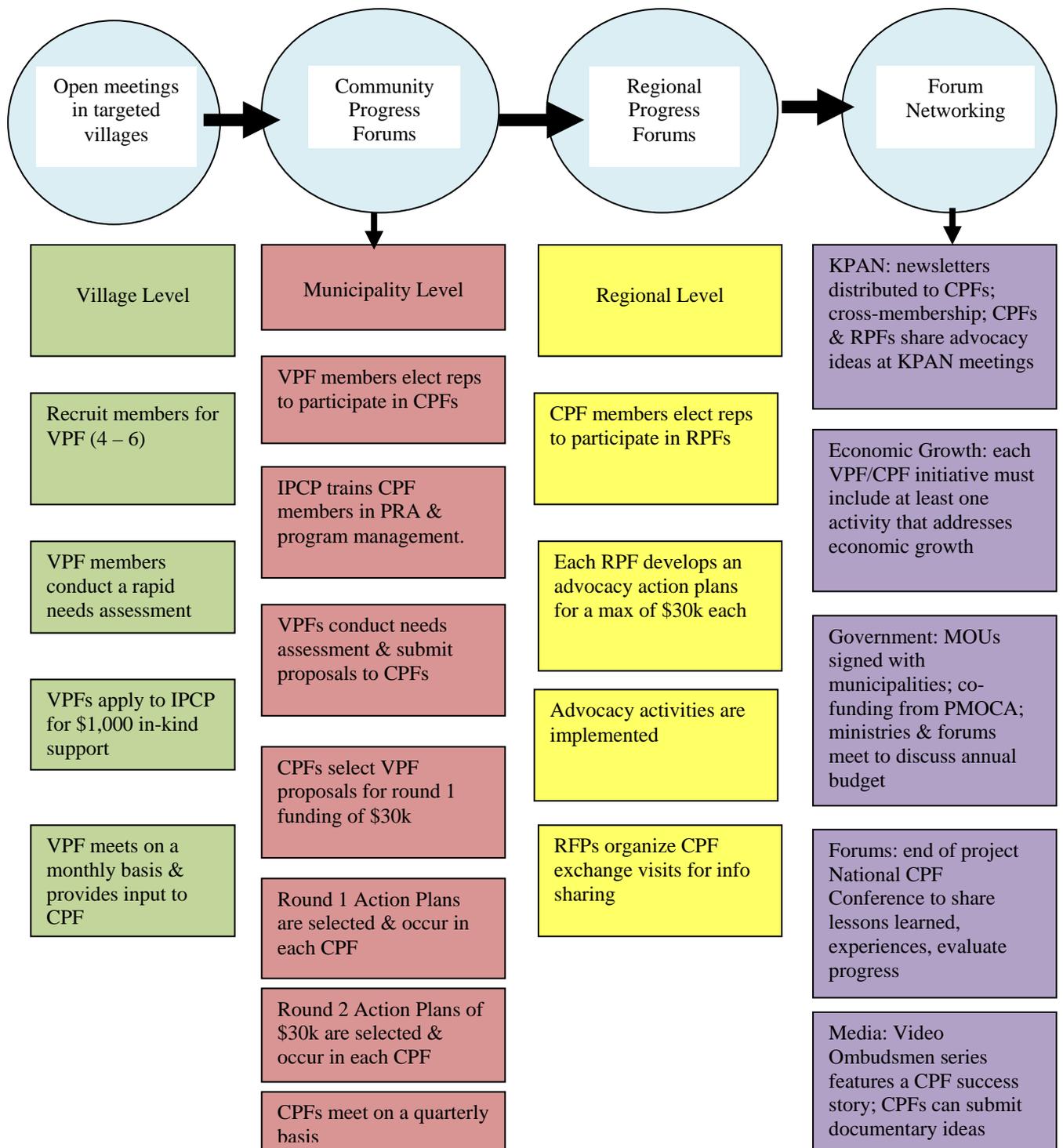
The grassroots decision-making process for the CPFs is at the heart of their success. Because the approach taken by IPCP was so important in winning community trust and implementing lasting change, it is described in some detail here.

IPCP’s participatory community development model puts beneficiaries in the driver’s seat, asking them to democratically identify their needs, and then giving them the power to meet those needs. IPCP worked in 51 villages, and once a village was chosen, IPCP held an open meeting, making an effort to extend an invitation to every single household in the village. All those present at the meeting discussed the top priorities of the community, and elected leaders to serve on the VPF. The priority issue and need selected by each village was communicated to the CPF at the municipal level, whose members then voted on which village’s project to implement. Community participation did not end there, as CPF members sat on the committees that selected companies to implement the project, and participated in the monitoring of the work, signing off on the final product, and speaking at the opening ceremony.

The open meetings also enabled IPCP to facilitate the democratic election of VPF members to serve as delegates in the CPFs. Members conducted a two-stage needs assessment, which

involved a deep discussion of underlying community issues and identifying interventions that could resolve those issues. This was one of the most crucial steps in the CPF process—guiding communities to ensure that they are including as many ideas from as many participants as possible, that all ideas receive due attention and debate, and that the voting process is clear and democratic. To help communities brainstorm and explore their needs, community liaison officers (CLOs) employed methods like community mapping and decision trees, but found that extended conversation was what the community found most useful. Each VPF identified a project as its highest priority, and all of those projects were sent to the CPF level for voting. The diagram below from the July 2011 IPCP Evaluation shows the process of engagement with the CPFs.

Diagram 2: Process of Engagement with CPFs



Soon after establishing the forums, IPCP trained the participants on planning and carrying out the community projects that were identified. To build credibility and interest, and demonstrate the quick results of the forum process, 73 Quick Impact in-kind grants of \$1000 or less



Playground in Gornje Bitinje/Biti e Poshtme

were distributed to VPFs based off of their initial action plans. VPFs then continued action planning for larger projects as well. There were two rounds of projects at the CPF level, as shown in the table below.

Table 5: CPF Rounds

	Year One	Year Two
Amount per CPF	\$30,000	\$100,000
Number of projects per CPF	1	3
Subject	Any	Minimum 1 project to be economic growth

Fifty-two projects were carried out. The highest priority for most communities was sporting equipment and facilities for children and youth (39% of all projects). Projects that improved the quality of life for citizens, especially youth, were the main focus for communities. The majority of CPFs indicated that their priority was to enable the high number of unemployed youth to be active, outside, productively occupied, healthy, and engaged with other youth.

CPF members nominated delegates to participate in RFPs. Formed in October 2010, the three RFPs were each allotted \$90,000 for larger-scale projects intended to benefit more than one municipality. The selected projects were: (1) the provision of two mini-buses for public transport to ensure freedom of movement in the Gračanica/Graçanicë region; (2) the purchase of equipment for a health laboratory in the Kamenice/Kamenica region to improve quality of life; and (3) the provision of agricultural machines and plastic bottle production equipment to improve economic security in the Kline/Klina region. The complete list of all VPF, CPF, and RPF projects implemented over the life of the program is attached as Annex 4.

Though not a requirement, IPCP encouraged communities to solicit cost share from other sources whenever possible, and many communities proved quite enterprising in this regard. Eighteen projects secured cost share from municipalities worth a total of over \$180,000.

The methodologies used in the CPF process resulted in stronger leaders better able to change their communities. The IPCP independent evaluation included the following findings:

“The IPCP has contributed to a more holistic understanding of the importance of participation, transparency, accountability, integration, and inclusive values within communities through forums and development projects. In addition, there have been maximum efforts to use local facilitators, sub-contractors, and infrastructure contractors from within communities throughout the program. Grantees and forums are better able to mobilize NMCs as active stakeholders in society, according to their opinions, but now want to ‘fine-tune and strengthen’ their abilities.”

Regarding community mobilization, forum members indicated that the program had built their confidence in decision making, group work, interactions with their own community members, and managing the process of community development. Positive change meant, to beneficiaries, an improvement in their employment opportunities, quality of life, and financial management. To that end, program participants agreed, almost unanimously, that ICPC had, in fact, initiated positive change, with an emphasis on 'what has started needs to continue in the same way.'"

Connections to the Government of Kosovo

IPCP has primarily used grants and the forum initiatives to bring communities in closer contact with municipal authorities. For example, municipal officials in all 13 municipalities where CPFs exist are invited to attend meetings (the exception is the north, where there is no GOK presence). In addition, the community must approach the government to request permits for construction, which may be the first time many of them have gone to a GOK institution. Also, IPCP gives grants of equipment, but CPF members must register an association to receive that equipment, which again means interacting with the Kosovo government. Moreover, municipal officials are invited to serve side by side with community members on IPCP tender committees and evaluation teams that judge the final project outcomes, and this interaction has successfully been achieved particularly in Lipjan, Kamenica/Kamenice, Gračanica/Gračanicë, Novo Brdo/Novoberde, and Gjilan where municipal officials have been more willing to make the time commitment to cooperate with internationally-funded programs.

IPCP also went a step further, arranging meetings between CPF members and key local government representatives (mayors, deputy mayors, and heads of departments) in all 12 municipalities where IPCP worked. The purpose of these meetings was for CPF members to inform the government about the community needs, achievements, and expectations they had identified. The local government representatives welcomed these meetings as a way to hear directly from communities about their needs and to inform the community representatives of local government plans. It is worth highlighting that in the majority of the meetings most of the priorities identified through IPCP community activities matched the municipal plans for 2011. All the municipality officials, with the exception of in Kline/a, pledged to support some of the smaller community projects highlighted by the CPF members.

In many cases community representatives were meeting their mayor for the first time. In Kamenica/Kamenice, Mayor Shaip Surdulli listened carefully to the requests of the four NMC leaders who visited and promised that some of the most pressing projects would be included in this year's capital investment plan. He also said his office would apply for funding from central government ministries to construct a six kilometer road through Mocare, a Serb village whose representative was in the meeting (see Annex 5 for success story).

After the meeting Mayor Surdulli said, "My door is always open to them. I am happy that with the help of USAID we are meeting for the first time."

Jasmina Nisic, a representative from the village of Bosce, returned the sentiment. "I am happy I had the chance to meet the mayor as a representative of my village, and present the projects we would like to see implemented as soon as possible."

Trainings

One of the main objectives of IPCP's work with the community was to empower citizens to mobilize to improve their own quality of life, freedom of movement, and economic security. To do this, community representatives needed to improve their existing skills in community development. IPCP therefore designed a five-part training course that complimented the program management forum cycle and was highly action oriented. In determining who should be trained, IPCP acknowledged that not every citizen wishes or has the capacity to be trained as a leader. IPCP therefore selected and trained a group of CPF members who showed true interest and initiative by their repeated attendance. The staff trained 167 community members in the following five topics:

- The *Community Development and Action Planning* module included an explanation and rationale for the community development approach, how to make a community profile, how to perform needs assessments, and methods and tools that can be used for needs prioritization and action planning. After the training, each VPF was asked to prepare a community profile and Action Plan within three weeks of the training. Action Plans were to contain the three top priorities for each community, in the three program areas of quality of life, freedom of movement, and economic security.
- *Monitoring and Evaluation* was the second training module. Participants learned how to use M&E tools to measure the success of activities carried out by the communities or other NGOs. As with all trainings, IPCP made an effort to keep materials simple and useful for community members, steering away from technical terminology. Trainees were required to use the M&E plans designed as a result of the training, and report on their use at the next VPF meeting attended by CLOs.
- *Advocacy* was the topic of the third training since communities very often face situations where they have to advocate for their needs through various stakeholders such as donors, community leaders, and local and central governments. This workshop assisted communities to advocate more effectively by helping them understand the concept of advocacy, steps that are needed in the advocacy process, tools and techniques, and preparing an Advocacy Action Plan.
- A *Fundraising* workshop prepared participants to carry out effective proposal development and fundraising initiatives for future forum activities. Since IPCP communities contain various established groups such as farmers' associations, youth groups, women groups, etc., many of them are interested in applying to different donors for funding for their activities. The fundraising training helped familiarize them with different approaches, tools, methods,



Meeting with local officials in Vushtrri/Vucitrn municipality

and skills for fundraising, and resulted in the creation of proposals for submission for funding.

- The final training workshop, *Strengthening Farmers Associations and Farming as a Business*, was selected by the community members themselves. This session built community members' skills to sustainably run the associations that many of them formed in order to be eligible to receive IPCP-donated equipment, and to operate their farms in the most efficient way possible, such as using market research, branding their products, careful supply planning, and record keeping.

Of 167 participants surveyed, 90% showed an increase in knowledge between the pre- and the post-tests, and the average improvement was 37%.

c. Lessons Learned, Best Practices, and Recommendations

Establishing dozens of forums and holding hundreds of community meetings gave IPCP insight into best practices for community mobilization in Kosovo. Some of the most salient lessons learned are below:

- *Forums should not include political figures.* IPCP has learned that when the forum membership was originally opened to government officials (either from parallel institutions¹⁰ or GOK institutions), IPCP was briefly seen by some as supporting parallel structures since some political representatives from parallel structures were elected CPF members. Additionally, politicians could use their position to intimidate their fellow forum members. To resolve this, IPCP developed Standard Operating Procedures to describe the role of each CPF member and the conditions for ongoing participation in the program. Employees of any government agency (parallel or otherwise) were prohibited from participation. The main rationale for this exclusion was that the CPFs are meant to empower and allocate resources to members of the community, and politicians have their own resources and revenue streams for carrying out community projects. This logic was accepted by forum members and politicians, who were for the most part comfortable limiting their participation in CPFs to being consulted before the beginning of construction, granting permits, and participating in tenders and technical approval of projects, as well as formally receiving communities' recommendations for future projects.
- *Addressing root issues can require a more directive approach.* There was at times a tension between the participatory development model, which does not question the priorities expressed by the community, and IPCP staff knowledge of the issues the community was facing. For example, the community often asked for roads from IPCP, but if they were asked what the biggest problem is in their communities, they would almost always say unemployment; however, innovative and realistic ideas for creating jobs or raising incomes

¹⁰ "Parallel institutions" is the term used to describe political structures that are operating in several NMCs but which are not recognized by the GOK, ie, parallel to the political leaders elected through GOK elections. The representatives within these parallel institutions are paid by the Government of Serbia.

proved very difficult to extract from communities.¹¹ IPCP found that the most effective way to encourage communities to think practically about creating economic growth was to dedicate some CPF funds for this purpose. At least one CPF project, with a value of \$40,000, had to be related to economic growth. If they could not come up with a viable plan for using this money, it would be reallocated to another community. Most communities used this funding to purchase farm equipment—tractors, hay balers, seeders, greenhouses, and other tools. These were awarded to farmers' associations, many of which were created for this purpose, since IPCP would give neither cash nor in-kind awards to individuals. By requiring the farmers' associations to be formally registered with the GOK, IPCP also created one more connection between NMCs and the local government.

- *Future programs in the north should invest heavily in infrastructure.* IPCP visits to the north to set up the first ten VPFs showed that infrastructure is in a surprising state of disrepair, markedly worse than in the south, due in part to the ineffective governance, but also to the fact that there has been virtually no donor investment there for years. People express the need for better roads and water systems above all, and a few larger scale projects could also make a significant and visible impact. Common requests are a movie theater/culture center, a water network, and a major sports field, but of course the communities should lead the process to determine priorities.
- *Do not neglect the south.* Future programs should be careful at all stages to avoid the appearance of neglecting the south or investing in an imbalanced way in the north. Serbs in the south are sensitive to the perception that the north may receive more attention and investment, when southern Serbs have proven willing to participate in elections and obey the rule of law.
- *Restructure CPF trainings.* Future programs should continue capacity building of community members through trainings that fit local needs and reward results. The target audience is mostly rural residents working in agriculture, so trainings must be designed to accommodate the participants' work schedules and literacy levels. Instead of half-day or full-day trainings every other month, it may be more productive to carry out 1-1.5 hour sessions twice a month. This will also allow more frequent assessment of participants' progress in translating training into action. Municipal representatives can also be invited to speak at a training session on how municipal government is structured and how the community can give input.
- *Women- and youth-focused forum initiatives.* Future programs could encourage the participation of women and youth by requiring that some awards have women and youth as the principle beneficiaries and require that these groups are involved in the design and implementation of the projects. IPCP has learned that simply encouraging women and youth to attend meetings, or trying to recruit them through local women's and youth organizations, has not lead to meaningful participation.

¹¹ One possible explanation is that years of socialism under the former Yugoslavia left citizens without an understanding of entrepreneurship, and gave them the expectation that the state should provide enough jobs for the people, as well as the belief that the state would always provide the best jobs.

- *Make better use of regional forums.* It proved difficult to identify projects at the regional level that would truly benefit citizens across municipal boundaries. Perhaps future programs could either forgo the regional level structure, or use it primarily as a means of sharing information between municipalities rather than a locus for project implementation.

2. Civil Society Annual Program Statement

The IPCP civil society APS aimed to improve non-majority freedom of movement, economic security, and quality of life by giving support in the form of cash grants to innovative projects implemented by NGOs across the country.

During the three-year program, 20 grants (16% of all applications) were awarded through the civil society APS from an applicant pool of 129 proposals (49 applications in the first year and 80 applicants in the second year). Sixteen grants were implemented in a localized area or municipality, and four were nationwide. Three grants were awarded to NGOs in the north. The majority of the grants focused on education and training (25%), and social integration (25%), but also included culture enrichment (20%), agriculture/livelihoods (15%), sports (5%), media (5%), and health (5%). The independent evaluation of IPCP found that “the identification of beneficiaries was highly effective and appropriate for each program component.”

Grants addressed key cross-cutting issues and support for non-majority groups, such as women, youth, the disabled, Bosniaks, and the RAE communities. A major strength of the civil society grants program was its selection process, which enabled a diverse range of activities, locations, and ethnicities to be supported. Grant monitoring included regular visits, often twice a week, to ensure quality and to strengthen NGOs through mentoring and training.

a. Key Accomplishments

- Reached **8,815** beneficiaries by funding 27 innovative civil society activities, including:
 - Screening & counseling for breast cancer in Mitrovica/Mitrovicë.
 - Advancing court cases for property returns nationwide
 - Theater festival for children in Štrpce/Shtërpçë
 - Bringing Albanian and Serbian youth together through art, music, sports, and culture, and brought them physically to each other’s communities
 - First to fund *Slobodno Srpski*, a hard-hitting interview show now broadcast on national broadcaster RTK
- As one example of civil society success, Roma beneficiary Burim Ademi received construction equipment to support his growing business. Previously he rented his equipment and earned about \$300 a month. “Thanks to this new equipment,” Burim said, “I hope I can now earn up to \$900 per month, and I won’t have to rent the equipment any longer.”
- Beekeeper Vasmija Kamberi received equipment to extract honey and said with the new equipment, “We can increase honey production up to 50% in the years to come.”

- A grant for NGO Santa Marija in the northern municipality of Zvečan/Zveçan provided counseling and equipment that aided screening for breast cancer. Women from as far as the capital Prishtinë/Priština travelled for diagnostic testing and counseling. Since receiving the equipment in December 2010, an average of 19 to 25 women have been tested each day. Dr. Slavisa Stanisic, one of the grant recipients, said, "It was my dream to give something back to the community. Getting this equipment is almost unbelievable; it is like winning the lottery, like winning a brand new Mercedes. Women of all communities are already reaching us and asking if they can come for examinations at the student clinic. Before the recent awareness campaign we had just two visitors per month -- and now look at what we have already accomplished" (see Annex 5 for success story).

b. Summary of Activities & Methodologies

Originally \$500,000 was budgeted for the APS, but because of the number of strong proposals received, the success of specific grants that warranted an extension, and the inclusion of two client-directed recipients, HLC and Helsinki Committee, the total amount spent on civil society grants was in excess of \$768,000. The ceiling for each grant was 30,000 euros, though exceptions were made to increase that ceiling when there were legitimate programmatic justifications.

At the outset of the program, IPCP published a standard APS with an open call for proposals for one year. However, due to the small number of applications received, IPCP revised the APS outreach strategy in Year 2 in two ways: (1) publishing a revised call for proposals with a closer deadline of December 31, 2009 to create a sense of urgency among applicants; and (2) conducting presentations across the country to explain the funding opportunity and how to apply. IPCP credits this new strategy with doubling the number of proposal submissions in APS round two.

The APS stated that project ideas should improve engagement between different sets of actors (i.e., NMCs, government, civil society, media, etc.) resulting in improvement of freedom of movement, economic security, and quality of life for NMCs in Kosovo, or they should improve information to both majority and NMCs on challenges facing NMCs. Applications were reviewed by a committee using the evaluation criteria published in the APS.

IPCP received 58 project proposals from NGOs throughout Kosovo in this first round. After the selection committee chose the best eight proposals, the IPCP grants team undertook preliminary site visits to all eight future partners and concluded that all of them were eligible and capable of implementing grants under USAID and FHI 360 standards. Grants were awarded in the first and second quarters of 2010.

The second-round call for proposals was announced on February 1, 2010, with a deadline of April 30, 2010. The second round of the civil society APS received double the number of submissions of the first—116—and nine organizations were selected for grants. There was a greater emphasis on economic growth in this round, and on activities that benefited women.

A detailed list of all civil society projects is attached as Annex 4. Some of the most innovative and impactful activities included the following:

- *Slobodno Srpski* was a talk show modeled after BBC’s *Hard Talk*, and created by Media Center Cagllavica. The show proved highly popular and was picked up by the national broadcaster RTK. The professional look of the show was achieved with help from the USAID-funded Support to Minority Media program, which provided consultants from the BBC to give input on interviewing, lighting, and camerawork.
- The Youth Initiative for Human Rights program fought misperceptions about restrictions on movement throughout the country by bringing Serb youth out of the enclaves and into Priština/Prishtinë, and also brought Albanian youth into the enclaves for cultural exchange and increased understanding.
- A program by Social Housing and Property Rights in Kosovo identified 1,200 minority owners of destroyed properties, who are not currently represented by any local or international process of redress, and launched pro bono court cases for 20 of them.
- A local organization called NGO Lady trained 20 female entrepreneurs in Dragaš/Dragash in marketing and business management, and provided in-kind grants of equipment to the best eight business plans developed by the women.
- Futura Plus’ activity in Štrpce/Shtërpçë brought together Serb citizens of the municipality and had them present their needs and ideas both to the municipal government and, where appropriate, to the central government institutions in Priština/Prishtinë.
- ATRC’s grant to bring together local civil society with the new municipalities of Ranillug/Ranilug, Gračanica/Graçanicë, and Klokot/Killokoti, increased the legitimacy of those governments in the eyes of their civically active constituents. The grant also trained the new municipalities in drafting and passing key laws for their operation and connected the new municipalities to their parent municipalities to facilitate transfer of information and expertise.
- A grant to the Organization for Disabled People in Gračanica/Graçanicë supported local Serbs to advocate to the municipal government of Gračanica/Graçanicë to build new facilities for the disabled, as well as provide training in craft-making, computer use, and English to disabled minorities from the region to improve their economic self-sufficiency.

The table below lists all the projects funded through the APS:

Table 6: Projects Funded through Civil Society APS

Organization	Project	Number of Beneficiaries	Location	Amount in euros
NGO Center for Peace and Tolerance – CPT	Week of Culture 2009	200	Gračanica/ Graçanicë	28,820

NGO Community Building Mitrovica–CBM	Mitrovica Rock School	100	Mitrovica/ Mitrovicë	30,000
NGO Sakuntala	Translation of the book <i>My Name is Red</i> into Roma language	500	Nationwide	4,440
NGO Geto	Mini Theatre Festival for Children	1,220	Štrpce/ Shtërpçë	22,476
NGO Organization for Disabled People – ODP	Education Center for Disabled People	60	Gračanica/ Graçanicë	16,240
PMSH	Creation of 5 youth groups from 5 areas to do advocacy and interethnic understanding	140	Prizren region	17,119
Initiative for Kosova Community	Entrepreneurship training for RAE community in the village of Gadime	15	Gadime/ Gadimje	23,878
NGO Futura plus	Connecting the minority communities to Kosovo institutions	265	Štrpce/ Shtërpçë	13,960
EKOSS	Composting organic waste in households	120	Mitrovica/ Mitrovicë	16,820
ORP ZORA	Initiating sports activities in the region of Gnjilane	1,000	Gjilan/ Gnjilane	14,140
Kosovar Center for Self Help-KCSH	Providing beekeeping training and equipment to women in Peja	22	Pejë/Peç	29,025
NGO Lady	Training women entrepreneurs in Dragaš	20	Dragash/ Dragaš	25,074
Media Center	Weekly new television talk show <i>Slobodno Srpški</i>	80,000 viewers	Nationwide	21,450
Advocacy Training and Resource Center (ATRC)	Training new municipalities in lawmaking	140	Ranillug/ Ranilug, Klokot/ Kllokoti, Graçanicë/ Graçanica	27,274
Youth Initiative for Human Rights – YIHR	Visiting program within Kosovo	230	Nationwide	27,862
Future without Fear	Creation of new economic strategies for Strpce	30	Štrpce/ Shtërpçë	12,497
Santa Marija	Breast cancer screening & counseling for women	350	Zvečan/ Zveçan	36,990
Social Housing and Property Rights in Kosova	Protection of the property rights for destroyed houses and legal aid	1,200	Nationwide	31,152
NGO Equality	Training in journalism and broadcasting for Bosniak women	25	Prizren	21,693
Art plus; New moment	Interethnic youth art camp	30	Prizren	32,965
Helsinki Committee (USAID-directed)	Visits from enclaves to multiethnic areas	433	Nationwide	29,990
Humanitarian Law Center (USAID-directed)	Researching victims of war and sharing information	2,715	Nationwide	70,946

c. Lessons Learned, Best Practices, and Recommendations

- *Outreach initiatives result in more submissions.* Introducing a deadline for applications and in-person outreach were key to receiving a large number of applications, 174 in all.
- *Transparent processes and clear expectations.* IPCP found that grantees in the first round were often surprised by the amount of information required for FHI 360 grants to be issued, and that many of them had an unclear idea of M&E, or fair selection of their own beneficiaries. In the second round, prior to submission of the full proposal, the IPCP grants team held an informational meeting with the nine selected organizations and explained FHI 360's high standards of cost verification for grants, and the importance of demonstrating, among other things, that grant beneficiaries have been selected in an open and transparent manner, and that a clear and logical M&E plan has been established. The final evaluator of the IPCP program found that the rigorous and highly transparent selection process was highly effective.
- *Opportunities for further coordination.* Although IPCP did include representatives from other USAID-funded programs on the selection committee and shared information on potential grantees with other implementers to reduce duplication of grants, there is an opportunity for more interaction with other USAID and EU programs to coordinate and supplement existing activities for better aggregate impact.
- *Tie all grantee M&E reports directly to USAID objectives.* Working with grantees to help them understand IPCP's PMP targets and goals required some effort, as did helping them design their grants so their outputs would feed directly into IPCP's M&E framework, but the result was a smooth reporting procedure that made it clear exactly how grantee activities were contributing to greater IPCP and USAID objectives.

3. Microenterprise Annual Program Statement

Every recent survey of community needs in Kosovo has found that unemployment is the number one concern among non-majority citizens both in both the north and south. IPCP's budget had a congressional earmark of \$1.5 million to spend on microenterprise support, and IPCP in consultation with USAID interpreted this directive to mean a focus on two targets: creating jobs and raising incomes.

During the three-year program, 24 grants (10% of all applications) were awarded from an applicant pool of 240 proposals (60 applications in the first round and 180 applicants in the second year – mostly from the north). Fourteen grants (58% of the total) were awarded to businesses in the north. The independent evaluator of the IPCP program wrote that “during implementation of micro-enterprise grants, constant follow-up and communication ensured their success. IPCPs officers also advised grantees on marketing, advertising, branding, and labelling, which was greatly appreciated. A track-record of business success ensured a higher rate of sustainability and therefore more stability for employees.”

a. Key Accomplishments

- Granted machines and equipment worth \$1.5 million to 24 small business, empowering them to create **152 new jobs**
- Provided training in financial management to businesses grantees
- Provided TA in product improvement and marketing
- Donated equipment to enable TV Puls in Silovo to become the first Kosovo Serb station carried on national cable

b. Summary of Activities & Methodologies

As described in the Research section of this report, IPCP engaged subcontractor UBO Consulting to carry out an assessment of NMC economic activity and needs in Kosovo. The results of this research confirmed IPCP's assumptions on economic development in the target areas and helped shape the design of the microenterprise APS grant program. The research found that agriculture was the sector with the greatest potential for growth, and that one of the most significant obstacles faced by producers was in getting their goods to market, due to both insufficient infrastructure and to interethnic tensions closing off some to Albanian markets.

The microenterprise APS was launched in newspapers, radio, and television, on June 29 2010, and was also announced on the IPCP website. The APS stated the following guidelines for applications:

To be considered for funding, project ideas must demonstrate the following:

- The creation of new jobs for non-majority individuals, and/or the raising of incomes of non-majority individuals
- Clear evidence of demand for good or service proposed by applicant
- Clear plan of how good or service proposed by applicant will reach its market

Eligible recipients for awards included non-majority private businesses, NGOs, microenterprises, small and medium enterprises, individual firms, business associations, educational institutions, and trade and farmers' associations, among others. Also, joint venture applications between non-majority and majority businesses were eligible to apply.

The microenterprise APS had two submission deadlines: July 25, 2010, and September 25, 2010. Awards were given in two tiers:

Table 7: The Two-Tiered Microenterprise Award System

	Tier One	Tier Two
Award amounts in euros	5,000-30,000	40,000-80,000
Size of applying businesses	Ten or fewer employees	More than 10 employees
Cost Share required	15%	25%

The receipt of more than 200 applications from all parts of Kosovo was a testament to the comprehensive outreach by radio, television, newspaper, internet, and, most of all, in-person presentations that was conducted by the program's economic growth team. The 24 total microenterprise beneficiaries selected by the two rounds of review committees are listed below.

Table 8: Microenterprise Beneficiaries

Recipient	Equipment	Value (euros)	Cost share (euros)	Location	Jobs created
Brest	Self-propelled concrete machine; moulds	49,850	27,000	Zvečan/Zvečan	8
Backo Trade	Moulder and milling machines	70,500	34,000	Zubin Potok	6
Grm Impex	Cooling chamber for fruits and vegetables	43,010	13,080	Leposavič/Leposaviq	4
Euroglass	Professional table for cutting glass	30,500	13,200	Prizren	4
Ethno Village Zavicaj	Accommodation facility	50,400	33,404	Zvečan/Zvečan	5
PTP Barac Comerc	Machine for scalding pork; filler for sausage, cooling chambers	58,660	62,128	Leposavič/Leposaviq	6
Markoni	Spa center, fitness equipment	55,135	28,500	Mitrovica/Mitrovicë North	8
Zemanica	Gravel maker	55,000	17,580	Leposavič/ eposaviq	6
M&M	Ice cream equipment	53,001	17,753	Mitrovica/Mitrovicë North	5
U.P Link	UP convertor; amplifier 120W	52,670	20,561	Gračanica/Gračanicë	6
Breza	Rotational oven, biscuit machine, mixer	29,300	7,050	Leposavič/Leposaviq	4
Fratello	Gas oven; 10 pans; dough laminator flamic; generator	20,410	4,800	Gračanica/Gračanicë	3
DPH Pionir	Dough laminator flamic	11,820	4,743	Dragaš/ Dragash	2
Sigel	Machines for tailoring and sewing	29,189	11,500	Mitrovica/Mitrovicë North	6
Radio Astra	Radio transmission equipment	4,612	805	Prizren	1
Europa	Wood pellet machine	79,980	30,582	Leposavič/Leposaviq	16
Sveti Toma	Bakery equipment	19,189	5,750	Leposavič/Leposaviq	5
Dren	Auto repair equipment	69,847	24,179	Leposavič/Leposaviq	11
TV Puls	Television equipment	78,260	27,094	Silovo/Shillovo	10
Sarski Roj	Honey extraction and storage equipment	14,778	3,856	Štrpce/Shtërpçë	12
Aquabreza	Water bottling equipment	30,000	4,950	Štrpce/Shtërpçë	3
Aqua sana	Water bottling equipment	81,150	41,077	Klokot/Kllokoti	8

Lesak Kom	Meat processing equipment	80,000	26,730	Leposavič/Leposaviq	11
Celiku	Equipment for PVC doors and windows	10,277	2,300	Djakovica/Gjakovë	2

The independent evaluation of IPCP found that “The outputs of the micro-enterprise grants program have an extremely high chance of sustainability. All businesses selected for equipment grants were already established and had clear visions for future development and expansion which included the employment of additional staff.”

Training

IPCP contracted local consulting company RDC to prepare and conduct two sets of trainings for the microenterprise grantees: (1) management trainings for the owners and management team and (2) accounting trainings for their accountants. These trainings aimed to improve management and accounting skills of the companies’ employees, with a focus on understanding Kosovo regulations, especially taxation policies. The trainings were delivered in Mitrovica/Mitrovicë and Leposavič/Leposaviq for companies from the north and Prizren and Gjilan/Gnjilane from the south.

In addition to these trainings, RDC provided customized TA to beneficiaries depending on business owner needs to improve companies’ operations after requested equipment was delivered. Training requests ranged from help with label or web site design to instruction in how to use donated equipment. Grantees received this training in July and August of 2011.

Trade Fair

As a way to mark the close of IPCP and encourage sustainability of results, all 24 grantees were invited to a trade fair in Priština/Prishtinë on September 9, 2011. This event served to connect non-majority producers to majority distributors and supermarket chains.

c. Lessons Learned, Best Practices, and Recommendations

Through the process of awarding 24 microenterprise grants worth a total of almost \$1.5 million, IPCP learned several lessons useful for future implementers.

- *Focus on improving farmer cooperation.* In previous economic research done in non-majority areas, most of the recommendations and expectations for investments were in agriculture. After two rounds of solicitation and more than 200 applications, IPCP staff were surprised to note a lack of applications from farmers. Huge numbers of individual farmers were present at our presentations and meetings, but most of them have no registered businesses and very few have collaborated with their neighbors to form associations. There seems to be a great potential for increasing the agricultural production of Kosovo through increased collaboration and organization among individual farmers, who could take advantage of massive economies of scale if they had formalized means of cooperation. Although it was beyond the scope of IPCP to explore this issue in depth, it could be studied by USAID for consideration for future programming.

- *Require accounting and financial training for businesses.* Another conclusion after the review of more than 200 applications was that most applicants lacked qualitative accounting systems and knowledge about financial regulations. IPCP was hesitant to require any particular training of participants, given the diverse levels of capacity and potential for knowledge gained through informal means. However, IPCP experience indicates that very few companies in Kosovo have a strong grasp on modern methods of accounting and financial management. Future trainings could provide companies with more knowledge of financial regulations and accounting standards as well as management and business decision making.
- *Require and assist with business registration.* There was extensive debate among USAID implementers in early 2010 about whether businesses in the north should have to register with the GOK as a condition of receiving assistance. IPCP decided that there was no way to justify using a program based in Kosovo to fund businesses registered in Serbia, and so did require registration, and was still able to identify numerous deserving and effective grant recipients. However, businesses in the north lack the knowledge of where and how to register. Future programs should undertake major outreach to those businesses, providing them information in the Serbian language, connecting them to appropriate GOK offices south of the Ibar, and as much as possible, bringing GOK representatives from the south to the north to give presentations on registering. Other topics for training are tax law and import/export requirements.

4. Video Ombudsman Series

Over a period of three years starting in 2009, Link Productions produced ten half-hour documentary programs, the Video Ombudsman Series, on NMC issues which were screened to CPFs, aired on local television stations nationwide, and uploaded on YouTube for web viewing by a wider audience. They were also packaged into a DVD box-set for distribution.

The series was well accepted by viewers as evidenced by one station repeating the broadcast of the first three programs in the series because of high viewer demand. According to Link, the most popular episodes (property, the Gorani population, legal practices, and youth unemployment) were viewed by approximately 35% of the Kosovo population.

a. Key Accomplishments

- Produced ten-part documentary series on non-majority issues from decentralization to solving unemployment
- The number of non-majority viewers targeted was 249,000, but this was significantly exceeded by 298%, reaching **741,555** viewers ¹²in Kosovo
- The subcontractor for this activity, Link Productions, described working with IPCP as “one huge positive experience”

¹² All numbers are estimates made by broadcasting television stations, and “viewer” refers to one person watching one program one time.

b. Summary of Activities & Methodologies

The Video Ombudsman Series depicted day-to-day issues of NMC life, but the Serb community had not been previously exposed to the information presented in the videos. Viewers in the public screenings often reported that they had similar experiences and difficulties to those depicted in the documentaries, and they were often surprised to learn from the shows that these issues were so commonplace. Wider distribution nationally and internationally could still be explored further.

All Link documentaries were broadcast through TV Mreza, the network of four Serb-owned TV stations in Kosovo, and all documentaries were shown at public viewings as well. After RTK temporarily canceled broadcasting of the *Slobodno Srpski* talk show, they offered to broadcast the documentaries produced every week instead. The final three Link documentaries were broadcast in this way.

Below is the list of episodes created. Except where noted, all episodes were broadcast on TV Herc, TV Puls, and TV Mir, and each broadcast was preceded by several days of advertisements.

- 1) **“Serbian Documents, Valid or Not?”** aimed to answer the widespread question in Serbian communities of whether Kosovo police would recognize license plates and driving documents issued by the Government of Serbia.
- 2) **“House Everywhere, in Gora Home”** highlighted the Gorani, a non-majority ethnic group that receives little media attention, by giving viewers a broad look at their culture and traditions.
- 3) **“Be Yourself at Home”** told the story of a group of Belgrade intellectuals who publicly encourage Serbs living in Kosovo to defy the Serbian government and participate in local Kosovo elections in 2009.
- 4) **“Free to Roam the Neighborhood”** depicted the Helsinki Committee’s work bringing Serb citizens out of their enclaves, challenging perceptions often held in rural NMCs that it is unsafe to travel to large majority population centers.
- 5) **“Whose Property Is It?”** was about property rights. This complex and emotional issue centers around personal and business properties that were illegally occupied or destroyed after the war.



Title card from “Free to Roam the Neighborhood”

- 6) **“Challenges of Decentralization”** explained the decentralization process in the newly established municipalities of Kosovo, describing the challenges and successes of the new local administrations.
- 7) **”Step by Step Progress”** covers the stories of cultural activities in NMCs in Kosovo—music, theater and other venues for artistic expression.
- 8) **”This Also is Priština/Prishtinë”** told the stories of Serbs who live and/or work in Priština/Prishtinë and who are free to go about their daily business without fear for their safety or any interference in their activities.
- 9) **“Earning Through Work”** showed stories of economic growth in NMCs, and particularly highlighted the grants given by USAID to organizations such as IPCP and KPEP, which are helping NMCs grow and expand their businesses.
- 10) **“A More Beautiful Village, a Better Life,”** the tenth and final documentary, told the story of community mobilization activities supported by IPCP/USAID in non-majority areas.

c. Lessons Learned, Best Practices, and Recommendations

- *Create content that resonates with viewers.* The data on viewership, combined with responses from viewers at public screenings and members of the media, show that non-majority viewers like to watch programs that describe the life of ordinary people and that try to help them understand the daily issues they face. Viewers evaluated these positive stories about culture, development, and economic growth as interesting and educational.
- *Protect the privacy of participants and subjects.* A common problem during the production of documentaries on sensitive topics such as customs, driving documents, and the usurpation of property, was finding appropriate interviewees. Despite many attempts to reach them, many important subjects felt uncomfortable speaking in front of cameras. Perhaps future shows can make use of techniques to disguise voices and appearances and thereby include more sources of information.
- *Media can be an effective tool for education and outreach.* Many viewers expressed surprise at the information shared in the shows, proving that many people suffer from misconceptions and about daily issues like travel safety for Serbs in Albanian areas. These issues could be addressed further in the media and would help to overcome prejudices and lay a foundation where trust between communities in Kosovo could flourish.
- *Link media activities to other program areas.* IPCP produced strong results by integrating the media component with other aspects of the program, in several ways: by taking ideas for shows from other program participants, by organizing public screenings and inviting

CPF members, and by producing television shows on the CPFs and the microenterprise grants to spread awareness of IPCP successes.

B. Objective 2: Improve the capacity of non-majority communities to effect policies that increase their role as stakeholders in society.

1. Kosovo Policy Action Network

Established by IPCP, the KPAN commenced with 12 NGOs at its inaugural conference in June 2009. Since March 2010, the network grew substantially to include over 80 NGOs (567% growth) by July 2011. An aggressive outreach campaign by local NGO Center for Peace and Tolerance (CPT) was effective in increasing KPAN's visibility and recognition, and therefore diversifying its membership. The impressive development of KPAN over the final year of IPCP, and its registration with the GOK as an autonomous network, have been major strengths in establishing its recognition and credibility as a civil society association among both the GOK and the NMCs the network represents. The emphasis on building membership and recognition resulted in limited attention to policy actions and advocacy activities, such as campaigns, roundtable discussions, public debates, and policy reforms. In order for KPAN to move beyond mere public recognition to earning a reputation as an effective agent for change, future attention should focus on these advocacy activities, and on better methods to connect to the constituencies of members organizations to gauge their needs.

a. Key Accomplishments

- Created Kosovo's first lasting network of non-majority NGOs, with a membership of 80 organizations at the end of the program
- With IPCP support, KPAN created bylaws and an ethics statement, developed a policy platform, elected officers, launched a web site, opened an office, registered with GOK, opened a bank account, and created a logo
- Carried out five advocacy actions to call attention to problems faced by non-majorities, including the protection of Samodreža church, discussed by the UN Security Council after KPAN's action started

b. Summary of Activities & Methodologies

The inaugural KPAN conference took place June 13-14, 2009, and included 62 participants from 58 NMC NGOs, businesses, and media outlets. The aim of the conference was to establish a national-level network to advocate for policy changes on three identified priority issues for NMCs: freedom of movement, economic insecurity, and quality of life. In addition to NMC representatives, the conference was also attended by the US Ambassador and the USAID/Kosovo Mission Director.

However, after a promising start, the initiative faltered. Local implementing partner the Center for Civil Society Development (CCSD) did not prove responsive. Repeated attempts to call, email, and meet in person with CCSD yielded few results; promised deliverables were late or

never arrived; and most importantly, no proof was ever presented that the planned KPAN and task force meetings that should have taken place did occur. After a meeting with USAID, FHI 360, and CCSD in September 2009, it was decided that the scope of work for CCSD would be significantly revised, with the responsibilities for running KPAN to be divided among two or three organizations. This compromise also failed to produce the desired results, and IPCP determined to take more decisive action by terminating CCSD's contract.

In February 2010, IPCP then issued a public RFA for an organization to administer KPAN, and based on the evaluation criteria, IPCP awarded the subcontract to CPT from Priština/Prishtinë. Under CPT management KPAN moved at quicker pace and produced better results.

Over the next 18 months, KPAN grew in size and maturity. Major milestones included the following:

- Registration with the GOK in 2010, which, among other advantages, will allow the network to receive USAID funding directly
- The opening of a KPAN bank account
- The democratic election of officers, including President Sasa Ilic, who was elected at the second annual meeting in September 2010 and re-elected at the third annual meeting in July 2011
- The establishment of a policy platform, which clearly lays out the areas KPAN considers a priority, and which was ratified by all members at the September 2010 meeting
- The establishment of a code of ethics
- The launch and regular maintenance of a web site, www.kpan-ksam.net, which displays content in English, Serbian, and Albanian
- The expansion to 80 members
- The finalization of membership criteria, including the circumstances under which members can be ejected
- The creation of a logo, now used on the web site and all promotional material
- The opening of an independent office in Gračanica/Graçanicë

In addition to these milestones, KPAN increased its visibility by launching a number of press releases on current events of concern to NMC. To build alliances, the network signed MOUs with USAID-funded Institute for Sustainable Communities and NDI programs outlining a partnership where ISC would provide capacity building support to the network, and NDI would include KPAN members in their training of future political leaders. KPAN also signed an MOU with the International Organization for Migration to include members in work awarding economic support projects. KPAN also participated in the work of the commission for national radio frequency allocation and the establishment of telecommunications guidelines.

In July 2010, a demonstration in north Kosovo against the opening of a GOK office resulted in the death of a Bosniak doctor. At this critical time KPAN held a press conference at Media Centre Caglavica, which attracted great media attention because it involved the State Secretary for Kosovo and Metohija, Oliver Ivanovic, and the Kosovo Deputy Prime Minister Hajredin Kuqi. Media outlet B92, one of the most prominent in Serbia, reported "The meeting, which was organized by an NGO called the Kosovo Strategic Action Network [KPAN's Serbian name]...

was a long-awaited opportunity for dialogue between representatives of the Serbian government and the institutions in Kosovo.”

Advocacy Actions

The original vision for KPAN was that members of the network would undertake advocacy actions independently and without outside funding. The virtually moribund first months of the activity proved, among other things, that member organizations did not have the resources to carry out time consuming actions unless they could secure funding to cover costs of labor and materials. IPCP therefore established the advocacy actions fund, a pool of \$80,000 available only to KPAN members, whose proposals had to be first vetted by the KPAN steering committee before their submission to IPCP. The five funded advocacy actions are described here.

Advocacy Action 1 - Municipal Compliance with Law on Languages

The first advocacy action had a clear and short message: both official languages, Albanian and Serbian, should see equal use in official communication between citizens and local government representatives, bringing practice in alignment with the law. Members of KPAN were to write letters in Albanian and Serbian to municipal officials and gauge whether one language received a more rapid response.

The Center for Migration Studies lapsed in their execution of the activity, and a new contract was signed with NGO Aktiv. As a part of this activity, Aktiv sent letters to 14 municipalities in five regions written in the Serbian language. Only three municipalities (Prizren, Mitrovicë/a and Vushtrri/Vučitrn) and the Ministry of Internal Affairs responded within the given time frame. None of the three responses from the municipal administrations used grammatically proper Serbian, eleven municipalities failed to respond at all.

Information and statistics about Aktiv’s study of municipal use of Serbian were presented to the public, municipal administration, and respective ministries and central institutions on June 21, 2011. More activities planned by KPAN to engage stakeholders in correcting the issue of language use were not achievable before the end of IPCP.

Advocacy Action 2 - Property Returns

KPAN organization member NGO Avenija advocated for non-majority citizens whose cases of illegal property occupation are not being resolved in a timely fashion by the Kosovo Property Agency (KPA). KPAN partnered with a credible and professional Albanian NGO, SHPRK. In October 2010 KPAN organized a round table with representatives of the KPA, Priština/Prishtinë Municipality, Kosovo Police Service, and other relevant GOK institutions to identify urgent next steps for this issue.

KPAN also pushed through 22 new cases of property usurpation, which were decided in the court sessions of December 2010 and March 2011. Some decisions resulted in victory for the non-majority claimants, who were either returned to their property or compensated financially; other decisions found in favor of the defendants. In either case, the closure for 22 families whose

cases may have been languishing in courts for years is a major victory. NGO Avenija also identified and selected additional cases that have been submitted to KPA Claims Commission for their next session.

Advocacy Action 3 - Preservation of Samodreža Church

KPAN member NGO Kameni Most initiated an action in June 2010 to protect the church of Samodreža, a cultural heritage site damaged in March 2004. This action aimed to repair the damaged doors and roof of the church (with outside funding, as KPAN advocacy actions did not fund construction) and engage the local Albanian community as stakeholders to preserve the church.

There were two challenges in this work. One was that the church has many stakeholders with unclear roles. NGO Kameni Most organized many meetings with a large number of representatives from EU and UN bodies, the Serbian Orthodox church, the GOK, and the local community. It proved difficult to establish who holds what authority over the church, and KPAN never succeeded in getting all stakeholders in the room at once for a straightforward dialogue, despite numerous attempts. Finally, a spokesperson for the Albanian community of Samodreža said at a public meeting that the church would never be respected or protected by the locals.

Partially as a result of KPAN's actions and public statements on Samodreža, the issue was mentioned at a UN Security Council Meeting on May 17, 2010. The KPAN steering committee has stated that the case of the Samodreža church will most likely remain a subject for KPAN activities in the future.

Advocacy Action 4 - Correcting City and Village Signs

In February 2011, NGO CDKD from Kamenica/e started the project to correct misspelled road signs of cities and villages in the Serbian language. By law, every village and city in Kosovo has its name posted in both Serbian and Albanian, and in many cases the Serbian version is misspelled, which is seen by Serbs as a sign of disrespect. CDKD documented the errors and shared this information with the government and the public in an effort to get the signs corrected.

With its coalition of partners, CDKD developed a photo registry of signs with incorrect Serbian names and entered the information into a database. CDKD also issued letters to local and central institutions responsible for the mistakes on road signs, and organized a media conference at the Media Centre Caglavica on June 27, 2011. No government officials responded to their requests or to research results they sent. CDKD will continue this action by implementing a media campaign and introducing the research findings to international organizations in Kosovo.

Advocacy Action 5 - Education on Domestic Violence

In May 2011, IPCP signed the fifth advocacy action with KPAN member Zensko Pravo to increase awareness of domestic violence, which is a problem in Serbian communities worsened by alcoholism and a patriarchal social structure. The organization held workshops and round

table discussions on domestic violence in Mitrovica/Mitrovicë, Zvečan/Zveçan, Zubin Potok, and Leposavič/Leposaviq in May and June 2011.

Ninety-five participants attended all four workshops, 62 of whom were representatives of social service institutions of Serbia and Kosovo, or the local KPS police stations. Other participants included both male and female citizens, including many youth.

These discussions highlighted several needs: (1) victims of violence should receive counseling, (2) an SOS phone line should be established for victims to call, and (3) a safe house should be built to shelter victims from the offender and to combat domestic violence. There is currently no domestic violence shelter in north Kosovo.

c. Lessons Learned and Recommendations

- *Build capacity and professionalism of KPAN.* Although the network has made significant progress, KPAN still suffers from problems of internal communication and cohesion. Varying geographical and topical interests mean finding common ground is of primary importance, and with the current communication and decision making style, this is difficult to achieve. Future programs will continue IPCP's work to improve the cooperation and professionalism within KPAN and to provide the network the support it needs to continue to mature into an active and respected force for minority rights in Kosovo.
- *Diversify membership.* It was originally envisioned that KPAN would not be a network merely of CSOs, but of business leaders, academics, community representatives, and other leading figures. Future programs can strongly advise KPAN to restore that vision and diversify the types of members that can join. This will not only bring much needed subject expertise into the initiative and broaden the section of the population whose needs KPAN can represent, the diversified membership may also paradoxically increase a sense of cohesion. One of the challenges that KPAN faces is that its members, however strong their wish to collaborate may be in the abstract, see each other as competitors for funding and are hampered by a certain level of mutual distrust. Once the membership pool is composed of all types of individuals and groups, there is increased potential that the issues will rise beyond concerns of specific CSOs and focus on matters of broader concern to all.
- *Provide financial support for participation and activities.* Perhaps not surprisingly, IPCP had its greatest success with KPAN advocacy activities when some funding was offered. It is ideal that organizations should work to improve conditions for their constituencies at all times, but for the most part CSOs in Kosovo cannot afford to work on activities for which they are not being compensated. This is not a result of laziness or cynicism, but the simple reality—even when working as a network, NGOs cannot be expected to perform tasks on a volunteer basis.

C. Objective 3: Support the Prime Minister’s Office of Community Affairs (PMOCA) in addressing identified non-majority community needs

To meet its objectives to support PMOCA in addressing non-majority needs, the IPCP provided TA to improve and guide their grants program.

The strength of the assistance to PMOCA was visible at the community level. Municipality and community representatives recognized the joint contribution by the central government and donor community in terms of funding, and praised the community decision making process as fair, representative, consultative, appropriate, and relevant.

After the joint grant funding had been expended, USAID recommended a shift away from this support due to an unclear commitment on the part of GOK of strengthening and enhancing PMOCA, and IPCP directed more attention to the first two program objectives: community mobilization and KPAN.

a. Key Accomplishments

- Co-funding of four major infrastructure projects: the Gračanica/Gračanicë Kindergarten Annex, the Shillove/Silovo School Annex, the Preoce Culture Center, and the Zebince Culture Center, with a total contribution from PMOCA of 250,000 euros. The four projects together have **1,300 estimated beneficiaries**.
- Technical assistance to create a new grant-giving system for the PMOCA. In addition to training, IPCP shared grant templates, requests for proposals, and cost verification documents with PMOCA for their use.

b. Summary of Activities & Methodologies

Support to PMOCA was originally envisioned as part of IPCP’s assistance to NMCs, and IPCP supported PMOCA regularly in the first half of the program through TA visits and coordination meetings. However, in the second half of IPCP and after the termination of the PMOCA deputy director, who was employed by IPCP and seconded to the PMOCA, USAID determined to shift IPCP’s resources in other directions as noted above.

Technical Assistance

As part of IPCP’s TA to PMOCA, IPCP worked closely with them in Year 1 and Year 2 to fully staff their office and to provide focused short-term TA to build the capacity of their Grants/Coordination Officer and Public Relations and Communications Officer.

IPCP and PMOCA agreed that the wisest course was to engage existing IPCP staff to provide assistance, rather than hiring outside consultants, especially since IPCP staff amassed significant experience in the needed areas. In agreement with PMOCA, IPCP grants staff provided four hours per week of on-site TA in two key areas: developing mechanisms for evaluation of current projects, and review of PMOCA’s funding package including call for proposal forms, grant agreement and MOU templates, and reporting forms.

Project Co-funding

One of the roles of PMOCA is to build the confidence of NMCs in the government by providing funding assistance to communities with targeted initiatives. To this end, IPCP and PMOCA cooperated under a MOU to jointly fund community-identified and -prioritized projects up to 250,000 euros from PMOCA's annual budget.

Based on the MOU signed between IPCP and PMOCA, it was agreed that four projects would be jointly funded:

1. Cultural center project for Zebince village, Novo Brdo/Novoberde municipality
2. School Annex project for Shillove/Silovo village, Gjilan/Gnjilane municipality
3. Community center project for Preoce village, Gračanica/Gračanice municipality
4. Administrative building for kindergarten for Gračanica/Gračanice municipality

The four above listed projects have 1,300 estimated beneficiaries, and public opening events gave widespread exposure to the efforts to improve the quality of life for minorities. The mayor of Novoberde/Novo Brdo described the cultural center, officially opened in 2010, as “a beautiful landscaped center in the right place for the right reason.”¹³

c. Lessons Learned, Best Practices, and Recommendations

- Working with GOK funding proved complex in several ways. One question was the issue of value added tax (VAT). USAID funding is VAT-exempt, but GOK is not. Any amount spent from the PMOCA account required a VAT payment. In spite of the complexity, IPCP learned to have construction companies issue invoices for only the VAT owed from the PMOCA contribution.
- Although IPCP was able to assist PMOCA in setting up mechanisms for grant-giving, after the shift in program priorities away from PMOCA, the project did not perform the follow-up on our assistance. Further TA may be necessary to ensure the office is meeting best practices for giving grants.
- Working with government agencies is an important part of a comprehensive approach to social change. Such work should be continued in the future, but steps should be taken to ensure that the government agency selected as a partner has the political capital and backing to serve as a meaningful partner to USAID.

D. Emerging Opportunities Fund

IPCP included a budget line of \$700,000 to allow USAID flexibility in creating programming responsive to a fluid political environment. The majority of activities carried out under the emerging opportunities fund were related to elections.

¹³ Interview with Mayor Bajrush Ymeri, Novoberde/Novo Brdo, July 22, 2011

1. Key Accomplishments

- After a get out the vote campaign, 24% of Serbs reported having seen the information, a 33% increase from 18% who saw such information the previous year
- Television programs educating Serbs on how and why to vote reach 58,000 viewers
- 588 community members worked to clean up Novo Brdo/Novoberde in a coordinated campaign
- USAID’s contractor performance report for IPCP stated that “the activities performed by contractor were instrumental for the Mission during the local elections in Kosovo in 2009, when contractor demonstrated high level of flexibility to adapt its efforts to the constantly changing operating environment”

2. Summary of Activities & Methodologies

2009 Elections

IPCP used the Emerging Opportunities Fund to award two grants and carry out three construction activities just before the municipal elections on November 15, 2009.



The first grant was awarded to NGO Agro-Eko in Novo Brdo/Novoberde to clean up all litter and illegally dumped garbage in the municipality, using labor from the community. In a carefully coordinated effort over several weeks, 588 non-majority workers in 30 villages cleaned and sealed off the dump sites in Novo Brdo/Novoberde and collected waste and transported it to the landfill for proper disposal.

Community members clean up Novo Brdo / Novoberde as part of pre-election activities

The second grant was awarded to Link Productions to produce a series of four television programs informing Kosovo Serbs about the elections and encouraging them to vote, broadcast on the stations that reach the areas with the largest Serbian populations: TV Puls-Šilovo, TV Herc-Štrpce, TV Most Zvečan, and TV-Mir-Leposavić. The estimated number of viewers of the shows was 58,000.¹⁴

Before the elections, community members in the villages of Mogillë/Mogila and Vërbovc/Vrbovac chose two primary school playgrounds, pictured to the right as top priorities for community improvement. These were built quickly before the elections.

And the final construction project was the Zebince Cultural Center, described previously in the PMOCA section above.

¹⁴ All estimations of number of viewers in this report come from television stations that broadcast the episodes. The stations call a sample of potential viewers at the time of broadcast and extrapolate total viewers from this number.

Get Out the Vote 2010

Using the Emerging Opportunities Fund, IPCP funded a consortium of minority CSOs for a coordinated get out the vote campaign to raise Serb participation in the parliamentary elections of December 12, 2010. The campaign used television, radio, town hall debates, rock and roll concerts, and dozens of volunteers knocking on doors. Independent research carried out by IFES found that after the campaign, 24% of Serbs reported having seen the information, a 33% increase from 18% who saw such information the previous year

Extension of Slobodno Srpski

In October 2010, Media Center Cagllavica received a grant through IPCP's civil society APS to produce the talk show *Slobodno Srpski*. The show was one of the most successful activities in IPCP's portfolio, featuring major political, entertainment, and business figures from Kosovo. National broadcaster RTK was impressed with the quality of the show and agreed to air it weekly. After the cessation of that grant, in March 2011 IPCP used the Emerging Opportunities Fund to produce an additional 18 episodes.



Playground in Mogila built before election of 2009

Projects Identified before the start of IPCP

Three projects were identified by USAID as programming priorities before the start of IPCP, and these were funding through the Emerging Opportunities Fund. They were:

- **Road Asphaltting for Bushince village, Kamenice/a Municipality.** The first priority for this village of 280 people was the asphaltting of the road. By asphaltting 3 kilometers of road, the project improved freedom of movement, directly impacting a corresponding improvement in living conditions. IPCP built a connection road from the village to the main road which leads to Kamenica, the municipal administrative centre.
- **Water Network Construction Project for Dobrotin village, Lipjan/Lipljan Municipality.** This project supplied safe, potable water to this village of about 1,300 people. The population is mostly Kosovo Serbs. The length of the piping is around 8,000 meters.
- **Isnič/Isniq Irrigation system, Dečane/Deçan Municipality.** This project, identified in 2008, sought to build a new irrigation system for the community near Dečani Monastery in the west of Kosovo. The project was of special interest to the US government as it strengthened relations between the GOK and Dečani Monastery, a religious institution of great importance to Serbs. The project also served to promote preservation of cultural heritage sites as outlined in the Ahtisaari plan. The Dečani

Monastery and Ministry of Agriculture both contributed cost share to the total cost of 94,500 euros.

3. Lessons Learned, Best Practices, and Recommendations

- *Funding flexibility is key.* It proved extremely useful to have a flexible fund that could be applied to activities central to IPCP's mission but that were unforeseen in the work plan. Future projects should also include a provisional fund to enable rapid response to changes in the operating environment.
- *Projects should closely match program goals.* At the same time, it is important to ensure that all projects funded in this way closely match the goals of the program and can be carried out without diverting resources away from core program activities. Discretionary spending should always enhance program results, and projects that could jeopardize planned targets should be avoided.

E. Media Matters Workshops

As noted above, a collaborative decision between USAID/Kosovo and IPCP at the beginning of Year 2 resulted in a shift in program direction. One change was the elimination of planned media workshops and related in-kind grants. Before this change, in the first year of the program, IPCP held the Minority Issues Matter Workshop: Reporting on Government Action. The workshop had Serbian and Albanian media participants as well as communication officers and ministers from government ministries, including the Ministry of Returnees and Communities, the Ministry of Local Government, and the PMOCA. Participants from all sides identified gaps and challenges in the current communications between Government Ministries and the media. Participants rated the workshop 4.5 out of 5 in an anonymous evaluation.

IV. RESEARCH

IPCP developed a well defined M&E system and PMP, attached as Annex 3. The independent evaluator wrote about IPCP's data collection, "Overall, the M&E system was appropriate for the program and highly effective for the context. Stakeholders acknowledged the IPCP team's continual follow-up of activities and projects, with one stakeholder claiming IPCP's quality assurance approach to be 'the toughest of all donors' with subcontractor and beneficiary roles similar to the social structure of bees: 'so well defined that everyone knew their responsibilities and deliverables in a way that supported each other's productivity and success.'"

In addition to this data gathering, IPCP carried out several research initiatives to establish baselines, inform the design of activities and award programs such as the microenterprise APS, and measure program effects (a list of all research and reports is attached as Annex 6). Both quantitative and qualitative research methods were used, and in many cases subcontractors were employed to carry out the studies. Descriptions of the main studies executed and the salient results are below.

A. Community Needs Assessments

In addition to the participatory needs assessments, IPCP carried out two community needs assessments through subcontractors, one qualitative and one quantitative. The first assessment was intended to provide a baseline for the program. Conducted by Media Praxis, the assessment used six focus groups across the country to identify community needs. The assessment was completed in December 2008.

The main problems and needs identified through the focus groups were:

- 1) Change of attitude and behavior of the citizens of Albanian nationality towards minorities
- 2) Improvement of Kosovo Police Service performance
- 3) Improvement of judiciary system performance
- 4) Change in political will of the authorities in Kosovo to improve freedom of movement of the minorities
- 5) Improvement of local and long-distance bus transport services

However, USAID and IPCP felt that this research did not reach the depth and breadth of analysis that the program required. Therefore, IPCP decided in late 2009 to undertake a new survey using quantitative research methods. This survey was carried out by local subcontractor UBO Consulting in 11 NMCs and reached 2,000 respondents in February 2010. The main findings were as follows:

- The respondents are divided regarding their community priorities. First, second, and third choices are improvements to schools, water systems, and public transportation, respectively.
- Only 50% of village roads are paved, according to respondents, and only 15% are in good condition.
- Most respondents rated their access to healthcare as generally good.
- Sewage services are low, with only about 30% of residents having access to the service.
- The majority of respondents claim to have enough income only for food and clothing.
- Community activism is relatively high; 70% believe that the community would participate in a community project.
- The television broadcast media is the primary source of information.
- Approximately 70% of respondents believed they or someone they know has experienced ethnic discrimination.

IPCP used this research, which was broken down by municipality, to verify the findings of the participatory needs assessments, and also to check the claims made by grant applicants about the prevalence of certain problems in the enclaves of Kosovo.

B. Northern Kosovo Opinion Survey

In April 2010, IPCP commissioned a survey on quality of life issues in the north of Kosovo, polling 1,001 respondents in the municipalities of North Mitrovica/Mitrovicë, Leposavič/Leposaviq, Zvečan/Zveçan, and Zubin Potok. Carried out by local subcontractor UBO Consulting, the survey had a response rate of 92% and a margin of error of plus or minus 3%.

The survey asked respondents in the four municipalities about several topics: their major concerns in the community, their outlook on the future, whether things have improved or worsened in the last year, their opinion of the performance of existing Serbian-supported local government, whether they have taken out a loan recently and for what purpose, and their willingness to participate in community groups. Residents of North Mitrovica/Mitrovicë were also asked whether they have crossed the Ibar River since 1999, and about their views on decentralization of their municipality.

Major findings included the following:

- Residents of all four municipalities show very high levels of dissatisfaction with the current Serbia-supported local government. All of them chose unemployment as their largest concern, and in three of the four municipalities, 95%-99% of the respondents said their current local government is unable to make this situation better. These responses should not be interpreted as blanket, indiscriminate criticisms of all aspects of government performance—respondents in all four municipalities are satisfied or only moderately dissatisfied with the current government’s performance on public transportation and healthcare, meaning that unemployment is singled out as a major failing.
- Seventy percent of North Mitrovica/Mitrovicë residents say they have not crossed the Ibar River since 1999. Of the 18% who said they had, the most common reasons were shopping and visiting relatives. Efforts to increase the crossing of the Ibar River may try to improve shopping opportunities in the south or to increase advertising of existing opportunities in the north.
- When asked about the future, the municipalities were divided between optimism in Leposavič/Leposaviq (58% positive) and pessimism in Zubin Potok (6% positive). North Mitrovica/Mitrovicë, as with many indicators, was in the middle.
 - Residents of the north feel that the following issues have worsened in the last year (in descending order of frequency): unemployment, corruption and bribery, the cost of living, freedom of movement, and ethnic relations. It was determined that USAID interventions targeting economic growth seem to have the greatest chance of being well-received.

C. Economic Growth Market Research

IPCP detected a need for current, accurate economic needs research on minority communities in Kosovo. In April 2010 it commissioned the Economic Growth Assessment. The consulting team carried out research in two parts: 1) desk research on the economic improvement activities that have been carried out by local government and international organizations and donors in the last three to five years, and 2) field research consisting of interviews with non-majority producers, distributors, and government actors whose work includes promoting economic growth.

Key findings of the report were as follows:

- The initiative and demonstrated entrepreneurship within these communities indicate a positive attitude toward engagement in economic activities. There is also an implied and expressed willingness to integrate into local and regional economic systems.
- Furthermore, the relatively low cost of labor within these community businesses represents a tangible competitive advantage for future market integration and penetration, locally and throughout Kosovo. In economic terms, the surveyed NMCs are in possession of three of the four factors in production—land, labor, and entrepreneurship—and for the most part, lack only the fifth, capital. Capital represents an obstacle since the entire economy in NMCs is cash-based and largely informal (relative to the increasingly formal economy of majority communities), effectively reducing the line of credit and access to finance systems. On a positive note, banking systems in Kosovo and microfinance institutions in particular have a well developed network of branches, and are located within the reach of NMCs.
- If grants were offered to business owners, a grant M&E system would be essential to ensure the sustainability of grantees selected. A third party should be contracted to conduct the M & E. In addition, not only is the M & E system important, but the selection process is also vital. UBO Consulting recommended that there be an applicant review committee, which would incorporate local municipal officials, business development experts, local and international representatives, and others. This would ensure a diverse committee that can appropriately and efficiently select grantees.
- A second recommendation is for the local municipalities. In a few of the surveyed municipalities, these local governments are recently established and may lack the expertise to design strategic business development plans for their municipality. UBO Consulting recommended support to the new municipal governments for establishing local economic development plans.

D. Business Registration Assessment

This survey was carried out by employees of three USAID-funded programs in Kosovo—IPCP, KPEP, and Crimson Capital—in October and November 2010. The purpose of the survey was to capture a simple snapshot of the state of business registration in the north of Kosovo in a short amount of time. It was given to 66 businesses in the four municipalities in north Kosovo, with the following distribution:

Table 9: Business Supported by Municipality

Municipality	Number of Businesses Surveyed
Leposavič/Leposaviq	20
Mitrovica/Mitrovicë	12
Zubin Potok	12
Zvečan/Zveçan	22

The survey was administered to businesses of varying size, but most enterprises sampled were small businesses (fewer than five employees), which reflect the majority of businesses in the

north and across Kosovo. The survey was quick and informal, and its data should be considered indicative and not precise. The numbers give a general picture of business registration in the north:

- Of northern businesses that are registered, 15% are registered with the GOK; 46% with the Government of Serbia; and 37% with the United Nations Mission in Kosovo. Eleven percent are not registered at all. Some are registered with more than one entity.
- Of those who are not registered with the GOK, 21% said the reason was political or social pressure, 30% said they saw no benefit to registering, and 17% said the process was unclear.
- Of those who were not registered in Kosovo, 41% said they saw some incentive to register. Of those, 62% said the incentive was that it would be easier to receive loans and international assistance, and 28% said doing business with the south would be easier.

E. CPF Longitudinal Study

In April 2010, IPCP decided that it needed to measure the change in CPF members' ability to mobilize their communities as a result of IPCP assistance. IPCP chose to carry out a longitudinal study with 20 CPF members. CPF members answered a set of questions about their ability to lead their community, approach municipal officials for change, and carry out community improvement projects quarterly for one year, and IPCP staff analyzed the results. The results showed an overwhelming positive change in respondents as a result of their participation in the CPFs:

- 83% of respondents reported that their ability to serve their community as a force for change, or as a community leader, had increased from a year before
- 92% said that since becoming a part of the CPF, their ability to identify the needs of their community increased
- 100% said they would recommend that friends or neighbors join the CPF
- 92% said they are more optimistic now about the ability of international organizations like FHI 360 to help NMCs, compared to how they felt before they became involved with the CPFs/VPFs
- 98% called the program useful for themselves, and 100% called it useful for the community
- 60% said that as a result of their work with the CPF, their direct communication with local authorities increased
- 80% said that as a result of their work with the CPF, their ability to access government bodies for future cooperation, financing, or permits for improvement projects has increased

V. CONCLUSIONS AND RECOMMENDATIONS

Over three years, IPCP carried out a diverse portfolio of activities in NMCs across Kosovo. In the words of the independent final evaluator, “program participants agreed, almost unanimously, that IPCP had, in fact, *initiated* positive change, with an emphasis on ‘what has started needs to continue in the same way.’”

With more than 75,000 beneficiaries, and many qualitative reports from participants testifying that IPCP brought them a better job, a clearer understanding of their neighbors, long-awaited justice in court, improved health care, greater freedom of movement, or heightened power to act as leaders in their communities, it is possible to say that overall USAID objectives for the program have been achieved, and that Kosovo is a better place because of IPCP.

USAID plans to continue its work with the NMCs of Kosovo through the Community Action Initiative Program (CAIP), which will carry out activities very similar to IPCP, but with a greater focus on the north. IPCP has a number of recommendations that may prove useful for this and other USAID programming in the future:

- **Move as fast as possible, and no faster.** Kosovo has made significant strides toward interethnic coexistence since 1999, evidenced in part by the high levels of NMC participation in local elections of 2009 and 2010. But the NMCs of Kosovo still present a sensitive and dynamic operating environment. While the vast majority of community members are constructive, cooperative, and amenable to USAID assistance, the reach and organization of opposing political elements must not be underestimated, especially in the north. Interventions should be ambitious but realistic, and plans for outreach, grant launches, public events, and other activities should be made with the highest awareness of the current tenor of public opinion, and USAID and other actors should be ready to cancel or reschedule without regret if the possibility of resistance arises. While the process is clearly moving in the right direction, imprudently rushing to action could derail years of progress.
- **The first window to NMCs is economic growth.** North and south, the most pressing problem on the minds of the NMCs is the lack of job opportunities. In this regard, residents in the north even express dissatisfaction with the Government of Serbia. Business owners are pragmatic and for the most part are willing to work with the international community to create jobs.
- **The second window to NMCs is infrastructure—do not hesitate to “go big.”** Partially due to ineffective governance of the parallel structures, but also to the fact that there has been virtually no donor investment in the north for years, infrastructure in the north is crumbling. People are eager for better roads and water systems above all, and a few larger-scale projects could also make a significant and visible impact. Common requests are a movie theater/culture center, a water network and a major sports field, but of course the community should decide the priority.

- **Replicate IPCP's community development approach.** The CPFs were regarded as excellent, transparent, structured, and fair by participants, according to the final evaluation. Continue this model, and increase training and networking between forums. Continue to resist paying forum members for membership, which creates unhelpful incentives and lowers sustainability by increasing the likelihood that members will cease working to improve their communities when the payments stop.
- **Include local government, and ensure their participation is appropriate.** NMCs in the south are very willing with work with GOK institutions, and linking events can lead to many successes, including GOK adoption of community priorities and co-funding of community projects. But politicians must be kept from steering the direction of the community decision making process, and this is possible by making it clear up from the start that employees of any government institution may attend but may not vote in community meetings
- **Compel the participation of women and youth with conditions.** Despite the advanced development of Kosovo relative to many places in the world, patriarchal attitudes persist, and many male community members do not want to include women. Youth have often fled to Serbia or elsewhere for better jobs, but they still can be found. Future programs should compel community forums to include women and youth by requiring some awards have these groups as the principle beneficiaries and require that women and youth are involved in the design and implementation
- **Do not neglect the south.** Future programs should be careful at all stages to avoid the appearance of neglecting the south or investing in an imbalanced way in the north. Serbs in the south are sensitive to the perception that the north may receive more attention and investment, when southern Serbs have proven willing to participate in elections and obey the rule of law.
- **Existing businesses are a solid investment for job creation.** Programs which are not specifically designed to give long-term and in-depth support to new entrepreneurs may want to avoid funding start-ups. The ability to create a start-up plan does not necessarily translate into the skills needed to run a successful business, and these ventures will require a high level of sustained support and TA over time in order to become productive. It is also unclear whether effective entrepreneurs can be identified by holding an open call for participants in a course, and then giving grants to a portion of graduates. This process attracts people who want grants, but entrepreneurs are a special breed with a rare combination of talents, which may not include writing strong applications. IPCP found that by identifying established but young businesses that have achieved some small success, we could better identify opportunities for growth and new job creation.
- **Focus on improving farmer cooperation.** In previous economic research done in non-majority areas, most of the recommendations and expectations for investments were agriculture. After two rounds and more than 200 applications, we were surprised to note a lack of applications from farmers. Huge numbers of individual farmers were present at our presentations and meetings, but most of them have no registered businesses and very

few have collaborated with their neighbors to form associations. There seems to be a great potential for increasing Kosovo's agricultural production through increased collaboration and organization among individual farmers, who could take advantage of massive economies of scale if they had formalized means of cooperation. Although it was beyond the scope of IPCP to explore this issue in depth, it could be studied by USAID for consideration for future programming.

- **Build capacity and professionalism of KPAN.** Although the network has made significant progress, KPAN still suffers from problems of internal communication and cohesion. Varying geographical and topical interests mean finding common ground is of primary importance, and with the current communication and decision making style, this is difficult to achieve. Future programs should continue IPCP's work to improve the cooperation and professionalism within KPAN, and to provide the network the support it needs to continue to mature into an active and respected force for minority rights in Kosovo.

ANNEX 1

IPCP FINAL EVALUATION REPORT



USAID
FROM THE AMERICAN PEOPLE

Initiating Positive Change (IPCP) Final Evaluation Report

September 2011

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Initiating Positive Change (IPCP) Final Evaluation Report

Task Order DFD-I-08-05-00244-00, Reference IQC DFD-I-00-05-00244-00

DISCLAIMER

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Initiating Positive Change Program (IPCP) Final Evaluation Report

CONTRACT NO: DFD-I-00-05-00244-00, TASK ORDER 08

Report prepared by: Dr. Martina Nicolls
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I express my deepest gratitude to all.

Dr. Martina Nicolls
IPCP Evaluator

IV. LIST OF ACRONYMS

AED	Academy for Educational Development
APS	Annual Program Statement
CAIP	Community Action Initiative Program
CLO	Community Liaison Officers
CPF	Community Progress Forum
CPT	Center for Peace & Tolerance (NGO)
CSO	Civil Society Organization
DT	Developing Together (NGO)
DVD	Dissociated Vertical Deviation (multi-media)
ECG	Electrocardiogram
ES	Economic Security
EULEX	European Rule of Law Mission in Kosovo
FKP	Fushe Kosove/Kosovo Polje
FM	Freedom of Movement
IPCP	Initiating Positive Change Program
KFOR	Kosovo Force
KPAN	Kosovo Policy Action Network
LTTA	Long Term Technical Assistance/Advisors
M&E	Monitoring and Evaluation
MOTI	Ministry of Trade and Industry
NMC	Non-Majority Communities
NGO	Non-Governmental Organization
PMOCA	Prime Minister's Office of Community Affairs
QL	Quality of Life
RAE	Roma, Ashkali, and Egyptians
RECOM	Regional Commission
RKS	Republic of Kosovo
RPF	Regional Progress Forum
STTA	Short Term Technical Assistance/Advisors
TA	Technical Assistance
TOR	Terms of Reference
TOT	Training of Trainers
UN	United Nations
USAID	United States Agency for International Development
VAT	Value Added Tax
VPF	Village Progress Forum

[Map sourced from the Kosovo Ministry of Labor and Social Welfare, 2010, <http://mpms.rks-gov.net>]



V. EXECUTIVE SUMMARY

On September 25, 2008, the Academy for Educational Development (AED) signed a three-year Task Order with the United States Agency for International Development (USAID) worth \$10 million to implement the Initiating Positive Change Program (IPCP) to build confidence among non-majority communities and increase their role as active stakeholders in society. On July 1, 2011, FHI 360 acquired the programs and assets of AED and the IPCP contract was subsequently novated to FHI 360. For the sake of clarity, this document refers solely to FHI 360 as the implementer of IPCP.

1. Context

The declaration of Kosovo independence in February 2008 gives ethnic Albanians the right to executive powers. The Kosovo constitution contains provisions to protect the rights, identity, culture, and active participation in public life, of Kosovo's 12% non-Albanian communities which include Serbs (7%) and others (5%): Bosniak, Gorani, Roma, Turk, Ashkali, Egyptian and Janjevci-Croats.¹ The majority of the 7% Serbs live in the north of Kosovo. During the evaluation, there were protests at points along the boundary line between the northern Serb-majority municipalities and the southern Albanian-majority municipalities. Serb protestors objected to a central government decision by the Ministry of Trade and Industry and clashed with national authorities for three days, preventing, restricting, or blocking mobility into the south. Serb communities do not recognize the Republic of Kosovo's declaration of independence which impacts their acceptance of central government decisions, rules and regulations. For example, the Kosovo Statistics Office conducted a national population census in April 2011 in only 34 of the country's 38 municipalities because all four Serb-majority municipalities in the north objected to taking part.

The 2010 unemployment rate in Kosovo was between 38-41% of the economically active population with over 90% of them unemployed for over 12 months; female unemployment was 55-58% (17% higher than the overall unemployment rate); youth aged 15-24 years faced the highest yearly addition to the unemployment rate, at 2.4% annually; and 72% of all unemployed had educational levels below secondary school.² Therefore, unemployment principally affects youth, women, and those with limited education. Furthermore, the Ministry of Labor added that "with an average proportion of more than 93.6%, long-term unemployment of Kosovan minorities remains above the Kosovan average."³

2. Women and youth

The evaluator was particularly impressed with the program's inclusion of grants and activities for the disabled within non-majority communities. The program was also expected to address the cross-cutting needs of youth and women. It appropriately addressed the needs of non-majority youth through, for example, music, theater, book translations, libraries, internet and multimedia centers, youth camps, sport, sporting equipment, the rehabilitation of recreational areas, the construction of cultural centers, the erection of play equipment in playgrounds, the construction of a kindergarten, and an art camp. The program also appropriately addressed the specific needs of non-majority women through activities and grants such as journalism training, breast screening equipment and counseling, entrepreneurship

¹ CIA, [The World Factbook](#), July 2009

² Ministry of Labor and Social Welfare, Labor and Employment Annual Report 2010, pxii (Executive Summary) <http://mpms.rks-gov.net/Portals/0/Librat/EN%202010%20Raporti%20Vjeter.PDF>

³ Ministry of Labor and Social Welfare, Labor and Employment Annual Report 2010, p5

training, bee-keeping training, and equipment for a gynecological clinic. However, female representation on the program's Village and Community Progress Forums remained low. The forums were established on a volunteer basis which often fluctuated attendance for each meeting; female participation at meetings was approximately 23%⁴ because women chose to stay home to care for their family, including their unemployed youth. Hence, for women, unemployment represents a double-edged sword, placing pressure on them to remain in the household.

3. Program components

The program's direct activities to initiate positive change in non-majority communities (NMCs) are categorized into six interventions: (1) Community Progress Forums (CFPs) at the village, community, and regional levels in targeted municipalities; (2) a video ombudsman TV documentary series; (3) civil society grants; (4) micro-enterprise equipment grants; (5) policy action through the Kosovo Policy Action Network (KPAN); and (6) support to the Prime Minister's Office of Community Affairs (PMOCA).

4. Relevance

The task order recommended that IPCP should cover most non-majority and all Kosovo Serb areas over the three years of the program, including new decentralized municipalities, existing Kosovo Serb-majority municipalities, and enclaves in Kosovo Albanian-majority municipalities (Annex 4).⁵ IPCP adopted these recommendations and, therefore, the geographical coverage was extensive and appropriate, covering the south, north, east, and central areas of Kosovo. The program design appropriately addressed the cultural, economic, and political context in each of its operational municipalities.

5. Effectiveness

Statistically, the IPCP consistently exceeded its targets for objectives 1 and 2 – i.e. developing the capacity of NMCs and improving their ability to affect policy reforms. Slightly below end-of-program targets included: (1) the number of people attending events designed to strengthen understanding to mitigate conflict between groups (91% of target); (2) the percentage of IPCP beneficiaries reporting increased capacity to identify needs and engage in joint problem solving (86% of target); and (3) the number of key policy issues identified by KPAN (89% of target). As a result of USAID's shifting strategy which directed more IPCP resources to the first two objectives, Objective 3 significantly under-achieved its overall targets to support PMOCA to address identified NMC needs. This included the number of NMCs impacted by IPCP and PMOCA co-implemented projects (76%) and the number of technical assistance (TA) visits to PMOCA to increase grants capacity (37%).

a) Community Progress Forums

Community decision making was a new concept for non-majority communities in Kosovo and hence CPF members admitted to being initially reluctant and sceptical. Much of the attitude turnaround can be attributed to three factors: (1) 'rapid start' grants of about \$2,000 for computers and sporting equipment prioritized by each community; (2) the community-driven approach to solving development problems; and (3) the emphasis on mutual respect. The program's CLOs and their commitment to the program and the NMC were a major strength in the formation of community forums. Village Progress

⁴ List of forum attendances provided by IPCP during the evaluation

⁵ IPCP Task Order No 8, p18

Forum (VPF) and Community Progress Forum (CPF) members commented that CLOs, and all IPCP staff, were transparent, professional, trustworthy, proper, sincere, fair, and respectful.

In 15 municipalities, IPCP established 50 VPFs, 14 CPFs, and 3 RPFs. Of the total 238 VPF members,⁶ IPCP trained 70% in community development and action planning; 39% in monitoring and evaluation; 61% in advocacy; and 53% in fund-raising.⁷ IPCP awarded 113 community projects in south Kosovo over the life of the project: 36 rapid start projects, 37 projects to VPFs and 40 projects to CPFs. In two northern communities (Leposavic and Zvecan), ten VPF and two CPF projects were in progress at the time of the evaluation. Regional Progress Forums (RPFs) commenced in August 2009. IPCP awarded three RPF infrastructure projects valued at \$90,000 each for: (1) the provision of two mini-buses for public transport to ensure freedom of movement in the Gracanice/Gracanica region;⁸ (2) the purchase of equipment for a health laboratory in the Kamenice/Kamenica region to improve quality of life;⁹ and (3) the provision of agricultural machines and plastic bottle production equipment to improve economic security in the Kline/Klina region.¹⁰

The highest priority projects for most communities were sporting equipment and infrastructure (facilities) for children and youth (39% of all projects). Projects that improved the quality of life for citizens, especially youth, were the main focus for communities. The majority of CPFs indicated that their priority was to enable the high number of unemployed youth to be active, outside, productively occupied, healthy, and engaged with other youth.

b) Video Ombudsman Series

Over a period of three years from 2009, Link Productions produced ten half-hour programs which were screened to CPFs, aired on local television stations nationwide (Wednesday 5:15pm, once a month), and uploaded on YouTube for web viewing by a wider audience. They were also packaged into a DVD box-set for distribution. The series was well accepted by viewers. This was evidenced by one station repeating the broadcast of the first three programs in the series due to viewer demand. The number of NMCs targeted was 249,000 viewers, but this was significantly exceeded by 298%, reaching 741,555 viewers.¹¹ According to the producer, the most popular episodes (property, the Gorani population, legal practices, and youth unemployment) were viewed by approximately 35% of the Kosovo population. The scenarios depicted day-to-day issues, but the Serb community had not been previously exposed to the information presented in the videos. The producer indicated that most viewers expressed surprise that the issues were common to others, and that they were not isolated in their views, opinions, and problems. Wider distribution nationally and internationally could still be explored further as this has not occurred.

c) Civil Society Grants

During the three-year program, 20 grants (16% of all applications) were awarded through a Civil Society Annual Program Statement from an applicant pool of 129 proposals (49 applications in the first year and

⁶ There were 238 members in 12 southern municipalities(excluding Klokot) at the time of the training in 2009

⁷ One more training in association management is planned before the end of the program

⁸ The region included Gracanice/Gracanica. Fushe Kosove/Kosove Polje, Lipjan/Lipljan, and Vushtrri/Vucitrn

⁹ The region included Kamenice/Kamenica, Ranilug/Ranillug, Partes/Partesh, Novoberde/Novo Brdo, and Shterpce/Strpce

¹⁰ The region included the municipalities of Kine/Klina, Dragas/Drageash, and Rahovec/Orahovac

¹¹ FHI 360, July 20, 2011 (achieved to end June 2011)

80 applicants in the second year). Sixteen grants were implemented in a localized area or municipality, and four were nationwide. Three grants were awarded to NGOs in the north. The majority of the grants focused on education and training (25%), and social integration (25%), but also included culture (20%), agriculture/livelihoods (15%), sport (5%), media (5%), and health (5%). Grants addressed key cross-cutting issues and support for non-majority groups, such as women, youth, the disabled, Bosniaks, and the Roma, Ashkali and Egyptian (RAE) communities. A major strength of the civil society grants program was its selection procedure which enabled a wide diversification of activities, locations, and ethnicities to be supported. Grant monitoring included regular visits, often twice a week, to ensure quality and to strengthen NGOs through mentoring and training.

d) Micro-Enterprise Grants

Grants to micro-enterprises were critical for the expansion of existing businesses. The provision of micro-enterprise grants (equipment procurement) commenced in the second year of the program. All micro-enterprises were required to be established businesses, registered with the Kosovo Government, and could generate ideas for improvement and expansion, including the employment of additional staff. Project proposals varied in quality and depth of information. Hence, site visits by program staff, as part of the selection process, contributed to the quality assurance mechanism, and the visits were viewed as transparent and thorough by grantees.

During the three-year program, 24 grants (10% of all applications) were awarded from an applicant pool of 240 proposals (60 applications in the first year and 180 applicants in the second year – mostly from the north). Fourteen grants were awarded to businesses in the north (58%). Both grants programs (civil society and micro-enterprise) enabled the program to engage with communities in addition to the targeted communities for community progress forums. Therefore, all businesses in four municipalities in the north received a micro-enterprise grant (instead of only in the two CPF operational municipalities). During implementation of micro-enterprise grants, constant follow-up and communication ensured their success. IPCPs officers also advised grantees on marketing, advertising, branding, and labelling, which was greatly appreciated. A track-record of business success ensured a higher rate of sustainability and therefore more stability for employees.

e) Kosovo Policy Action Network (KPAN)

Established by IPCP, the Kosovo Policy Action Network commenced with 12 NGOs at its inaugural conference in June 2009. From March 2010 to July 2011 the network grew substantially to over 80 NGOs (567% growth) due to an aggressive outreach campaign by CPT which was effective in increasing KPAN's visibility and recognition, and therefore diversifying its membership. The impressive development of KPAN over the final year of the IPCP, and its registration with the Kosovo Government as an autonomous network, has been major strengths in defining its recognition and credibility as a civil society association. The emphasis on building membership and the recognition of KPAN resulted in limited attention to 'policy action' in the form of strengthening NGOs to conduct advocacy activities, such as campaigns, roundtable discussions, public debates, and policy reforms. Future attention should focus on more active representation, particularly on policy forums, to go beyond recognition as a network and move toward a professional reputation as an active network.

f) Support to the Prime Minister's Office of Community Affairs (PMOCA)

To meet its objectives to support the Prime Minister's Office of Community Affairs in addressing NMC needs, the IPCP provided technical assistance to improve and guide their grants program. Four infrastructure projects were identified by CPFs through a series of forum meetings and a priority voting

system. These included: (1) the construction of an administrative building in Gracanice/Gracanica; (2) the construction of a community center in Preoce in the municipality of Gracanice/Gracanica; (3) the construction of a school annex in Shillove in the municipality of Gjilan/Gnjilane; and (4) the construction of a cultural center in Zebince in the municipality of Novoberde/Novo Brdo. The mayor of Novoberde/Novo Brdo confirmed the community's decision for the construction of the cultural center as a representative process from VPFs, CPFs and RPFs. He described the building, officially opened in 2010, as "a beautiful landscaped center in the right place for the right reason."¹² The strength of the assistance to the PMOCA was visible at the community level. Municipality and community representatives recognized the joint contribution by the central government and donor community in terms of funding, and praised the community decision-making process as fair, representative, consultative, appropriate, and relevant. Because the joint grant funding had been expended, USAID recommended a shift away from this support and more attention to the first two program objectives: community mobilization and KPAN.

6. Efficiency

The program remained flexible and adaptable to resource limitations and implications, and was mindful of cost-efficiency without compromising quality, particularly in the procurement of grant equipment. Regional procurement and the hiring of local sub-contractors received praise from community forums, micro-enterprise grantees, and municipality officials. During the three-year program, it implemented a number of course corrections to capitalize on opportunistic interventions, to improve the effectiveness of existing structures, or to advance the quality or quantity of indicator targets and objectives. For example, a USAID decision to make a strong shift to the north from September 2010, which was considered too challenging in the early stages of the program, resulted in the establishment of CPFs in two municipalities, and grants awarded to civil society and micro-enterprises from all four northern municipalities.

7. Impact

With micro-enterprise and civil society grants, immediate results have included: (1) employment for local residents on a potentially long term basis; (2) essential equipment responsive to the communities' health, social, psychological, and physical needs; (3) transparent selection procedures; (4) social integration through trade and business; and (5) shared experiences and knowledge at the local and national level through networks, media, advocacy, and active participation. Media activities conducted by the program have impacted non-majority communities to a great extent through the provision of radio programs, television programs, expanding coverage and audiences, webpage development, and interactive communications.

Immediate results appear to have contributed to the program's overall goal of confidence building, particularly for many community forum members, micro-enterprise grantees, and civil society grantees. During discussions with program beneficiaries, they were more aware of their own ability to make changes, even though they admitted to still feeling frustrated with municipalities. Some were still angry, particularly when unemployment issues were raised. Many admitted that it would take more time to address their concerns because they still felt marginalized, even though quality of life improved. Youth strongly felt the pressure to stay in Kosovo, but the need to find work was paramount, and consequently many were contemplating a move to Belgrade.

¹² Interview with Mayor Bajrush Ymeri, Novoberde/Novo Brdo, July 22, 2011

8. Sustainability

The outputs of the micro-enterprise grants program have an extremely high chance of sustainability. All businesses selected for equipment grants were already established and had clear visions for future development and expansion which included the employment of additional staff. Although civil society projects were less likely to be sustainable, NGOs had gained considerable experience and capacity building in finance management, reporting, and fund raising. Most civil society NGOs would need to seek additional funding to support continued training, camps, events, and other advocacy activities. Of the civil society projects visited by the evaluator, three had impressive potential for sustainability: (1) participants of the entrepreneurship training for the RAE community by NGO Initiative for Kosovo Community (IKC) in Gadime; (2) the “Slobodno Srpski” television program by NGO Mediale Media Center in Gracanice/Gracanica; and (3) the breast cancer screening and counseling for women by NGO Santa Marija in Zvecan. All three examples reached a specific target audience and gained maximum impact (employment for RAE community members, Kosovo-wide television and website viewers, and woman from all regions of Kosovo, respectively). KPAN as a NGO network has the potential for sustainability, but to be active and drive policy changes for NMCs, further strengthening and capacity building is needed over the next three years.

9. Conclusions

Program officers worked as a cohesive and supportive team, modeling inter-ethnic cooperation and integration through a trust building approach with non-majority communities. The evaluator considers this approach essential to the success of the program at the local level. As a consequence of the program, there was evidence, noted by the evaluator, of distinct linkages between various ethnicities. Examples include: the mini theater for children brought together inter-ethnic groups which culminated in several successful performances, as well as enduring friendships; and Fratelo confectionery company signed a significant deal to supply goods to an Albanian firm. Activities for youth further enhanced inter-ethnic reconciliation when sport and entertainment were common interests. Trade, particularly in niche-market goods, or quality products, also facilitated inter-ethnic integration.

The IPCP succeeded in encouraging local civil society organizations to work through a network. This strategy has not only been beneficial for the internal development of NGO members, but has also promoted the interests of communities supported by NGOs. Importantly, the foundation for synergy, networking, and collaboration has been established. However, KPAN’s capacity to influence policy reforms is yet to be fully realized.

The IPCP has contributed to a holistic understanding of the importance of participation, transparency, accountability, integration, and inclusive values within communities through forums and development projects. In addition, there have been maximum efforts to use local facilitators, sub-contractors, and infrastructure contractors, from within communities throughout the program. Grantees and forums are better able to mobilize NMCs as active stakeholders in society, according to their opinions, but now want to “fine-tune and strengthen” their abilities.

Regarding community mobilization, forum members indicated that the program had built their confidence in decision making, group work, interactions with their own community members, and managing the process of community development. Positive change meant, to beneficiaries, an improvement in their employment opportunities, quality of life, and financial management. To that end, program participants agreed, almost unanimously, that ICPC had, in fact, *initiated* positive change, with an emphasis on “what has started needs to continue in the same way.”

The consensus by beneficiaries is that in Kosovo over the past three years quality of life has improved; freedom of movement is stable but restricted due more to transport costs than security fears; and economic security has declined.

10. Key Recommendations

EXPAND IN THE NORTH WHILE CONTINUING TO FILL THE GAPS IN THE SOUTH

With the commencement of government talks between the Government of Kosovo and the Government of Serbia, it is pertinent to continue the expansion of future community mobilization in all four northern municipalities. However, municipalities in the south, such as Lipjan/Lipljan, Fushe Kosove/Kosovo Polje, and Vushtrri/Vucitrn, and Gjilan/Gnjilane in the east, remain in need of vital assistance, particularly where previous factories and industries have ceased production and unemployment is high. Non-majority communities still feel marginalized. However, the critical issue for all NMCs is unemployment – there is a dire need for further education and training that leads to employment, as well as any and all forms of economic security.

REPLICATE IPCP COMMUNITY FORUM INITIATIVE APPROACH

The approach to the establishment of community progress forums (CPFs), through community liaison officers, was regarded in communities as ‘excellent,’ transparent, structured, and fair, due to the following factors: (1) direct and honest communication between program staff and community members to emphasize mutual understanding; (2) ‘rapid start’ projects implemented to build trust and confidence; (3) community-driven approach to solving development problems to ensure empowerment and ownership; (4) a democratic step-by-step process to ensure quality, professionalism, and community respect; (5) action planning to provide structure; (6) local employment and sub-contracting for infrastructure projects; and (7) sustainability planning. Greater networking between country-wide CPFs is recommended, as well as further strengthening of CPFs to work with and inform municipalities of their priorities and projects.

CONTINUE TO STRENGTHEN KPAN AND NGOS

KPAN is not yet ready for handover of all responsibility for administration and management. However, it has the potential for continued growth, recognition, and reputation over the next three years under the follow-on program, Community Action Initiative Program (CAIP). Capacity building of civil society NGOs is critical for the network. A capacity building needs assessment and training plan is required for future planning. Youth have indicated their willingness and eagerness to participate in the network, and KPAN could capitalize and maximize their potential. To date, it has functioned with a short term strategy. A longer term strategy and a sustainability plan would provide KPAN with a clear vision by which to implement its guiding principles and activities. In addition, administrative and communication activities for the network are essential. This includes an effective web page, access to all members, and visibility. Retaining the Gracanice/Gracinica office would ensure a visible presence, a meeting place, and a training venue to enable future activities to continue to expand.

CONTINUE INTER-ETHNIC SOCIAL INTEGRATION AND THROUGH CIVIL SOCIETY GRANTS

Civil society grants that facilitate and promote unity in settings where common goals or interests are the main focus appear to be the most preferred method of social integration for youth, women, and non-majority groups. These include art camps, cultural visits, music events, dramatic performances, health counselling, discussion groups, and skill-based or interest-based training.

UP-SCALE MICRO-ENTERPRISE GRANTS

Due to the demand for support, and the high unemployment rate, the micro-enterprise grants program is a critically important component to support economic security for NMCs in Kosovo. It was highly effective due to the extensive public outreach, rigorous selection criteria, follow-up site visits before selection, ongoing communication with grantees, a supportive and mentoring approach, quality equipment procurement, diversification of grants, inclusivity of all non-majority communities, and a focus on marketing, branding, advertising, and labeling for micro-enterprises. Hence, it should be up-scaled with a continued focus on the same criteria: established businesses with the potential for growth in existing or emerging markets to provide long term, stable employment for local residents. In rural areas where NMCs have land, grants could focus on agricultural production that increases job opportunities for residents. However, most NMCs do not own land, and therefore grants that facilitate the growth of factories, and production of marketable goods and services, could be considered.

ENCOURAGE MORE YOUTH AND FEMALE REPRESENTATION

Female representation on VPFs and CPFs remained low. Young males appeared to be represented more than women, particularly in rural villages and communities furthest from municipality centers and in municipalities with high or increasing unemployment (such as Lipjan/Lipljan, Fushe Kosove/Kosovo Polje, and Vushtrri/Vucitrn in the south; Gjilan/Gnjilane in the east; and Mitrovice/North Mitrovica in the north. More engagement by women and youth in forums should continue to be a cross-cutting focus of future community action programs.

Employment is the critical issue for youth. Pilot programs, such as a ‘start-up’ grants program could be considered, with follow-up support (such as business training and mentoring), and close monitoring to ensure success. The NGO IKC project, supported under the IPCP civil society grants, “Entrepreneurship training for the RAE community” is an effective model because it focused on a rigorous selection procedure, the submission of a business plan, community selection of the potential businesses to support, and individualized entrepreneurship training for each person supported (see Case Study: NGO IKC Entrepreneurship training for the RAE community). Community grants for projects such as environmental ‘clean-up’ campaigns that benefit people and the community could also be considered, as this was raised by forum members as a critical issue for them in terms of quality of life.

CONTINUE MEDIA GRANTS AND ACTIVITIES

Program beneficiaries, in all components, commented on the importance of the media at the local level: not only for gaining and sharing information, but also to connect with others. Therefore, youth valued computer/internet projects. Businesses and NGOs that developed websites, through program support, agreed that it expanded people’s awareness of their products or services. However, media activities such as documentaries and television talk shows reach a wide audience, and they can be viewed repeatedly (through DVD and website streaming). These programs should be continued and distributed widely in Kosovo and globally.

EMBED TECHNICAL ADVISORS IN THE MINISTRY

The intention to work at the ministry level to improve the government’s grant process and procedures was an effective component of the program design, despite implementation issues and shifting donor priorities. Nevertheless, technical advisors should be embedded within the ministry for day-to-day assistance over a period of time, rather than visits or sporadic meetings. This embedded approach would enable smoother transition to changing administrative procedures, regular feedback, and more responsive procedural improvements.

1. PROJECT DESCRIPTION

A. Initiating Positive Change Program

The Academy for Educational Development (FHI 360) implemented the Initiating Positive Change Program (IPCP) funded by the United States Agency for International Development (USAID) from September 2008 to September 2011 for a total of \$10 million. The goal of the program was to increase the stability in Kosovo through a process of building confidence among non-majority communities and increasing their role as active stakeholders in society (Table 1).

a) TABLE 1: IPCP Interventions

OBJECTIVES	MAIN COMPONENTS/ACTIVITIES
Objective 1: Develop capacity within NMC to address their needs and improve their quality of life (QL), economic security (ES), and freedom of movement (FM)	Community Progress Forum Initiative (Sub-contractor: Developing Together)
	Video Ombudsman Series (Sub-contractor: Link Productions)
	Civil Society Annual Program Statement (Grants)
	Micro-enterprise Annual Program Statement (Grants)
Objective 2: Improve ability of NMC to affect policies that increase their role as stakeholders in society	Kosovo Policy Action Network (Sub-contractor: Center for Peace & Tolerance)
Objective 3: Support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified NMC needs.	Technical assistance, primarily to the PMOCA grants program

Objective 1: Quality of life, economic security, and freedom of movement

Objective 1 to develop capacity within non-majority communities (NMC) to address their needs and improve their quality of life (QL), economic security (ES), and freedom of movement (FM) is accomplished through four components: (1) the community progress forum initiative; (2) the video ombudsman series; (3) civil society grants; and (4) micro-enterprise grants.

Community Progress Forums

IPCP established community progress forums at various levels in non-majority communities to provide a platform for citizens to show leadership in their communities and to engage the Government of Kosovo institutions to effect change. The levels of forums include: (1) village community forums (VPF); (2) community progress forums (CPF); and regional community forums (RPF). The forums are stratified on a pyramid basis, with VPF representatives on CPFs at the municipality level and, in turn, CPF representatives on RPFs at a multi-municipality level. Through participatory action planning, these forums prioritize needs, such as development projects, that improve non-majority quality of life, economic security, and freedom of movement. VPF projects are capped at \$1,000; CPF projects are capped at \$60,000 for QL/FM projects¹³ (generally divided between two projects) and \$40,000 for ES projects; and RPF projects are capped at \$90,000. For all infrastructure projects, IPCP uses the sub-contractor, Developing Together (DT), for the provision of civil engineers to conduct technical assessments and costing reviews.

¹³ Generally the CPF quality of life projects, prioritized by VPF and CPF members, were infrastructure projects

Video Ombudsman Series

IPCP worked with a sub-contractor, Link Productions, to produce a series of ten television documentary programs designed to raise NMC awareness of issues related to property rights, human rights, and decentralization.

Civil Society Grants

IPCP established a grant program to support Kosovo Civil Society Organizations (CSOs) and non-government organizations (NGOs) that address quality of life and freedom of movement in Kosovo Serb areas and other NMCs. The average funding per grant is \$50,000.

Micro-Enterprise Grants

A second grant portfolio was established to focus on micro-enterprise support for NMC businesses. All micro-enterprises are required to be established businesses (not start-up businesses), registered with the Government of Kosovo, that can generate ideas for improvement and expansion, including the employment of additional staff. The program does not provide funds directly to businesses, but procures equipment to a maximum of \$50,000 for tier 1 grants and \$120,000 for tier 2 grants. In addition, all awarded micro-enterprises are expected to contribute their own funding (cost-share): 15% of the total value of the grant for tier 1 grants and 25% of the total value of the grant for tier 2 grants.

Objective 2: Improving the ability of NMCs to affect policy change

Objective 2 to improve the ability of NMC to affect policy change is accomplished through the establishment of the Kosovo Policy Action Network (KPAN) comprised of NGOs from NMCs to advocate for non-majority issues.

Objective 3: Support the Prime Minister's Office of Community Affairs

Objective 3 to support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified NMC needs is accomplished through technical assistance (TA) to improve the government's grants program by funding a TA salary for two years. PMOCA and ICPC jointly also identify and fund grants for NMCs with a pool of \$375,000.

Emerging Opportunities

The IPCP has discretionary funding for emerging opportunities valued at \$700,000. The program used the funding primarily to support municipality elections in December 2009. The scope of the evaluation excludes a review of election support.

2. EVALUATION OBJECTIVES AND METHODOLOGY

A. Evaluation approach and methodology

Scope and purpose of the evaluation

The final evaluation, conducted in July 2011 with an in-country field visit from July 18-29, includes an assessment of all IPCP activities carried out under the contract signed on September 25, 2008: from design, implementation, and management, to sustainability and exit preparations. The evaluation assesses the achievements and results of the program against its targets and objectives, summarizing findings of evaluation questions. In addition to serving as an accountability function, the evaluation

provides lessons learned and effective practices and models for replicability. The purpose of the evaluation is to:

- Establish an understanding of how the strategy, implementation and results of IPCP activities in Kosovo have contributed to the overall goal of the program;
- Highlight the strengths and weaknesses of different activities within IPCP in terms of their efficiency, effectiveness, relevance and sustainability;
- Identify the enabling and disabling factors that affect USAID's ability to play an effective role in initiating positive change in Kosovo; and
- Identify lessons learned and provide recommendations for future continued support and to contribute to ongoing learning in relation to USAID programming.

The evaluation's focus will be on the following criteria: relevance, effectiveness, efficiency, impact, and sustainability. Impacts of activities that endeavor to initiate attitudinal and behavioral change often take years to materialize. However, short term, or immediate results (outputs and outcomes), such as the goal to increase participation, may be assessed to a greater degree.

Approach

The independent evaluation approach¹⁴ considered the triangulation of data for validity, a wide range of stakeholder representation, gender and cultural sensitivities, flexibility, and consistencies or divergences between project operational sites. IPCP managers, team leaders, and community liaison officers (CLO) facilitated introductions, but did not take part in interviews and discussions with stakeholders. A translator/interpreter, Mr. Aleksandar Bursac, accompanied the evaluator in the field.

The evaluation was evidence-based using a mixed methods approach, where qualitative methods (interviews and case studies) were used to complement the quantitative IPCP data (program statistics, documents, and information). The mixed methods approach used a variety of methodologies to include geographic, gender, and age analyses (Table 2).

Document review

Before traveling to Kosovo, the evaluator conducted an extensive review of relevant project documents. During fieldwork, the evaluator verified documentation and reviewed additional materials.¹⁵

Field visits

The evaluator visited ten municipalities in which IPCP operates, selected in collaboration with FHI 360: Gracanice/Gracanica, Prizren, Lipjan/Lipljan, Fushe Kosove/Kosovo Polje, Vushtrri/Vucitrn, and Shterpce/Strpce in the south; Kllokot/Klokot and Gjilan/Gnjilane in the east; and Leposaviq/Leposavic and Zvecan in the north. The municipality of Mitrovica/North Mitrovica in the north was scheduled but cancelled due to protests. An itinerary is provided in Annex 1.

Interviews with stakeholders

Before beginning fieldwork, the evaluator created a question matrix as a guide. Interviews were held with as many stakeholders as possible, with individuals and small groups, as well as with program staff,

¹⁴ The Terms of Reference/Evaluation Plan appears in full in Annex 3

¹⁵ Documentation included the Task Order, mission statement, progress reports, monitoring plans and guidelines, work plans, operational guidelines, surveys, or other project documents (Annex 6)

government staff from municipalities, NGOs, and direct or indirect beneficiaries. A list of stakeholders interviewed is provided in Annex 2.

Debriefings

Following field visits, the evaluator conducted separate debriefings with USAID and FHI 360 personnel to present the major preliminary findings and emerging issues, solicit further information, obtain clarification, and validate evaluation observations.

TABLE 2: Approach and Methodology

TOOLS	SPECIFICATIONS
Desk and data review	IPCP documents, reports, studies, surveys etc. including contractual agreement, annual work plans, M&E plan, performance monitoring statistical data; progress reports & other related documentation
Interviews	Open-ended qualitative key-informant interviews, with individuals or small groups
Focus Groups (FGs)	Focus group discussions to gain information and opinions from groups of beneficiaries from similar committees, groups, organizations etc. such as Community Progress Forums
Case Studies	Three case studies to represent a sequence of events and outcomes as a result of the program. Case studies included: (1) Community Progress Forum ; (2) Civil society APS; (3) Micro-enterprise APS

Structure of the report

Evaluation questions provided in the Terms of Reference (TOR) in Annex 3 are organized under five criteria: (1) relevance; (2) effectiveness; (3) efficiency; (4) impact; and (5) sustainability, and form the structure for the report. The report presents findings, lessons learned and good practices, concluding with recommendations based on key findings.

Terminology and definitions

Quality of life

The IPCP mission statement includes the declaration: “We help non-majority communities to improve their own freedom of movement, economic security and quality of life—defined as education, health, basic utilities, transportation, cultural activities, and protection of the environment—in order to build a sense of confidence and ownership in society.” The evaluation, therefore, frames its findings on whether beneficiaries perceive that their quality of life has improved, based upon IPCP’s definition.

Economic security and employment

Improving economic security refers to sustainable income generation activities through specific community-based micro-enterprise grants, training, and activities in accordance with the task order.¹⁶

Freedom of movement and physical security

The IPCP is tasked with improving freedom of movement by engaging civil society to identify specific restrictions and develop concrete, actionable proposals to improve the situation. This includes supporting pilot programs on freedom of movement through grants based on community priorities.¹⁷

¹⁶ IPCP Task Order No 8, p12

¹⁷ IPCP Task Order No 8, p11

Albanian/Serbian locations

Municipalities and locations are written, to the extent possible in this report, as Albanian name/Serbian name wherever there is a difference. The Anglo terms Kosovo and Pristina are used in this report.

AED suspension

On December 8, 2010, USAID suspended AED from receiving new U.S. Government awards pending an ongoing investigation by the USAID Office of Inspector General.¹⁸ The investigation was initiated in the spring of 2009 stemming from issues related to two AED programs and corporate lack of controls. On December 17, AED emphasized full cooperation with USAID and the implementation of a review and aggressive internal controls.¹⁹ While the issues were not in any direct way related to AED programs in Kosovo, the suspension affected the IPCP's ability to release funds, continue construction projects, and procure grant equipment, virtually delaying major activities for four months from December 2010 to March 2011. While the effects of the suspension made a dent in program activities, the team recovered to continue full operational capacity. The evaluation has taken the effects of the suspension into consideration.

3. FINDINGS: RELEVANCE

This section assesses the relevance of the project in the cultural, economic, and political context in Kosovo, as well as the extent to which it is suited to the priorities and policies of the government.

A. The Cultural, Economic, and Political Context in Kosovo

Kosovo independence and the constitution

The Republic of Kosovo (RKS) was established after a declaration of independence by the Kosovo Assembly on February 17, 2008. On June 15, their constitution was adopted following a commitment to implement the Ahtisaari Plan²⁰ under international supervision that involved the cooperation between the European Rule of Law Mission in Kosovo (EULEX) and Kosovo police service for civilian matters, and Kosovo Force (KFOR)²¹ for military matters. Independence is recognized by 77 UN member states.²² The government of Serbia claims that Kosovo is still one of its provinces and does not accept the new constitution and does not recognize the Republic of Kosovo.

Non-majority communities and the 2011 census

Independence gives ethnic Albanians the right to executive powers held by the UN since 1999. The constitution contains provisions to protect the rights, identity, and culture of Kosovo's non-Albanian communities, including establishing a framework for their active participation in public life. In 2009 the population was estimated at 1.8 million, comprising 88% Albanians, and 12% NMCs including Serbs (7%)

¹⁸ USAID suspends Academy for Educational Development from receiving new U.S. Government awards, Dec 8, 2010, <http://www.usaid.gov/press/releases/2010/pr101208.html>

¹⁹ Updated: AED response to USAID suspension, Dec 17, 2010, <http://www.aed.org/News/Releases/suspension-statement.cfm>

²⁰ The Ahtisaari Plan is the Comprehensive Proposal for the Kosovo Status Settlement by the UN Special Envoy Martti Ahtisaari, March 2007, <http://www.unosek.org/unosek/en/statusproposal.html>

²¹ KFOR is a NATO-led international peace-keeping force

²² www.kosovothanksyou.com, July 22, 2011

and others (5%): Bosniak, Gorani, Roma, Turk, Ashkali, Egyptian and Janjevci-Croats.²³ Roma, Ashkali, and Egyptian communities are referred to as the RAE community.

The Kosovo Statistics Office conducted the first national population and housing census in 30 years in April 2011 in only 34 out of 38 municipalities. All Serb majority municipalities in the north (Leposaviq/Leposavic, Zubin Potok, Zvecan, and Mitrovica/North Mitrovica) objected to taking part in the census. Therefore, Serb communities do not recognize the legitimacy of the census, which states that the population is 1.7 million.²⁴ During the evaluation, members of Serb communities in the south told the evaluator that they had also boycotted the census. Central government funding allocations to municipalities are based on estimated population numbers, and the majority of its funding continues to come from the donor community. Pristina was generally believed to accommodate 500,000 residents. However, the 2011 census indicates just 200,000, thus jeopardizing its funding allocation.²⁵ Budgetary concerns are not confined to the capital, but also to other municipalities across Kosovo. With potentially decreasing central government budgets allocated to many municipalities due to the census, the municipalities may continue to be dependent on donor aid and/or limit their support to VPFs and CPFs.

Municipalities and decentralization

Kosovo has 38 municipalities: 34 in the south and 4 in the north. Six new Serb-majority municipalities were established or expanded since independence, as part of decentralization whereby municipalities have financial autonomy: Gracanice/Gracanica, Novoberde/Novo Brdo, Kllokot/Klokot, Ranillug/Ranilug, and Partes/Paresh in the south, and Mitrovica/North Mitrovica in the north.

Government challenges

Three years after independence, and 12 years since the end of inter-ethnic violence and the onset of the nation's recovery, Kosovo Serbs generally remain mistrustful of the Kosovo government. They continue to be under pressure from internal and external factors not to engage with the Kosovo Government. The Serb majority reside in the north of Kosovo, largely autonomously, separated geographically from the south by the river Iber/Ibar. Citizens are able to travel freely across the boundary between north and south Kosovo. However, citizens often feel intimidated when questioned or stopped by police, particularly if they have incurred prejudicial experiences in the past. When the evaluator traveled north, program staff removed the RKS vehicle license plates at the boundary to take into account sensitivities in the region. The physical, social, and psychological divide is visible in the patriot use of country flags: Serbian flags are unfurled in the north and Albanian flags are displayed in the south. The Kosovo flag is only visible in the south and more noticeably in Pristina on government buildings. In addition, American flags only appear in the south, often alongside other donor flags, the Kosovo flag, and the Albanian flag.

The 2010 unemployment rate in Kosovo was between 38-41% of the economically active population with over 90% of them unemployed for over 12 months; female unemployment was 55-58% (17% higher than the overall unemployment rate) and male unemployment was 28-32%; youth aged 15-24 years faced the highest yearly addition to the unemployment rate, at 2.4% annually; and 72% of all unemployed had educational levels below secondary school.²⁶ Therefore, unemployment principally

²³ CIA, [The World Factbook](#), July 2009

1. ²⁴ Turkish Weekly, First Kosovo State Census proves controversial, July 2011, <http://www.turkishweekly.net/news/119539/first-kosovo-state-census-proves-controversial.html>

²⁵ Besiana Xharra, "Kosovo's 'shrinking' capital faces funding cuts," Pristina Insight, July 15-28, 2011, p18

²⁶ Ministry of Labor and Social Welfare, Labor and Employment Annual Report 2010, pxii (Executive Summary) <http://mpms.rks-gov.net/Portals/0/Librat/EN%202010%20Raporti%20vjetor.PDF>

affects youth, women, and those with limited education. Furthermore, the Ministry of Labor and Social Welfare (MOLSW) adds that “with an average proportion of more than 93.6%, long-term unemployment of Kosovo minorities remains above the Kosovan average.”²⁷ Much of the unemployed Serb community remains dependent upon subsidies and salaries from Belgrade in Serbia.

MOLSW indicated that the municipalities of Mitrovica/North Mitrovica and Pristina have the highest unemployment rates across the country, with “the highest increase rate in registrations in 2010 ... in Gjilan which also faces repeatedly the highest relative inflow to unemployment” at 8.8% annually.²⁸ Government infrastructure in the north and south remains limited in many municipalities, including potable water, sanitation, health facilities, cultural and entertainment structures, and roads. Services are also minimal, including health, sport, culture, entertainment, and education, particularly beyond secondary schooling.

Kosovo and Serbian government discussions

In June 2011, the first ever discussions between the Government of Kosovo and the Government of Serbia commenced. Weeks later, on 22 July, the talks were recessed.

Boundary clashes

Since independence the Serb community has not recognized goods with Kosovo Government stamps, preferring to trade with Serbia. Generally, all goods are checked at the border gates and must be later registered in Pristina with the Ministry of Trade and Industry (MOTI) whereby the government receives VAT tax.²⁹ However, Serbian goods traveling to north Kosovo enter through gates 1 and 31 operated by EULEX and not Kosovo Government officials. Therefore, the goods are rarely checked at the border, and almost never registered in Pristina, thus avoiding taxes.

The ministry’s aim to prevent Serbian goods entering Kosovo virtually untaxed was seen as a revenue raiser for the government, but as an affront to the Serbian community. To enforce the checks and registration of all goods entering the country, the government sent its Rosu Special Forces to gates 1 and 31 to assume control on July 25, 2011. Serb protesters reacted by blocking all boundary roads to the south. Violence ensued for three days with one Kosovo policeman shot and killed. It is, therefore, evident that tensions continue to simmer between the Serb community and the Kosovo Government. As a precaution due to the boundary clashes, the evaluator amended the site visit schedule for two days to include alternative locations.

The impact of the decision to block Serbian goods from entering Kosovo

The IPCP program procures equipment for its CPF projects and micro-enterprise grants from adjacent countries because such specialized equipment is generally not available in Kosovo. MOTI’s decision on July 22 to block goods from Serbia entering Kosovo, forced IPCP to find alternative routes for its pending shipments of goods. At the time of the evaluation, ten packages of assistance (valued at \$680,000) were expected to arrive in Kosovo through Serbia: two packages for CPF projects and eight for micro-enterprise grants. The IPCP sought and received special permission from the Ministry of Trade to bring the shipments through as diplomatic goods. If MOTI regulations continue, this will be an issue affecting future procurements from Serbia.

²⁷ Ministry of Labor and Social Welfare, Labor and Employment Annual Report 2010, p5

²⁸ Ministry of Labor and Social Welfare, Labor and Employment Annual Report 2010, p7

²⁹ VAT is value added tax of 16.5% of the value of the goods and equipment

B. The Program Design

USAID assistance to Kosovo commenced from mid-1999 at the conclusion of the conflict and NATO-led intervention to restore security. Its assistance was initially humanitarian with subsequent programs to improve civil and economic life in Kosovo. USAID committed over \$420 million in assistance from 1999 to 2008, before the commencement of the IPCP program.

USAID intended, through the IPCP, “to improve inter-ethnic reconciliation and integration of minorities by addressing three critical challenges that affect the daily lives of minority communities: economic security, lack of freedom of movement, and quality of life. While USAID wishes to engage with all minority groups ... circumstances surrounding Kosovo Serbs require that special emphasis be given to this community.”³⁰ To differentiate IPCP from past programs, its focus was to break down existing real and perceived barriers to the full and active participation of NMCs by mobilizing minority civic institutions, their communities, and national authorities to address critical physical and economic security challenges, resulting in tangible improvements.

Geographical coverage

The task order recommended that IPCP should cover most non-majority and all Kosovo Serb areas over the three years of the program, including new decentralized municipalities, existing Kosovo Serb-majority municipalities, and enclaves in Kosovo Albanian-majority municipalities (Annex 4).³¹ The program adopted USAID’s recommended geographical coverage for all municipalities except the Serb enclaves Decan/Decani and Istog/Istok. Instead, the program covered two additional municipalities: Prizren and Dragas/Drageash, and the RAE enclave Gadime. Therefore, the geographical coverage is extensive and appropriate, covering the south, north, east, and central areas of Kosovo.

C. Lessons Learned / Good Practices

Appropriateness of the program design

The program design appropriately addresses the cultural, economic, and political context in each of its operational municipalities. Specifically, the program design addresses the diverse needs of NMCs through a special emphasis on Kosovo Serbs, but also on other NMCs such as Roma (as a separate group), RAE (collectively), and Bosniaks, as well as multi-ethnic and inter-ethnic entities. The evaluator was particularly impressed with the program’s inclusion of grants and activities for the disabled within non-majority communities.

The program was also expected to address the cross-cutting needs of youth and women. It appropriately addressed the needs of non-majority youth through, for example, music, theater, book translations, libraries, internet and multimedia centers, youth camps, sport, sporting equipment, the rehabilitation of recreational areas, the construction of cultural centers, the erection of play equipment in playgrounds, the construction of a kindergarten, and an art camp. The program also appropriately addressed the specific needs of non-majority women through activities and grants such as journalism training, breast screening equipment and counseling, entrepreneurship training, bee-keeping training, and equipment for a gynecological clinic.

³⁰ IPCP Task Order No 8, p8

³¹ IPCP Task Order No 8, p18

4. FINDINGS: EFFECTIVENESS

This section assesses the extent to which the project has reached its objectives, and the effectiveness of project activities in contributing toward them.

A. Identifying, Monitoring, Tracking, and Reporting

Identification of beneficiaries

Beneficiary identification and selection were based on three factors: (1) NGOs chose voluntarily to become members of KPAN; (2) CPFs were formed, based on interest and community acceptance, in targeted municipalities; and (3) civil society and micro-enterprise grant beneficiaries were selected on a competitive proposal basis. The IPCP developed an Annual Program Statement (APS) to solicit innovative applications for grant funding which was widely advertised through local newspapers and radio announcements. Criteria for eligibility and to identify NGOs and firmly-established businesses were devised in preparation for selection. The selection procedure for grantees was comprehensive and thorough, including site visits to meet with NGOs or businesses to discuss their proposals. This resulted in a diverse range of NGOs with activities specifically targeted at the program's core themes and components. Therefore, the identification of beneficiaries was highly effective and appropriate for each program component.

Monitoring and evaluation system

Program monitoring and evaluation (M&E) included internal beneficiary partner tracking and reporting, whereby civil society and micro-enterprise grantees were required to report on the progress and financial expenditure of their activities. Sub-contractors reported monthly according to their scope of work. For example, Developing Together reported on engineering assessments on infrastructure projects; Link Productions reported on the production of the video ombudsman series and viewer statistics; and the Centre for Peace and Tolerance reported on the administration of KPAN.

Community forums (VPF, CPF, and RPF) were expected to provide participant lists (recording numbers of males, females, ethnicity, and age) for each meeting. For the selection of IPCP-funded projects, forums provided action plans. In addition, the IPCP conducted CPF training pre-tests and post-tests, as well as a longitudinal study for select CPFs to measure immediate and longer-term changes in knowledge and attitudes.³² For infrastructure projects, DT provided quality assurance (QA) in which three qualified engineers (DT, IPCP, and a municipality engineer) monitored the projects. CLO field staff also submitted monthly monitoring reports which served as a record of performance and an early warning mechanism for activities that veered off target. Information in all reports involved both quantitative (statistics) and qualitative data collection. Qualitative information included training documents, site visits, success stories, and activity outputs (such as brochures, theater attendances, workshops, and launches).

Overall, the M&E system was appropriate for the program and highly effective for the context. Stakeholders acknowledged the IPCP team's continual follow-up of activities and projects, with one stakeholder claiming IPCP's QA approach to be "the toughest of all donors" with sub-contractor and beneficiary roles similar to the social structure of bees: "so well defined that everyone knew their responsibilities and deliverables in a way that supported each other's productivity and success." All

³² Twenty-five select CPF members participated in the longitudinal study by completing a form quarterly; at the time of the evaluation, it was ongoing and no results were available

managers and officers were responsible for IPCP's monitoring. However, for future projects, the evaluator recommends the appointment of a dedicated M&E officer for training, oversight, consolidation, and promulgation of procedures, policies, operation manuals, and results.

Project targets and achievements

Statistically, the IPCP consistently exceeded its targets for objectives 1 and 2 – i.e. developing the capacity of NMCs and improving their ability to affect policy reforms (Table 4). Slightly below end-of-program targets included: (1) the number of people attending events designed to strengthen understanding to mitigate conflict between groups (91% of target); (2) the percentage of IPCP beneficiaries reporting increased capacity to identify needs and engage in joint problem solving (86% of target); and (3) the number of key policy issues identified by KPAN (89% of target). The statistical results are addressed in detail in sections 4.B to 4.F.

TABLE 3: Achievements against targets and indicators

INDICATOR		TARGET	ACTUAL	% of TARGET
OBJECTIVE 1: Develop capacity of NMC to improve QL, ES, & FM (CPF, Grants, Video Ombudsman Series)				
1	# of people from at-risk groups reached	29,500	60,075	204%
2	# of people from at-risk groups reached (TV series viewers)	249,000	741,555	298%
3	# of NGOs established or strengthened	63	298	473%
4	# of facilitated events	301	558	185%
5	# of people attending events	9,515	8,671	91%
6	# of activities demonstrating positive impact of peace process	195	259	133%
7	# of initiatives that use community mobilization/joint problem-solving	63	331	525%
8	# of forums& exchanges	95	404	425%
9	# of community & regional initiatives addressing multi-ethnic integration	181	178	98%
10	% of IPCP beneficiaries' increased capacity to jointly solve problems	50%	43%	86%
11	% of activities completed by VPF, CPF, RPF involving cooperation	75%	85%	113%
OBJECTIVE 2: Improved ability of NMC to affect policies (KPAN)				
12	# of campaigns & events implemented by NMC re policy reforms	18	95	528%
13	# of key policy issues identified by KPAN to address NMC issues	9	8	89%
14	# of meetings with key stakeholders to address NMC issues	27	80	296%
OBJECTIVE 3: Support to PMOCA in addressing NMC needs				
15	# of initiatives co-implemented by IPCP & PMOCA to address NMC issues	7	7	100%
16	# of NMC impacted by projects co-implemented by IPCP & PMOCA	1,600	1,220	76%
17	# of technical assistance visits to PMOCA to increase grants capacity	30	11	37%

Source: FHI 360, July 20, 2011 (achieved to end June 2011)

Objective 3 significantly under-achieved its overall targets to support PMOCA to address identified NMC needs. This included the number of NMCs impacted by IPCP and PMOCA co-implemented projects (76%) and the number of TA visits to PMOCA to increase grants capacity (37%). The statistical results are addressed in detail in section 4.G.

Program components

The program's direct activities to initiate positive change in NMCs are categorized into six interventions: (1) community progress forums at the village, community, and regional levels in targeted municipalities; (2) a video ombudsman TV documentary series; (3) civil society grants; (4) micro-enterprise equipment grants; (5) policy action through KPAN; and (6) support to the PMOCA.

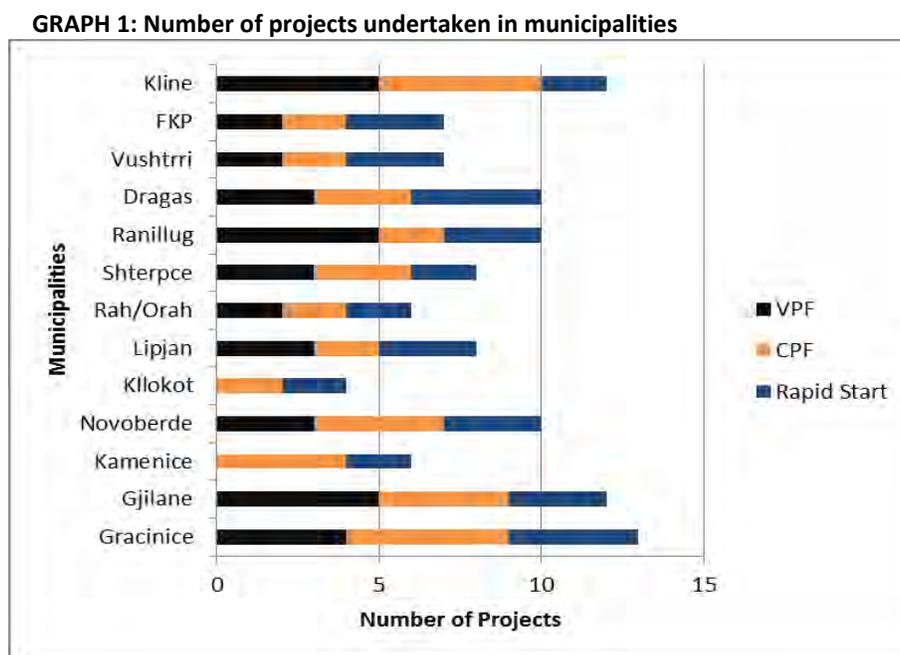
B. Community Progress Forums

The community progress forum initiative primarily provided a decision-making mechanism for the selection of community development projects at the village, community, and regional levels to improve their quality of life and freedom of movement. Importantly, the establishment of forums enabled multi-level representation, communication, and interaction with each other and adjacent communities, as well as regional input to potentially affect positive change. The program targeted 13 municipalities in the south and in year 2 expanded to include two municipalities in the north. The program selected new decentralized municipalities, existing Kosovo Serb-majority municipalities, and enclaves in Kosovo Albanian-majority municipalities.

The program's community liaison officers (CLO) provided the major impetus for the establishment, guidance and monitoring of village progress forums (VPF), community progress forums (CPF), and regional progress forums (RPF) and in connecting them to municipalities.³³ To rapidly build confidence in the process and provide tangible results, IPCP implemented between one and three 'rapid start' projects, valued at \$2,000-\$5,000, in each municipality through a simple application. Simultaneously, IPCP established a structured decision-making process for village, community, and regional forums for the provision of small-scale and infrastructure projects. IPCP sub-contracted their construction to local businesses. Forum members at each level ran the process of generating and submitting project proposals, with the facilitation of CLOs. All proposals were expected to address ES, QL and FM.

Outputs

In the 15 municipalities, IPCP established 50 VPFs, 14 CPFs, and 3 RPFs.



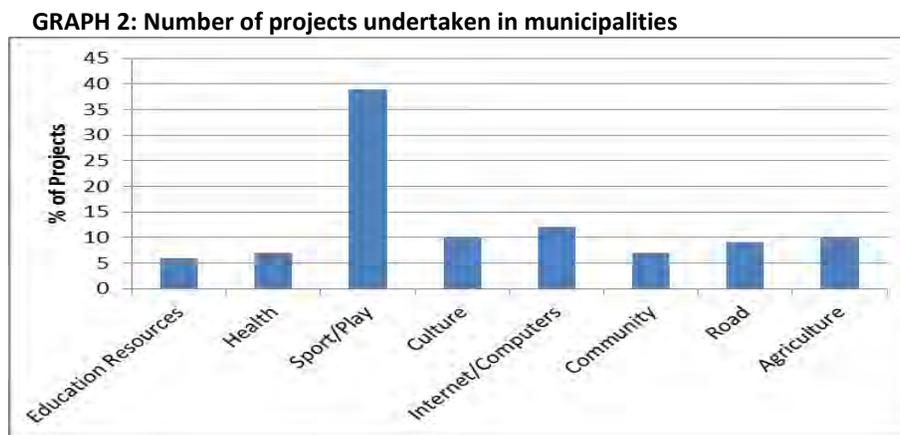
Source: FHI 360, July 20, 2011 (achieved to end June 2011)

³³ The process of engagement with municipalities is outlined in Annex 5 – the life cycle of forums

Of the total 238 VPF members,³⁴ IPCP trained 70% in community development and action planning; 39% in monitoring and evaluation; 61% in advocacy; and 53% in fund-raising.³⁵ IPCP awarded 113 community projects in south Kosovo over the life of the project: 36 rapid start projects, 37 projects to VPFs and 40 projects to CPFs (Graph 1).³⁶

At the regional level, RPFs commenced in August 2009. IPCP awarded three RPF infrastructure projects valued at \$90,000 each: (1) the provision of two mini-buses for public transport to ensure freedom of movement in the Gracanice/Gracanica region;³⁷ (2) the purchase of equipment for a health laboratory in the Kamenice/Kamenica region to improve quality of life;³⁸ and (3) the provision of agricultural machines and plastic bottle production equipment to improve economic security in the Kline/Klina region.³⁹

Projects at the village and community levels comprised education (minor rehabilitation to schools), health (equipment), sporting and play equipment and facilities, culture (cultural centers), computers and internet facilities, short-distance road construction, and agricultural projects (Graph 2).



Source: FHI 360, July 20, 2011 (achieved to end June 2011)

The highest priority for most communities was sporting equipment and infrastructure (facilities) for children and youth (39% of all projects). Recreational projects included playgrounds; equipment; uniforms; sporting facilities; slides for playgrounds; a youth sports center; sports field construction; lighting, screening and seating for a sports field; and parks for children. Projects that improved the quality of life for citizens, especially youth, were the main focus for communities. The majority of CPFs indicated that their priority was to enable the high number of unemployed youth to be active, outside, productively occupied, healthy, and engaged with other youth. Computer and internet facilities (12% of all projects) and the construction of cultural centers (10%) were also rated highly by communities. In fact, 56% of all VPF and CPF projects focused on youth and children. The only municipality that did not focus its priority projects on youth was Kline/Klina which selected only agricultural projects to improve their economic security.

³⁴ There were 238 members in 12 southern municipalities(excluding Klokot) at the time of the training in 2009

³⁵ One more training in association management is planned before the end of the program

³⁶ Graph 1 excludes the two northern communities (Leposavic and Zvecan) as projects were in progress (10 VPF and 2 CPF projects). All infrastructure projects are expected to be completed by the close of the project in September 2011

³⁷ The region included Gracanice/Gracanica. Fushe Kosove/Kosove Polje, Lipjan/Lipljan, and Vushtrri/Vucitrn

³⁸ The region included Kamenice/Kamenica, Ranilug/Ranillug, Partes/Partesh, Novoverde/Novo Brdo, and Shterpce/Strpce

³⁹ The region included the municipalities of Kine/Klina, Dragas/Drageash, and Rahovec/Orahovac

Only four of the 13 municipalities in the south selected more projects not related to recreation: Kline/Klina preferred agricultural projects (100%); Rahovec/Orahovac chose more cultural facilities and activities (66%); Dragas/Dragash selected more agricultural projects (40%) and computing/internet projects (30%); and Fushe Kosove/Kosovo Polje (FKP) chose more community projects (29%). Agricultural projects included cultivators, water reservoirs, machinery, and tools/equipment. Education and health projects were lower priorities at 6% and 7% respectively. However, in terms of health, CPFs proposed essential life-saving equipment, such as heart-monitoring electrocardiograms (ECG) and equipment for women's gynecological clinics.

Effectiveness: strengths

Community decision making was a new concept for non-majority communities in Kosovo and hence CPF members admitted to being initially reluctant and sceptical of NGOs "promising and not delivering." Much of the attitude turnaround can be attributed to three factors: (1) the 'rapid start' grants which forum members said "indicated that they [USAID] meant to keep their promise;" (2) the community-driven approach to solving development problems; and (3) the emphasis on mutual respect. The concept of the rapid start grants initially attracted individuals to participate in the forums, according to interviewees.

The program's CLOs and their commitment to the program and the NMC were a major strength in the formation of community forums. VPF and CPF members commented that CLOs, and all IPCP staff, were transparent, professional, trustworthy, proper, sincere, fair, and respectful. They added that the CLOs "communicated directly with us, showed us a democratic step-by-step process, and respected our decisions – and this is the first and only organization that cared about us."

The way forward

CPF members said that the delays after the rapid start projects and the lengthy decision making process caused some members to drop-out; others dropped out because there was no remuneration for their transport and communication costs; while others were frustrated in the lack of municipality support and respect. However, those that attended the forums regularly believed in their potential to impact their communities in a positive way. The key to retaining members, suggested by CPF members, is to strengthen the CPFs through regular training (which they appreciated); skills to effectively connect with municipalities; enhancing their sense of worth in their communities; and remuneration for their efforts. "We joined because this was our approach, a people's approach to deciding how to make our lives better, and not the government deciding for us, but we need more action, we need to be more active," said one CPF member.

Female representation on VPFs and CPFs remained low at approximately 23%.⁴⁰ This was not surprising to CPF members who explained that women preferred to remain home with their young children and unemployed youth. The evaluator noted several young male VPF and CPF members who joined because "it was something to do" and they were "sort of" interested in and decision making and community development. They appeared to be more frequent in the Serb enclaves of Kosovo Albanian municipalities with high unemployment rates. More engagement by women and youth in forums should continue to be a cross-cutting focus of future programs, through skills training that leads to employment; closely monitored and supported grants for start-up businesses designed specifically for,

⁴⁰ Members are voluntary and therefore often do not attend meetings regularly; lists of forum attendees was provided by IPCP

or by, women and youth; and community grants for projects “such as environmental ‘clean-up’ campaigns that benefit people and the community.”

The IPCP staff indicated that initially they were not focused on linking communities with municipalities, but introduced this after a level of empowerment was achieved within CPFs. Some CPFs, such as in Gracanice/Gracanica and Novoberde/Novo Brodo, could articulate their involvement with the municipalities, while others, such as in Lipjan/Lipljan said they tried to arrange meetings with the municipality, but “it was impossible.” CPF members admitted that they often relied on CLOs to initiate or strengthen their connections with municipality leaders. They felt that they were “not strong enough, not empowered enough yet to effectively communicate with them.” Some members asked how other CPFs managed to gain municipality support. Therefore, greater networking between country-wide CPFs is recommended, as well as further strengthening of CPFs to work with and inform municipalities of their priorities and projects.

Municipality officials praised IPCP’s use of local contractors, putting in place a system by which citizens can identify their own needs and inform the government, and the collaboration between engineers and communities to ensure high quality infrastructure outcomes. Municipality officials, however, preferred to be involved in discussions with RPFs at an earlier stage to avoid duplication, plan regional infrastructure needs, and maximize funding allocation toward infrastructure projects. They also preferred to have one community contact person/representative rather than meetings with a group of citizens. They added that their concerns focused solely on the project identification stage, because once a project was underway, they all had no problem with their implementation, quality, and cooperation at

<p>Lipjan/ Lipljan</p> <p>Community Progress Forum IPCP</p>	
<p>The Municipality</p>	<p>Lipjan/Lipljan municipality in central Kosovo has a population of 57,474 (2011 census) comprised of approximately 85% Albanian, 12% Serb, 1% Croat, and 2% others. The municipality is predominantly agriculture-oriented. After 1999, most businesses closed and are no longer operational. The iron factory had 1,100 employees in 1999, but is now deserted. Approximately 90% of the population remains unemployed.</p>
<p style="text-align: center;">THE COMMUNITY FORUMS</p>	
<p>Rapid Start Projects</p>	<p>The municipality received the following Rapid Start projects: fencing around the kindergarten in Donja Gusterica; replacement windows & doors in a primary school in Livadje; and external lighting for the sporting club in Staro Gracko.</p>
<p>Village Projects</p>	<p>VPFs prioritized the following projects: sporting equipment in Staro Gracko; computer equipment in Rabovce; and a screen & projector in Janjevo.</p>

Community Projects	CPF's prioritized the following projects: road construction (350 meters) in Janjevo; and sporting field renovation in Staro Gracko (seating steps & screen to prevent balls going into private yards).
Importance of the projects	Staro Gracko is the furthest community from the municipality center, so it is isolated. It incorporates 3 villages with a population of 1,800. Unemployment is high and youth have nothing to do; depression is high. The football club is where people meet and it was in disrepair. There were no lights for children to play on the courts and field at night. "Our aim was to bring people together in a good place."
Impact	Now people from other villages come to the football & sporting club in Staro Gracko where they hold tournaments on weekends. They have an indoor football tournament (5 on each team) in which 500 males & females take part (of every age).
Quality of Life/Economic Security/Freedom of Movement	"Our physical security has improved and the projects improved our quality of life a little bit, but employment has not improved – it is the key to everything." "Almost everyone votes, but we have received nothing in 10 years. The government doesn't listen to us."
In the future	Three key factors emerged for future consideration: (1) unemployment (they prefer production/factory work to self-employment); (2) vocational skills "only if it leads to work" and trade equipment; and (3) assistance connecting with local government. Future priorities include: (1) the remaining 200 meters of the road in Janjevo; (2) agricultural equipment; and (3) a cultural center.

all levels.

C. Video Ombudsman Series

The video ombudsman series comprised ten television documentary programs produced by a sub-contractor, Link Productions, in close cooperation with, and under the supervision of, IPCP. The aims of the series were twofold: (1) to highlight issues and concerns within, and of importance to, the Kosovo Serbian non-majority community; and (2) to address preconceptions and misconceptions surrounding the issues of quality of life, economic security, and freedom of movement.

Outputs

Over a period of three years from 2009, Link Productions produced the half-hour programs which were screened to CPFs, aired on local television stations nationwide (Wednesday 5:15pm, once a month), and uploaded on YouTube for web viewing by a wider audience. They were also packaged into a DVD box-set for distribution. The series was well accepted by viewers. This was evidenced by one station repeating the broadcast of the first three programs in the series due to viewer demand. The 10-part series comprised the following themes: (1) Whose property is it?; (2) Free to roam the neighbourhood; (3) A house anywhere, but in Gora, home; (4) The law and the reality; (5) Be yourself at home; (6) Challenges of decentralization; (7) This is Pristina, too; (8) One step at a time; (9) Working for a living; and (10) A more beautiful village, a better life.

Effectiveness: strengths

The number of NMCs targeted was 249,000, but this was significantly exceeded by 298%, reaching 741,555 viewers.⁴¹ The most popular episodes (property, the Gorani population, legal practices, and youth unemployment), identified by the producer, were viewed by approximately 35% of the Kosovo population, with people commenting on their useful information: showing how to access legal advice, how to prepare documentation for property issues, and how to vote at municipality elections. The documentary most mentioned to the evaluator during CPF focus group discussions was "Working for a living" about unemployment. Youth members of VPF and CPF aged 18-24 related most to the themes of

⁴¹ FHI 360, July 20, 2011 (achieved to end June 2011)

despair, frustration, and rejection. The scenarios depicted day-to-day issues, but the Serb community had not been previously exposed to the information presented in the programs. The producer indicated that most viewers expressed surprise that the issues were common to others, and that they were not isolated in their views, opinions, and problems. On a personal level, the producer described it as “one huge positive experience.”⁴²

The way forward

Wider distribution nationally and internationally could still be explored further as this has not been extensive. The IPCP has explored the potential for television stations to move the time slot to Monday evenings (8:00-9:00pm) which USAID’s Strengthening Independent Minority Media Program partner, IREX, indicated was the most watched time slot.⁴³ The producer has wide-ranging ideas for future programming and Link Productions has actively sought funding for additional programs. CPF members and representatives of civil society NGOs awarded grants under the IPCP recommended future support for the documentary series. The evaluator also recognizes the potential benefits of the documentaries to raise awareness within the general public, nationally and internationally, of non-majority issues in Kosovo, as well as to provide NMC with critical information and a sense of shared experiences.

D. Civil Society Grants

The IPCP civil grants component supports activities up to 12 months (and up to \$50,000) to address quality of life and freedom of movement, and to a lesser extent, economic security, in Kosovo Serb areas and other NMCs. After the initial applications, the aim was to improve the quality of applications, as well as the grant selection and administration processes. In addition to media advertisements, the program’s KPAN (NGO network) provided an entry point to promote grants. The IPCP established a rigorous selection process which included five anonymous non-program volunteers using a ranking-against-criteria methodology over a two week period.

Outputs

During the three-year program, 20 grants (16% of all applications) were awarded from an applicant pool of 129 proposals (49 applications in the first year and 80 applicants in the second year). Sixteen grants were implemented in a localized area or municipality, and four were nationwide. In addition, USAID directed two grants to nationwide projects for research and visits to multi-ethnic areas. Three grants were awarded to NGOs in the north. The majority of the grants focused on education and training (25%), and social integration (25%), but also included culture (20%), agriculture/livelihoods (15%), sport (5%), media (5%), and health (5%). Grants addressed key cross-cutting issues and support for non-majority groups, such as women, youth, RAE, Roma, Bosniaks, and the disabled.

Effectiveness: strengths

A major strength of the civil society grants program was its selection procedure which enabled a wide diversification of activities, locations, and ethnicities to be supported. Grant monitoring included regular visits, often twice a week, to ensure quality and to strengthen NGOs through mentoring and training.

An impressive grant was the nationwide television program, ‘Slobodno Srpski’ by NGO Medial Media Center (MCC), which interviewed prominent local and international guests with a street walk section that enabled residents to suggest interview questions. The program was the first of its kind on Kosovo

⁴² Interview, Aleksandra Jovanovic, Producer, Link Productions, July 21, 2011

⁴³ IPCP Annual Work Plan October 2010-September 2011, October 31, 2010, p23

television – confronting, direct, informative, and revealing. Audiences praised the host, format, content, and range of guests, including U.S. Ambassador Alfred Bol who spoke in Serbian. It facilitated positive changes in people’s views and opinions, as well as major civic changes due to the comments and action of viewers: such as ensuring government accountability for spending, and promoting public debate.

Another grant that affected change on a personal level for children was NGO Geto’s mini theatre festival. Again, it was the first of its kind in Kosovo. A hundred children (25 in each group) assisted with the design of the set and costumes, and rehearsed for two months, culminating in the presentation of four dramas in two days in September 2010 to audiences as large as 300 for each play. For primary and secondary students who had never seen a dramatic performance before, the experience was described as transformative, creative, and innovative, leading to increased confidence and expression, social integration, tolerance and teamwork. Post-production activities, initiated by the children, included the establishment of Facebook pages to post photographs and maintain friendships, and two additional performances for New Year 2011 – without assistance from the NGO manager/theater director.

Another ‘first’ included a grant for NGO Santa Marija in the northern municipality of Zvecan for counselling and equipment that aided the screening of breast cancer. Women from as far as the capital Pristina travelled for diagnostic testing and counselling. Since receiving the equipment in December 2010, an average range of 19-25 women have been tested each day.

The way forward

Community forum members appreciated the IPCP training, particularly community development and action planning, and fund-raising. They have learned that there is “strength in collective ideas and a structured step-by-step process” because it offers “more chances for respect in the community as people now come to me for advice.” Implementing the community projects have encouraged them to have more faith in longer term action planning “because we get what we decide and the focus is on quality projects for the majority of people.” They are also more aware of the “democratic processes, and villagers who aren’t successful in securing a project know the reasons for the decisions because they took part in the process.” However, they added that they would like more training on advocacy, and how to connect with the municipality. CPF members generally agreed to retain the processes, and would like more rapid start projects, and more village projects that can directly improve their economic security firstly and most importantly, and then their quality of life. Freedom of movement was “okay” they said, but added that they couldn’t afford the gas to travel much.

Social integration programs, training, and inter-ethnic camps, cultural and sporting activities, have made significant attitudinal and personality changes at the personal level, particularly for youth and women within NMCs, such as Roma and Bosniak women and girls.⁴⁴ Therefore, grants that facilitate and promote unity in settings where common goals or interests are the main focus appear to be the most preferred method of social integration for youth, women, and non-majority groups. These include art camps, cultural visits, music events, dramatic performances, health groups, discussion groups, and skill-based or interest-based training.

⁴⁴ According to interviews with NGO managers and participants of civil society grants

Case study: NGO IKC Entrepreneurship training for the RAE community

<p>NGO IKC Initiative for Kosova Community</p> <p>Civil Society Grantee IPCP</p>	
<p>IKC Mission Statement</p>	<p>IKC seeks to achieve a developed rural society and to increase the welfare of its population by strengthening the capacities of civic society, of the local communities and governments. We seek to promote better representation of the rural community. We thus want to achieve a just and equitable development through the development and empowerment of the society midfield. Source: http://ngoikc.org/index_files/Page350.htm</p>
<p>IPCP Project</p>	<p>Entrepreneurship training for the RAE community in the village of Gadime</p>
<p>Beneficiaries</p>	<p>8 households; all beneficiaries were Roma within a RAE community</p>
<p>The Roma Community</p>	<p>Within the RAE (Roma, Ashkali, and Egyptian) rural community, there are 60 Roma households. They have no land for settlement or crop production. Only a few of their children attempted the first year of secondary education: most dropped out after primary school. Therefore they have limited education and skills. The main issue for them is poverty and, therefore, economic security and quality of life.</p>
<p>THE PROJECT</p>	
<p>Aim of the Project</p>	<p>The aim of the project was to provide a 20-day economic/business course to a group, and on approval of their business plans, support individualized entrepreneurial training for 6 months.</p>
<p>Duration of the Project</p>	<p>8 months; commenced April 2010 (completed by the end of 2010)</p>
<p>Selection Procedures (Economic/Business Training)</p>	<p>IKC presented its entrepreneurship training idea to a Roma community group of 45 participants. The community self-selected 15 participants to undertake the economic/business training. Criteria: (1) any age or gender; (2) could read & write to Grade 5, primary level; (3) belong to a household that was not supported financially by the diaspora; and (4) the most vulnerable</p>
<p>Economic/Business Training</p>	<p>A trainer, with MBA qualifications, was hired to design a syllabus and provide 20 days of business training (from 5:00-9:00pm) to the whole group. Modules included: registering as a business; generating a business idea; market analysis; book-keeping; developing a business plan; and marketing the business. The end product was a business plan for each individual and a certificate.</p>
<p>Selection Procedures (Economic/Business Training)</p>	<p>Individual business plans were evaluated by 57 people (community, 3 IKC employees, & IPCP staff). Eight (8) individuals were selected for entrepreneurship training and support. For example, an electrical business was excluded because there were already 3 electricians in the area.</p>
<p>Business Ideas Supported</p>	<p>The following 8 business proposals were supported:</p> <ul style="list-style-type: none"> • Children's wear and household linen seamstress • Taxi driver • Hairdresser (for females)

	<ul style="list-style-type: none"> • Barber (for males) • Wedding dress designer & seamstress • Construction business • Farmer • Musician/DJ
Individualized & Customized Entrepreneurship Training & Support	Eight trainers were appointed to each of the 8 individuals according to their business plan idea. The individualized and customized training was delivered at each person's own pace: from 15 days to 45 days (exiting training when they were ready to start their own home business).
Type of Support	The IPCP supported training, brochures, printing business cards, and start-up equipment or goods. For example, IPCP purchased hairdressing scissors, a sewing machine, tools to repair the car for the taxi driver, young lambs for the farmer, and construction tools (pulley, mixer, shovel etc.)
Business Successes	In 2011, all 8 participants continue to operate and grow their business, and all are earning an income. The farmer started with 13 lambs, sold "about 10", and with the birth of new lambs he now has 23. The wedding dressmaker, children's dressmaker, hairdresser, barber, taxi driver, and the DJ are booked to full capacity in July and August during the wedding season. The builder is young and is steadily gaining a reputation – without equipment he earned \$15 a day and now he earns on average \$30 per day.
Impact/Sustainability	All 8 participants were excited about the prospect of commencing their own business. Because all participants come from the same community, they have a shared vision and goal. They support each other socially, emotionally, and through being patrons of each other's services. For example, they hire the taxi driver to get to their clients; they go to the hairdresser for a cut; and they buy meat from the farmer. They have economic security; a network of support; and an improved quality of life. They all trade with the RAE community and Kosovo-Albanian communities. They have all gained the respect of all communities for their hard work, diligence, professionalism, and quality of services.

E. Micro-Enterprise Grants

The provision of micro-enterprise grants (equipment procurement) commenced in the second year of the program. All micro-enterprises were required to be established businesses, registered with the Government of Kosovo, and could demonstrate that they could generate ideas for improvement and expansion, including the employment of additional staff. They were also expected to cost-share. IPCP's aim was to enable greater sustainability of small and/or family businesses in NMCs by creating jobs and accessing markets. Hence, growth-oriented businesses with export potential were given preference.

Rigorous selection and administration procedures were established, continuously improved, and streamlined to ensure quality grants. Apart from infrastructure projects for community forums, the micro-enterprise grants program was affected most by the suspension delays. The procurement of equipment ceased temporarily, therefore causing delays. However, while grant recipients commented on the delays, they were positive about all other procedures: the selection process, the site visits to aid selection, the procurement procedures to seek quality equipment, and the constant communication regarding the status of shipments. Shipments were not confined to the U.S. and could be resourced from adjacent countries.

Outputs

During the three-year program, 24 grants (10% of all applications) were awarded from an applicant pool of 240 proposals (60 applications in the first year and 180 applicants in the second year – mostly from the north). Fourteen grants were awarded to businesses in the north (58%). Both grants programs (civil society and micro-enterprise) enabled the program to engage with communities in addition to the targeted communities for community progress forums. Therefore, all four municipalities in the north received a micro-enterprise grant (instead of only in the two CPF operational municipalities). Similarly,

non-CPF operational municipalities in the south that received a grant included Prizren and Gjakova. Grants were awarded to a range of businesses including: fruit juice production, wood pellet production, digital equipment for a television station, an auto service, bakery equipment, production machinery for a mineral water bottling company, a production line for meat processing, equipment for honey extraction, sewing production equipment, window and door production equipment, equipment for a radio station, wellness center equipment, construction company machinery, glass processing equipment, and pre-fabricated wooden houses for a hotelier.

Effectiveness: strengths

A country-wide outreach initiative explaining the grants and encouraging businesses to apply was exceptionally effective. Grant recipients confirmed the outreach and the support of IPCP officers in assisting with information and guides on proposal writing. Grantees also indicated that the cost-share approach was reasonable and did not deter them from applying for a grant. All six grantees interviewed by the evaluator fulfilled their cost-share commitment of 15%-25%. Grant selection included proof of business success. This criterion ensured a higher rate of sustainability and therefore more stability for employees.

Proposals varied in quality and depth of information. Hence, site visits by program staff, as part of the selection process, contributed to the quality assurance mechanism, and were viewed as transparent and thorough by grantees. Site visits also enabled the selection of a diversity of grants, which included grants to family businesses, disabled individuals, nationwide entrepreneurs, niche markets, and business tailored for non-majority consumers or audiences.

During the implementation of micro-enterprise grants, constant follow-up and communication ensured their success. IPCPs officers also advised grantees on marketing, advertising, branding, and labelling, which was greatly appreciated: "I now realize that a label can make a big difference to marketability when products are similar; I didn't think of that before – it's not just about the quality of the content, it's also about marketing."

An impressive grant in the north was awarded to Etno Selo, a restaurant expanding to include accommodation for the rural tourism market. Three years ago, he commenced construction of a restaurant and hired five employees. He also encouraged local residents to produce and supply goods, such as milk, cheese, and honey for his restaurant, thus expanding family businesses in the region. Due to the hotel expansion funded by the grant, he employed eight more staff, and will employ two more when he officially opens in August. In March 2011, he attended a tourism fair in Belgrade to market the hotel, and subsequently he will accommodate 45 tourists from Bosnia in August. The hotel caters for 30, and the community will accommodate the remaining 15, which will maximize revenues to the region that included 75 families of 300 people.

The way forward

Due to the demand for support, and the high unemployment rate, the micro-enterprise grant program is a critically important component to support economic security for NMCs in Kosovo. Hence, it should be up-scaled, continuing to focus on the same criteria: established businesses with the potential for growth in expanding and emerging markets to provide long term, stable employment for local residents.

Case study: Fratelo Trade confectionery

	<h2 style="margin: 0;">Fratelo Trade Confectionery</h2> <h3 style="margin: 0;">Micro-Enterprise Grantee IPCP</h3>
Fratelo Trade	<p>Fratelo Trade is a food production company, registered in January 2010, specializing in making baked products such as puff-pastry, cakes and cookies. Fratelo Trade sells his goods in 200 outlets in the south of Kosovo, with eight trucks for the distribution of frozen food. The production kitchen is on the top floor of his residential home. The sales and administration office is a small pre-fabricated room in the grounds of his residence.</p>
THE GRANT	
Aim of the Grant	<p>The aim of the grant was to equip Fratelo Trade in the municipality of Gracancia with equipment for the production of confectionery products (shock chamber for freezing puff pastries, a gas oven, 3 industrial mixers for cakes and puff pastries, and a generator) to expand the range of cookies produced, create 3 new jobs, and increase the revenue of the company.</p>
Commencement of the Grant	<p>The owner applied for the grant because he saw an opportunity to expand his business. He noticed an advertisement in the local media – he had never heard of anyone offering such a grant before. IPCP staff visited his business before awarding the grant. The equipment was delivered in late July 2011.</p>
Importance of the Equipment	<p>He wanted to expand his business from the south into north Kosovo, east Kosovo, and to south Serbia. The equipment will enable him to increase production and increase freezer storage capacity to maintain the confectionery. His current storage is small and not industrial and it is not a ‘shock chamber’ for rapid cooling. He currently has an electric oven, but he needed a gas oven because the electricity supply is sporadic and that means that when there is no electricity he can’t make anything. Now he will be able to bake under all conditions – and twice as much.</p>
Employment Opportunities	<p>He currently employs 8 staff – some family and some from the community. He employs males and females, old and young. The expansion will create jobs for an additional 8 local residents. He will not have any problems hiring workers because the demand for work is high. His current workers are employed six days a week from 9:00am to 5:00pm.</p>
Staff Training	<p>The original 8 staff, trained in Belgrade, Serbia (by an American company), are still employed and will train the new staff.</p>
Business Successes	<p>On July 13, 2011, 10 days before his equipment arrived, he signed a contract with Interex-Kosovo, an Albanian subsidiary of the international firm, Interex, to sell his products in Albania. His first delivery was July 21 (a week before the shipment of equipment), so the IPCP grant was “timely.” No Serbian confectionery production company has ever signed a contract with Interex – he is proud to be the first. “They want my products because of my reputation for quality and because of marketability (they don’t have products like mine).”</p>

Expansion Challenges	He currently has brochures and catalogs. He also has photos on his vehicles and has had advertisements in the local media, so he thinks marketing is not expensive. For the Interex-Kosovo deal he has to modify his labels (he is almost finished). The changes are: (1) change the location from 'Gracanica' to 'Pristina' for market recognition; (2) change the language from Serbian to Albanian; (3) change the name of 'Moscow Torte' to 'Cherry Torte.' All labels currently show ingredients, weight, and production date so he does not need to make any additional revisions. The Moscow Torte is a traditional Serbian cake and Interex-Kosovo want the exact cake, but with a different name. He says the changes are all minimal and not a problem for him.
Impact/Sustainability	The Interex-Kosovo signing is a remarkable achievement. Although the deal is with the Albanian-Kosovo subsidiary, he expects that, in the future, he could expand to other countries because Interex is international with a global reputation.

F. Kosovo Policy Action Network

The Kosovo Policy Action Network (KPAN) is a network of civil society NGOs whose aim is a society of active and equal citizens, regardless of ethnic, religious or social background, who meaningfully participate in decision-making processes within their communities and within their country. KPAN is committed to the principles of: (1) human rights and freedom of movement; (2) personal liberty; (3) expression and communication; (4) economic prosperity; and (5) quality of life.⁴⁵

Outputs

Established by IPCP, the network commenced with 12 NGOs at its inaugural conference in June 2009. Marked by inaction for the first year – described as “dead space”⁴⁶ by its President, Sasa Ilic, as a result of “a collective irresponsibility and lack of understanding on how the network should function,”⁴⁷ IPCP hired a replacement sub-contractor to provide technical assistance to KPAN from March 2010.⁴⁸ Center for Peace and Tolerance (CPT), a part of the KPAN Board for Security and Freedom of Movement, and is responsible for the provision of technical assistance and overarching guidance to the network.

From March 2010 the network grew substantially from 12 NGOs to over 80 NGOs (567% growth) to July 2011 due to an aggressive outreach campaign by CPT which was effective in increasing KPAN’s visibility and recognition, and therefore diversifying its membership. In the same period, it opened an office in Gracanice/Gracanica in February 2011 (a ground floor office in a central location), produced a logo and branding material, opened a bank account, registered the network with the government, agreed on a set of guiding principles, democratically elected a president, established a code of ethics, developed a website, conducted management and communication trainings, conducted two public debates, participated in three public debates, organized a regional commission (RECOM) conference, visited three adjacent municipalities to gain support and cooperation, participated in roundtable discussions in the region, and organized two annual KPAN conferences (July 2010/July 2011).

Effectiveness: strengths

The impressive development of KPAN over the final year of the IPCP has been a major strength in defining its recognition as a civil society network. For example, at the second annual conference attended by the evaluator, a newly established NGO (FK Ibar) in Leposaviq/Leposavic, joined KPAN to be

⁴⁵ KPAN, Bulletin No.1, Year 1, July 2011, pp2-3, Kosovo Policy Action Network, www.kpan-ksam.net

⁴⁶ Sasa Ilic, President KPAN, Second Annual Conference, July 18, 2011, Opening address

⁴⁷ KPAN, Work Report of the KPAN 2010/2011, July 2011, p1

⁴⁸ The first sub-contractor was the Center for Civil Society Development (CCSD)

better connected to the Serbian community and to cooperate on a range of civil society projects. The manager was able to join online quickly and easily with no membership fees, and expressed his excitement at the prospect of “unity within a professional network of like-minded NGOs.”⁴⁹ Another NGO member stated that the importance of KPAN was “a forum for open communication as a step toward finding democratic solutions to issues.”⁵⁰ Therefore, networking has been its strength to date.

The way forward

The evaluator attended the second annual KPAN conference to listen to speakers, observe interactions between members, and to interview member NGOs. In several countries in which the evaluator has conducted civil society assessments, NGOs have been vocal and vying for leadership, but with no established professional network. In comparison, KPAN has a clearly identifiable network, but potential leaders are not readily forthcoming. From June 2009 to July 2011, it had three presidents. During presidential voting at the second annual KPAN conference, there were four nominations, but two declined. Members voted 80% in favor of a second term for current president Sasa Ilic.

The emphasis on building the number of NGO membership and the recognition of KPAN have left limited attention to ‘policy action’ in the form of strengthening NGOs to conduct advocacy activities, such as campaigns, roundtable discussions, public debates, and policy reforms. Future attention should focus on more active representation, particularly on policy forums, to go beyond recognition as a network and move toward a professional reputation as an active network.

An example of the debates that KPAN has organized or participated in during 2010 and 2011 included: (1) use of official languages on traffic signs; (2) illegal usurpation of property; (3) the census process in Kosovo; and (4) negotiations between Pristina and Belgrade. These debates were topical and appropriately addressed current NMC issues. However, more are required. Increased capacity on communication and presentation skills, as well as how to advocate for change, would enhance their quality and quantity. NGO applications for grants to address civil society issues were also limited in quantity and quality, predominantly because they had limited knowledge of advocacy functions. Moreover, “donor agencies assessed that capacities of some organizations are weak ... so projects were rejected because of lack of professional staff, equipment and experience.”⁵¹ Therefore, capacity building of civil society NGOs is critical for the network. KPAN has already planned to hold 16 specialized training sessions for member organizations in financial management and introduce a staff exchange program. A capacity building needs assessment and training plan for the next stage of their three-year technical support under USAID’s CAIP, through the TA of CPT, may enable KPAN to plan for future civil society NGO capacity building.

In addition, administrative and communication activities for the network are essential. This includes an effective web page, access to all members, and visibility. Retaining the Gracanice/Gracinica office would ensure a visible presence, a meeting place, and a training venue to enable future activities to continue to expand.

The aim of the CPT TA is to eventually handover all responsibility for administration and management to the KPAN presidency, management team, and member NGOs. While KPAN is not yet ready for handover, it has the potential for continued growth, recognition, and reputation over the next three

⁴⁹ Interview with Dejan Andjelkovic, July 18, 2011, Second Annual KPAN Conference

⁵⁰ Interview with NGO Kameni Most manager from Mitrovice/North Mitrovica, July 18, 2011, Second Annual KPAN Conference

⁵¹ KPAN, Work Report of the KPAN 2010/2011, July 2011, p6

years. Youth have indicated their willingness and eagerness to participate in the network, and KPAN could capitalize and maximize their potential. To date, it has functioned with a short term strategy. A longer term strategy and a sustainability plan would provide KPAN with a clear vision by which to implement its guiding principles and activities.

G. Support to the Prime Minister's Office of Community Affairs

The Kosovo Government took positive steps to reinforce diversity and respect for the rights of all communities by creating the Prime Minister's Office of Community Affairs within its secretariat. The aim was to improve communication channels between the government and NMC; help form and implement policies that incorporate Kosovo Serb participation in Kosovo affairs; and implement quick impact economic and social projects benefiting NMCs. To meet its objectives to support the PMOCA in addressing NMC needs, the IPCP provided technical assistance to PMOCA to improve and guide the government's grants program. Funding by the PMOCA and the IPCP to the value of \$375,000 would be jointly used to identify and fund community projects under a joint grants program. CPFs were the conduit for the identification of projects and recipients of the community grants, while IPCP managed the funding account.

Outputs

Four infrastructure projects were identified by CPFs (with total expenditure of \$375,000), through a series of forum meetings and a priority voting system. These included: (1) the construction of an administrative building in Gracanice/Gracanica; (2) the construction of a community center in Preoce in the municipality of Gracanice/Gracanica; (3) the construction of a school annex in Shillove in the municipality of Gjilan/Gnjilane; and (4) the construction of a cultural center in Zebince in the municipality of Novoberde/Novo Brdo. The mayor of Novoberde/Novo Brdo confirmed the community's decision for the construction of the cultural center as a representative process from VPFs, CPFs and RPFs. He described the building, officially opened in 2010, as "a beautiful landscaped center in the right place for the right reason."⁵² The target of 1,600 NMCs impacted by projects co-implemented by IPCP and PMOCA was under-achieved: 1,220 people (76%). Nevertheless, members of CPFs in the recipient municipalities expect public use of the facilities will expand as activities and events are organized and promoted throughout adjacent communities.

Effectiveness: strengths

The strength of the assistance to the PMOCA was visible at the community level. Municipality and community representatives recognized the joint contribution by the central government and donor community in terms of funding, and praised the community decision-making process as fair, representative, consultative, appropriate, and relevant.

The way forward

The IPCP intended to fund the salary of two positions: a public information officer and a grants manager. After one year, to September 2009, IPCP seconded a community liaison officer to the Office of Community Affairs to act as deputy director, but the PMOCA had yet to recruit the two positions. When a grants manager was appointed, training was provided on grants administration, transparency and accountability, and risk management. However, the number of technical assistance visits to PMOCA fell significantly short of the 30 targeted, with only 11 visits (37% of the target) due to donor priority shifts to other program components. In 2010 the IPCP dismissed the CLO seconded to the Office due to

⁵² Interview with Mayor Bajrush Ymeri, Novoberde/Novo Brdo, July 22, 2011

performance and ethical reasons. Because the joint grant funding had been expended, no further TA was provided. The decision appeared appropriate and the evaluator makes no recommendations for continued similar support to the PMOCA in the future.⁵³

H. Lessons Learned / Good Practices

Integration of program components

The components of the IPCP focused on the main goal of community confidence building within three parameters: quality of life, economic security, and freedom of movement. The program targets communities in order to empower them, connect them to local government, and improve their decision-making to ensure rural and community development. Development activities are integrated into the community, not only through community progress forums and infrastructure projects built by local contractors, but also by direct support to civil society NGOs and small or family businesses that employ residents from within their community. This is an example of an effective bottom-up approach that, if coupled with a stronger top-down municipality support, could strengthen community mobilization to impact change. The evaluator noted that the community-driven approach to change and development strengthened unity and social integration, and created a stronger sense of community ownership. Communities were therefore exceptionally keen for this approach to continue and be further strengthened.

Effective administration of grants programs

The ICPC grant programs were highly effective due to their extensive public outreach, rigorous selection criteria, follow-up site visits before selection, ongoing communication with grantees, a supportive and mentoring approach, quality equipment procurement, diversification of grants, inclusivity of all non-majority communities, and a focus on marketing, branding, advertising, and labeling for micro-enterprises.

Working at the ministry level

The intention to work at the ministry level to improve the government's grant process and procedures was an effective component of the program design, despite implementation issues and shifting donor priorities. Nevertheless, for future programs, the trend in assistance programs with longer term TA (LTTA) or short term TA (STTA) is to situate the TA within the ministry for day-to-day assistance over a period of time, rather than TA 'visits' or sporadic meetings. This embedded approach would enable smoother transition to changing administrative procedures, regular feedback, and more responsive procedural improvements.

5. FINDINGS: EFFICIENCY

This section provides an analysis of the strategies employed by the project in terms of the resources used (inputs) compared with its qualitative and quantitative impacts (outputs).

⁵³ No representative from PMOCA was available for interview during the evaluation

A. Resources and re-alignment

Cost benefit analysis

A cost-benefit analysis was not conducted as part of this analysis, but stakeholders have confirmed that the program was mindful of cost-efficiency without compromising quality, particularly in the procurement of grant equipment. A micro-enterprise grant recipient praised the IPCP procurement procedures, especially in locating his equipment in Europe, rather than in America, because it would reduce his maintenance costs by: (1) not going through a distributor; (2) reducing the cost of freight for spare parts; and (3) reducing the delivery time for spare parts thus reducing his production ‘down time.’ A civil society grant recipient also praised the procurement process which saved her \$1,600 on the purchase of the equipment which enabled her to buy a critical attachment that would have increased costs beyond the budgeted amount.

Management and staff

The program’s current management strengths include: (1) cohesion toward a common goal; (2) continuous reflection and refinement of strategies and activities; (3) and a strong cadre of professional and dedicated office and field staff, focusing on teamwork, cooperation, and unity.

Given the implementation challenges due to a change of initial leadership, KPAN sub-contractor changes, political tensions, community mistrust of NGOs and government entities, and a four-month period of suspension beyond their control, all program staff were operating within relevant national, municipality, and community forums and meetings to actively improve the quality of life, freedom of movement, and economic security for non-majority communities, with a special focus on the Serb community. All program staff worked cooperatively to advocate for policy reform, build confidence and trust, and model the attitudes, behaviors, and actions that lead to inter-ethnic tolerance, understanding, reconciliation, and integration.

Sub-contractors

The IPCP sub-contracted three components to local NGOs in Kosovo: Developing Together for engineering assessments on infrastructure projects; Link Productions for the production of the video ombudsman series; and the Centre for Peace and Tolerance for the administration of KPAN. All sub-contractors indicated that they had clearly defined roles and responsibilities; stringent procurement and financial procedures; a thorough reporting and feedback system; and effective cooperation, communication and interactions with all program staff.

After the first year, the IPCP terminated two sub-contractors due to their limited capacity: one in relation to construction and infrastructure technical advice and the other related to KPAN. This indicates that performance management and accountability for program responsibilities was a priority for the management team. By the second year, replacement sub-contractors had established a working relationship that focused on outputs, client relationships, and teamwork.

Course corrections and re-alignments

During the three-year program, it implemented a number of course corrections to capitalize on opportunistic interventions, to improve the effectiveness of existing structures, or to advance the quality or quantity of indicator targets and objectives. These originated either from the program’s management team or from USAID recommendations and discussions.

For example, in alignment with its increased emphasis on community mobilization, the IPCP provided training for its staff involved in CPF activities by organizing a Training of Trainers (TOT) workshop on topics such as participatory decision-making, community mobilization, and monitoring and evaluation in order to transfer skills to CPF members. A USAID decision to make a strong shift to the north from September 2010, which was considered too challenging in the early stages of the program, resulted in the establishment of CPFs in two municipalities, and grants awarded to civil society and micro-enterprises from all four northern municipalities.

B. Lessons Learned / Good Practices

The main lesson learned is to be flexible and adaptable to resource limitations and implications. Another lesson learned is to be opportunistic amid simmering tensions in which non-majority communities remain mistrustful of the government. Therefore involvement with local government municipalities, community mobilization, and linking NMC communities to local government and each other, although challenging, are instrumental in affecting change.

6. FINDINGS: IMPACT

Where possible, this section provides an assessment of the positive and negative changes (intended and unintended, direct and indirect) of the program's activities on the beneficiaries, taking into account the social and economic environment of Kosovo.

A. Impacts – immediate results

Over the life of the project, community forum members noted significant positive changes to their communities as a result of the program, such as: (1) tangible infrastructure that they haven't had in 30 years; (2) action planning to prioritize development activities can impact the wider community; (3) people are working together for the community instead of for their individual needs; (4) the realization that active participation is better than passive dependence; (5) the Balkans have a new way of interacting with each other; (6) community decisions can lead to work for local contractors; (7) everyone in the community can influence the quality of development projects; and (8) children learn from their parents and people in society, and therefore, role modelling is important.

With micro-enterprise and civil society grants, immediate results have included: (1) employment for local residents on a potentially long term basis; (2) essential equipment responsive to the communities' health, social, psychological, and physical needs; (3) transparent selection procedures; (4) social integration through trade and business; and (5) shared experiences and knowledge at the local and national level through networks, media, advocacy, and active participation.

Immediate results appear to have contributed to the program's overall goal of confidence building, particularly for many CPF members, micro-enterprise grantees, and civil society grantees. During discussions with program beneficiaries, they were more aware of their own ability to make changes, "small changes a bit at a time and slowly" even though they admitted to still feeling "frustrated with the government because it does nothing for us; only USAID helps us." Some were still angry, particularly when unemployment issues were raised. Many admitted that it would take more time to address their concerns because they still felt marginalized, even though life has changed for the better in terms of quality of life. Youth strongly felt the pressure to stay in Kosovo, but the need to find work was paramount, and consequently many were contemplating a move to Belgrade. The consensus by

beneficiaries is that quality of life has improved; freedom of movement is stable but restricted due more to transport costs than security fears; and economic security has declined.

B. Lessons Learned / Good Practices

Learning and connecting through media

Program beneficiaries, in all components, commented on the importance of the media at the local level: not only for gaining and sharing information, but also to connect with others, particularly as many felt confined to the home due to unemployment. Television, radio and newspapers were their connection to their communities, to Kosovo, and to the wider world. In addition, in communities where computers and internet cafes were priority projects, youth said “it was the best thing that happened and something that we can use.” Businesses and NGOs that developed websites, through program support, agreed that it expanded people’s awareness of their products or services.

However, media activities conducted by the program had the greatest impact on non-majority communities, such as the Link Production documentary series shown on television and through screenings to CPFs (“an eye-opener regarding issues important to us”) and the NGO Mediale Media Center (MCC) weekly talk show “Slobodno Srpski” shown on television and through the company’s website (“the programs reflect what we want to know and say”). The critical factor is that these programs reach a wide audience, and they can be viewed repeatedly (through DVD and website streaming). The weekly talk show, for example, has grown in audience viewing by 41% for website visits in six months in 2011 compared with the previous six month period, and reaches people in adjacent countries, Europe, and the United States.⁵⁴ These programs should be continued and distributed widely in Kosovo and globally.

“Our media”

Another good practice related to media, is the program’s diversification, with grants and activities not only for media reaching the Serb communities, but also for media reaching a range of minorities within the non-majority communities. These included a community radio grant to Radio Astra in Prizren, the first Bosnian language radio in Kosovo; and journalism/broadcasting training by NGO Equality for Bosniak women in Prizren. The young women had written several articles for the local Bosniak magazine as a result of the program. Enhancing TV Plus in Gjilan/Gnjilane was also a grant that impacted people widely. At the time of the evaluation, TV Plus screened a men’s water polo match between Serbia and Australia⁵⁵ which was enthusiastically viewed by each subsequent interviewee on that day, including at the local restaurant during lunch. The audience commented that “it’s important to have television programs that are about us, but more important is if it’s our TV station.”

7. FINDINGS: SUSTAINABILITY

This section provides an account of the program’s steps to ensure continuation of activities or components on completion of the project, including sources of funding and partnerships with other organizations and/or the government.

⁵⁴ Pevac (July 2011) Comparative Analysis of the show “Slobodno Srpski” on the internet, Pristina

⁵⁵ The quarter-final match of the Australian European tour in Slovakia in July 2011

A. Exit strategy

The IPCP emphasized sustainability and the exit of their program from the beginning of its third year. To ensure sustainability, the IPCP processes included:

- community forums capacity building (e.g. establishment, training and manuals, action planning, fund raising, linkages with municipalities and adjacent communities, projects, decision-making process, and confidence building);
- CSO/NGO capacity building (e.g. equipment, projects, communication strategies, linkages with communities and municipalities, budgeting, reporting, and fund raising);
- KPAN capacity building and NGO networking (e.g. marketing strategies, website development, branding, advertising, office and meeting place, debates, roundtables, public recognition, increased membership, and annual conferences);
- enterprise capacity building and support (marketing strategies, website development, brand and product labeling, expansion of capabilities, finance training, technical training, and the employment of additional staff);
- sub-contractor capacity building (production of TV documentary series, marketing, packaging, and distribution of products);and
- technical assistance to the PMOCA.

B. Lessons Learned / Good Practices

Community forums and government involvement

Government municipality officials in three municipalities confirmed a close working relationship with IPCP staff and commented that their support was “timely” and “greatly appreciated.” They were aware of the program’s sustainability plan and were able to identify elements of the program that were potentially sustainable, such as the establishment of community forums and the bottom-up decision-making process. Public campaigning, advocacy, sensitization, and awareness-raising were other areas stakeholders believed could be sustained, in terms of inter-ethnic integration and tolerance. One municipality is due to receive two buses for public transport, and the deputy mayor viewed the support as sustainable because the municipality will provide the drivers’ salaries and maintenance of the vehicles. Infrastructure projects provided by the program were regarded as highly sustainable. In some municipalities, CPFs indicated that there was less support for their activities. Therefore, some municipalities, depending upon individual leadership, may not sustain the forum mechanisms established by IPCP. However, the forum decision-making process is highly replicable and, with further strengthening, some CPFs have the potential to be active proponents for change in their communities.

Program components

The outputs of the micro-enterprise grant program have an extremely high chance of sustainability. All businesses selected for equipment grants were already established and had clear visions for future development and expansion which included the employment of additional staff. Although civil society projects were less likely to be sustainable, NGOs had gained considerable experience and capacity building in finance management, reporting, and fund raising. Most civil society NGOs would need to seek additional funding to support continued training, camps, events, and other advocacy activities. Of the civil society projects visited by the evaluator, three had impressive potential for sustainability: (1) participants of the entrepreneurship training for the RAE community by NGO Initiative for Kosovo Community (IKC) in Gadime; (2) the “Slobodno Srpski” television program by NGO Mediale Media Center in Gracanice/Gracanica; and (3) the breast cancer screening and counseling for women by NGO Santa

Marija in Zvečan. All three examples reached a specific target audience and gained maximum impact (employment for RAE community members, Kosovo-wide television and website viewers, and woman from all regions of Kosovo, respectively).

KPAN as a NGO network has the potential for sustainability, but to be active and drive policy changes for NMCs, further strengthening and capacity building is needed over the next three years during the follow-on USAID-funded CAIP.

8. CONCLUSIONS

A. General

Generally, the Initiating Positive Change Program has successfully achieved its goals. Factors supporting that success include the following program approaches:

- Establishment of structures, community forums, networks, media activities, and grants programs that facilitate the outcome of intended goals and objectives.
- Assessment of the ongoing situation in Kosovo to respond to community needs.
- Support for increased accountability and legitimacy of networks representing a broad range of civil society actors, and support for their self-designed actions plans through prioritized community projects.
- Specific and general capacity building undertaken in a variety of ways.
- Support for women's and youth's participation and needs.
- Specific support to the Serb community, but incorporating the participation of all non-majority groups, such as Roma, Ashkali, Egyptians, Croats, and Bosniaks, as well as the disabled.
- Use of local contractors for community infrastructure projects.
- Modeling social integration, inclusion, tolerance, cooperation, and inter-ethnic reconciliation through their administrative and management structure.

The following factors reduced the level of program achievement temporarily:

- A management leader who was substituted at the end of year 1;
- A network secretariat sub-contractor (KPAN) who was substituted at the end of year 1;
- An engineering assessment sub-contractor who was not extended past year 1; and
- A PMOCA technical service person whose position was not extended past year 2;
- Extenuating circumstances related to a global suspension of activities for four months, beyond the control of staff in Kosovo.

The substitution of the KPAN and engineering sub-contractors, and IPCP's initial manager, were effective course corrections that resulted in significantly increased performance and outputs. Therefore, the programmatic achievements in the long term were not affected, but only enhanced, as a result of staff changes. It is noteworthy that the staffing and suspension issues were resolved and all staff worked diligently to mitigate any negative impacts. This is evidenced by the strong rapport staff developed and maintained with stakeholders, sub-contractors, NGOs, and enterprises. Staff maintained a reputation for their professionalism, transparency, respect, problem-solving, flexibility, and attention to quality.

B. Distinct linkages between ethnicities

Trust building approach

Program officers worked as a cohesive and supportive ‘family-oriented’ team, modeling inter-ethnic cooperation and integration through a trust building approach with non-majority communities. The evaluator considers this approach essential to the success of the program at the local level. This is evidenced by beneficiaries commenting to the evaluator that no other international NGO has treated them with respect before; or delivered on their promises; or clearly demonstrated that the NMC needs, opinions, and aspirations were their highest priority.

Inter-ethnic reconciliation and social integration

As a consequence of the program, there was evidence, noted by the evaluator, of distinct linkages between various ethnicities. Examples include: the mini theater for children brought together inter-ethnic groups which culminated in several successful performances, as well as enduring friendships; the entrepreneurship training for the RAE community resulted in micro-businesses serving their own community (as intended), but also the wider community (with unintended results such as loyal customers); Fratelo confectionery company signing a significant deal to supply goods to an Albanian firm; and Euroglass and Aquasana enterprises increasing their sales in Albanian-majority markets. Activities for youth further enhanced inter-ethnic reconciliation when sport and entertainment were common interests. Trade, particularly in niche-market goods, or quality products, also facilitated inter-ethnic integration.

C. Capacity building and confidence building

Capacity building

The IPCP succeeded in encouraging local civil society organizations to work through a network. This strategy has not only been beneficial for the internal development of NGO members, but has also promoted the interests of communities supported by NGOs. Most NGOs supported by the program, through KPAN or with civil society grants, will continue to build capacity if there is an active NGO network and cooperation between NGO members. Importantly, the foundation for synergy, networking, and collaboration has been established.

The understanding that civil society groups and networks need to apply and follow good governance principles continues to develop. However, they still have difficulty in integrating this new understanding into an organizational structure that subsequently becomes a reference for advocacy, operational and policy actions. Therefore, KPAN’s capacity to influence policy reforms is yet to be fully realized.

The IPCP, in general, has contributed to an increased strength in communities, through the establishment of village, community, and regional forums that link with municipalities. While IPCP does not claim to be the only factor contributing to change at the village, community and municipality levels, the increased capacity and voice of communities is contributing positively to the needs and aspirations of the NMCs being heard, acknowledged and addressed. Previously, communities did not have a broad view on using several strategies simultaneously to increase the living standards of marginalized groups. The IPCP has helped to broaden the understanding of communities through forums and development projects. In addition, there have been maximum efforts to use local facilitators, sub-contractors, and infrastructure contractors, from within communities throughout the program. Grantees and forums are

better able to mobilize NMCs as active stakeholders in society, according to their opinions, but now want to “fine-tune and strengthen” their abilities.

The IPCP has contributed to a more holistic understanding of the importance of participation, transparency, accountability, integration, and inclusive values within communities. The forums are better able to identify issues, formulate responses, and work together to achieve their common aims. The degree of perceived ownership of action plans and infrastructure projects is directly related to the eventual success in achieving their outcomes. If all participating members can agree on a common platform for action, identify local assets for achieving their common goals, and act collaboratively to achieve these goals, communities will have a greater chance for the development projects to have local ownership, be sustainable, and ultimately successful in improving their quality of life.

Confidence building

When the evaluator asked questions about confidence building, the answers were given in the context of the program, particularly referencing quality of life and economic security. In addition, it was a personal issue. Youth answered that they would feel confident when they had employment; older beneficiaries answered that they would feel confident when they could support their family to a reasonable standard of living. Therefore, beneficiaries agreed that the program had built their confidence over a period of three years, but added that confidence building was a “continuous process.” Regarding community mobilization, forum members indicated that the program had built their confidence in decision making, group work, interactions with their own community members, and managing the process of community development. Continued community mobilization, especially with municipalities, would increase their confidence building. Beneficiaries who received micro-enterprise grants or had gained employment through the program (such as the RAE entrepreneurship participants through NGO Initiative for Kosovo Community) believed that they were now “very confident” and “more hopeful for their future” than they were three years ago. Therefore positive change meant, to beneficiaries, an improvement in their employment opportunities, quality of life, and financial management. To that end, program participants agreed, almost unanimously, that ICPC had, in fact, *initiated* positive change, with an emphasis on “what has started needs to continue in the same way.”

D. Enabling and disabling factors for initiating positive change in Kosovo

The major enabling factors for initiating positive change, predominantly attitudinal change, in Kosovo include program staff, such as Community Liaison Officers, who can build trust and confidence with communities, municipalities, and individuals. Program staff indicated that they build trust by listening; respecting different opinions; delivering on promises; providing examples of people within their communities who have made positive changes; motivating people through encouragement and belief in their abilities; identifying or creating business, NGO, or community leaders; screening documentaries that depict people in similar situations; follow-up and continual communication with beneficiaries; close monitoring; and emphasizing quality of activities, projects, and equipment. Other enabling factors include rapid start projects; sound and easy-to-follow steps towards community mobilization; rigorous selection criteria for grants; micro-enterprise grants for established businesses; media projects with wide coverage and distribution produced by or for NMCs; and program staff with a commitment toward a common, clearly defined mission statement.

Major disabling factors include delays to deliverables that can erode trust; one-way communications and interactions (i.e. communities moving toward municipalities, but municipalities not reciprocating communications); and not building a long term rapport with beneficiaries. Grantees and forum

members urged future programs to continue ongoing support to beneficiaries over the life of the program, instead of supporting a high quantity of beneficiaries for short periods, such as only for one year. It is the rapport and commitment to grantees and forum members that builds their trust over time.

9. RECOMMENDATIONS

A. Key Recommendations

EXPAND IN THE NORTH WHILE CONTINUING TO FILL THE GAPS IN THE SOUTH

With the commencement of government talks between the Government of Kosovo and the Government of Serbia, it is pertinent to continue the expansion of future community mobilization in all four northern municipalities. However, municipalities in the south, such as Lipjan/Lipljan, Fushe Kosove/Kosovo Polje, and Vushtrri/Vucitrn, and Gjilan/Gnjilane in the east, remain in need of vital assistance, particularly where previous factories and industries have ceased production and unemployment is high. The critical issue for all NMCs is unemployment – there is a dire need for further education and training that leads to employment, as well as any and all forms of economic security.

Continued community-driven, bottom-up decision-making processes, and the formation of two-way links between communities and municipalities are key to confidence building. In addition, efforts on inter-ethnic social integration, reconciliation, tolerance, and cooperation should be explored through micro-enterprise activities (trade and business expansion and linkages) and civil society networking (through the existing KPAN structure and grant projects). Quality of life, economic security, and freedom of movement are critical goals, particularly economic security to enable less dependence on subsidies and salaries from Belgrade. Rapid start projects provide an entry point and tangible dividends as forum members build confidence in donor support, and their own capacity to improve their communities.

In addition to strengthening the links between forums and municipalities, the gaps in the south include:

- Infrastructure – potable water, sewerage, roads, garbage collection
- Economic security
 - Production: small factories, canneries, packaging
 - Cattle, goats, sheep farming – meat and dairy
 - Vegetable production, mini-farming, aromatic herbs
 - Village/rural tourism
- Irrigation systems
- Agricultural Mechanization
- Medical equipment
- Vocational and skills training
- Cultural and sporting activities for youth

REPLICATE IPCP COMMUNITY FORUM INITIATIVE APPROACH

The approach to the establishment of community progress forums (CPFs), through community liaison officers, was regarded in communities as ‘excellent,’ transparent, structured, and fair, due to the following factors: (1) direct and honest communication between program staff and community members to emphasize mutual understanding; (2) ‘rapid start’ projects implemented to build trust and confidence; (3) community-driven approach to solving development problems to ensure empowerment and ownership; (4) a democratic step-by-step process to ensure quality, professionalism, and

community respect; (5) action planning to provide structure; (6) local employment and sub-contracting for infrastructure projects; and (7) sustainability planning.

The key to retaining members, suggested by CPF members, is to strengthen the CPFs through regular training (which they appreciated); skills to effectively connect with municipalities; enhancing their sense of worth in their communities; and remuneration for their efforts (which was not included in IPCP). Greater networking between country-wide CPFs is recommended, as well as further strengthening of CPFs to work with and inform municipalities of their priorities and projects.

CONTINUE TO STRENGTHEN KPAN AND NGOS

KPAN is not yet ready for handover of all responsibility for administration and management. However, it has the potential for continued growth, recognition, and reputation over the next three years under the follow-on program, Community Action Initiative Program (CAIP). Capacity building of civil society NGOs is critical for the network. A capacity building needs assessment and training plan is required for future planning. Youth have indicated their willingness and eagerness to participate in the network, and KPAN could capitalize and maximize their potential. To date, it has functioned with a short term strategy. A longer term strategy and a sustainability plan would provide KPAN with a clear vision by which to implement its guiding principles and activities. In addition, administrative and communication activities for the network are essential. This includes an effective web page, access to all members, and visibility. Retaining the Gracanice/Gracinica office would ensure a visible presence, a meeting place, and a training venue to enable future activities to continue to expand.

CONTINUE INTER-ETHNIC SOCIAL INTEGRATION AND THROUGH CIVIL SOCIETY GRANTS

Civil society grants that facilitate and promote unity in settings where common goals or interests are the main focus appear to be the most preferred method of social integration for youth, women, and non-majority groups. These include art camps, cultural visits, music events, dramatic performances, health counselling, discussion groups, and skill-based or interest-based training.

UP-SCALE MICRO-ENTERPRISE GRANTS

Due to the demand for support, and the high unemployment rate, the micro-enterprise grant program is a critically important component to support economic security for NMCs in Kosovo. It was highly effective due to the extensive public outreach, rigorous selection criteria, follow-up site visits before selection, ongoing communication with grantees, a supportive and mentoring approach, quality equipment procurement, diversification of grants, inclusivity of all non-majority communities, and a focus on marketing, branding, advertising, and labeling for micro-enterprises. Hence, it should be up-scaled with a continued focus on the same criteria: established businesses with the potential for growth in existing or emerging markets to provide long term, stable employment for local residents. In rural areas where NMCs have land, grants could focus on agricultural production that increases job opportunities for residents. However, most NMCs do not own land, and therefore grants that facilitate the growth of factories, and production of marketable goods and services, could be considered.

ENCOURAGE MORE YOUTH AND FEMALE REPRESENTATION

Female representation on VPFs and CPFs remained low. Young males appeared to be represented more than women, particularly in rural villages and communities furthest from municipality centers and in municipalities with high or increasing unemployment (such as Lipjan/Lipljan, Fushe Kosove/Kosovo Polje, and Vushtrri/Vucitrn in the south; Gjilan/Gnjilane in the east; and Mitrovice/North Mitrovica in

the north). More engagement by women and youth in forums should continue to be a cross-cutting focus of future community action programs.

Employment is the critical issue for youth. Pilot programs, such as a 'start-up' grants program could be considered, with follow-up support (such as business training and mentoring), and close monitoring to ensure success. The NGO IKC project, supported under the IPCP civil society grants, "Entrepreneurship training for the RAE community" is an effective model because it focused on a rigorous selection procedure, the submission of a business plan, community selection of the potential businesses to support, and individualized entrepreneurship training for each person supported (see Case Study: NGO IKC Entrepreneurship training for the RAE community). Community grants for projects such as environmental 'clean-up' campaigns that benefit people and the community could also be considered, as this was raised by forum members as a critical issue for them in terms of quality of life.

B. Other Recommendations

CONTINUE MEDIA GRANTS AND ACTIVITIES

Program beneficiaries, in all components, commented on the importance of the media at the local level: not only for gaining and sharing information, but also to connect with others. Therefore, youth valued computer/internet projects. Businesses and NGOs that developed websites, through program support, agreed that it expanded people's awareness of their products or services. However, media activities such as documentaries and television talk shows reach a wide audience, and they can be viewed repeatedly (through DVD and website streaming). These programs should be continued and distributed widely in Kosovo and globally.

RECRUIT A DEDICATED MONITORING AND EVALUATION OFFICER

For future projects, the evaluator recommends the appointment of a dedicated M&E officer for training, oversight, consolidation, and promulgation of procedures, policies, operation manuals, and results.

EMBED TECHNICAL ADVISORS IN THE MINISTRY

The intention to work at the ministry level to improve the government's grant process and procedures was an effective component of the program design, despite implementation issues and shifting donor priorities. Nevertheless, technical advisors should be embedded within the ministry for day-to-day assistance over a period of time, rather than visits or sporadic meetings. This embedded approach would enable smoother transition to changing administrative procedures, regular feedback, and more responsive procedural improvements.

PROVIDE LOCAL JOBS, LOCAL SERVICES

A major strength of the IPCP program was the use of local sub-contractors to implement key components (such as Developing Together to conduct engineering and infrastructure assessment; Link Productions to produce a series of television programs; and the Centre for Peace and Tolerance to administer KPAN), local contractors to construct community projects (community center rehabilitation or construction, the installation of play equipment, etc.), and procurement of major equipment from the region (the Balkans and Europe). In addition to providing local jobs to reduce the unemployment levels in non-majority communities, equipment sourced from the region would assist communities by reducing their maintenance costs by: (1) not going through a distributor; (2) reducing the cost of freight for spare parts; and (3) reducing the delivery time for spare parts thus reducing his production 'down time.'

However, quality should not be compromised, as it could diminish their trust and confidence in international NGOs to respectfully provide long term sustainable outcomes.

VI. ANNEXES

Annex 1: Itinerary

DATE	SITE VISITS
PRISTINA	
July 19, 2011	<ul style="list-style-type: none"> FHI 360 Office KPAN Conference
July 20, 2011	<ul style="list-style-type: none"> USAID FHI 360 Office
GRACANICE/GRACANICA	
July 20, 2011	<ul style="list-style-type: none"> NGO Geto – Mini Theater Festival for Children (Civil Society Grant) SHTERPCE/STRPCE Fratelo Trade – Cakes and Ice-Creams (Micro-Enterprise Grant) GRACINICE/GRACINICA
July 21, 2011	<ul style="list-style-type: none"> Municipality of Gracanica – Mayoral Office GRACINICE/GRACINICA Gracanica Community Progress Forum “Klub Privrednika” GRACINICE/GRACINICA Mediale Media Center (MCC) – Weekly TV Talk Show (Civil Society Grant) GRACINICE/GRACINICA Link Productions – TV Documentary Series (Micro-Enterprise Grant) GRACINICE/GRACINICA Initiative for Kosova Community (IKC) – Entrepreneurship Training (Civil Society Grant) GADIME
EAST	
July 22, 2011	<ul style="list-style-type: none"> Municipality of Novo Brdo – Mayoral Office NOVOBERDE/NOVO BRDO Novo Brdo Community Progress Forum NOVOBERDE/NOVO BRDO TV Puls – TV Station (Micro-Enterprise Grant) GJILANE/GNJILANE Aquasana – Bottled Water (Micro-Enterprise Grant) KLLOKOT/KLOKOT
NORTH	
July 25, 2011	<ul style="list-style-type: none"> Leposavic Community Progress Forum LEPOSAVIQ/LEPOSAVIC Socanica Sports Building LEPOSAVIQ/LEPOSAVIC Etno Selo – Restaurant & Hotel (Micro-Enterprise Grant) ZVECAN NGO Santa Marija – Breast Cancer Screening & Counseling (Civil Society Grant) ZVECAN
SOUTH	
July 26, 2011	<p>[Site visit to the north was re-scheduled due to protests]</p> <ul style="list-style-type: none"> Euroglass – Glazier (Micro-Enterprise Grant) PRIZREN PMSH (“For Healthy Mind”) – Inter-ethnic Understanding (Civil Society Grant) PRIZREN Radio Astra (Micro-Enterprise Grant) PRIZREN
July 27, 2011	<p>[Site visit to the north was re-scheduled due to protests]</p> <ul style="list-style-type: none"> Fushe Kosovo Polje Community Progress Forum FUSHE KOSOVE/KOSOVO POLJE Lipjan Community Progress Forum LIPJAN/LIPLJAN Vushtrri Community Progress Forum VUSHTRRI/VICITRN
SOUTH	
July 28, 2011	<ul style="list-style-type: none"> Municipality of Strpce – Mayoral Office SHTERPCE/STRPCE Strpce Community Progress Forum SHTERPCE/STRPCE NGO Equality – Journalism Training for Bosniak Women (Civil Society Grant) PRIZREN
PRISTINA	
July 28, 2011	<ul style="list-style-type: none"> FHI 360 Office debriefing
July 29, 2011	<ul style="list-style-type: none"> USAID debriefing

Annex 2: List of People Interviewed

Name	Position	Organization/Location
USG		
Ms. Lejla Kolenovic	Cognizant Technical Officer	USAID, Pristina
Mr. Urim Ahmeti	Alternate Cognizant Technical Officer	USAID, Pristina
IPCP STAFF		
Mr. Matthew Pietz	Chief of Party	FHI 360, Pristina
Mr. Andrija Mijanovic	Senior Program Manager	FHI 360, Pristina
Mr. Rade Krnjeta	Senior Grants & Finance Manager	FHI 360, Pristina
Mr. Bekim Sadiku	Procurement & Logistics Assistant	FHI 360, Pristina
Ms. Besime Vuthaj	Program Manager, Community Mobilization	FHI 360, Pristina
Ms. Merima Dubova	Finance & Grants Associate	FHI 360, Pristina
Ms. Vesna Golubovic	Economic Growth Officer	FHI 360, Pristina
Mr. Dejan Dimitrijevic	Community Liaison Officer Team Leader	FHI 360, Pristina
Ms. Sladjana Mitic	Community Liaison Officer	FHI 360, Pristina
Mr. Agim Salihu	Community Liaison Officer	FHI 360, Pristina
Mr. Arber Berisha	Civil Engineer	FHI 360, Pristina
IPCP SUB-CONTRACTORS		
Mr. Nehad Maksimovic	Executive Director CPT	Center for Peace & Tolerance
Mr. Driton Tafalleri	Director	Developing Together
Ms. Aleksandra Jovanovic	Producer	Link Productions
KOSOVO POLICY ACTION NETWORK		
Mr. Nehad Maksimovic	Acting President KPAN	Center for Peace & Tolerance
4 KPAN Members	NGO Representatives	NGO EKOSS; NGO Women's Right NDO Activ; NGO Kameni Most
COMMUNITY PROGRESS FORUMS & MUNICIPALITIES		
Mr. Igor Artonovic	Deputy Mayor	Municipality of Gracanica
5 Males, 3 Females	Village/Community/Regional Members	Gracanica CPF
Mr. Bajrush Ymeri	Mayor	Municipality of Novo Brdo
1 Male, 2 Females	Village/Community/Regional Members	Novo Brodo CPF
5 Males	Village/Community/Regional Members	Leposavic CPF
4 Males	Village/Community/Regional Members	Fushe Kosovo Polje CPF
5 Males	Village/Community/Regional Members	Lipjan CPF
5 Males	Village/Community/Regional Members	Vushtrri CPF
Mr. Dalibor Jevtic	Mayoral Advisor & Chief of Staff	Municipality of Strpce
3 Males, 3 Females	Village/Community Members	Strpce CPF
CIVIL SOCIETY GRANTS		
Mr. Zoran B. Ristic	Theater Director, Mini Theater Festival	NGO Geto, Strpce
Mr. Budimir Nivic	Director/Host TV program "Slobodno Srpski"	NGO MCC, Gracanica
Mr. Ekrem Bajrami	Executive Director	NGO IKC, Gadime
Ms. -	Manager	NGO Santa Marija, Zvecan
Mr. Afrim Meligevig	Program Manager	NGO PMSH, Prizren
Ms. Valbona Misini	Youth Officer	NGO PMSH, Prizren
Ms. Samela Lutvic	Director – Journalism Training for Women	NGO Equality, Prizren
3 Females	Participants in Journalism Training	NGO Equality, Prizren
MICRO-ENTERPRISE GRANTS		
Mr. -	Confectionery Producer	Fratelo, Gracanica
Mr. Nenad Milenkovic & Staff	Manager & Journalists/Technicians	TV Puls, Gnjilane
Mr. Strahinja Spasic & Staff	Owner & Production Line/Bottling Staff	Aquasana, Klokot
Mr. -	Restaurant & Hotel Owner	Etno Selo, Zvecan
Mr. Bozidar Projovic	Glazier	Euroglass, Prizren
Mr. Raif Ademi	Owner	Radio Astra, Prizren

Annex 3: Terms of Reference/Evaluation Plan

Background to IPCP in Kosovo

Since September 2008, Academy for Educational Development (AED) has been implementing the Initiating Positive Change Program (IPCP) in Kosovo. This is a three-year program funded by USAID for a total of \$10,000,000. The goal of the program is to build the confidence of non-majority communities and increase the role of these as active stakeholders in society. On July 1, 2011, FHI 360 acquired the programs and assets of AED and the IPCP contract was subsequently novated to FHI 360. For the sake of clarity, all program documents refer solely to FHI 360 as the implementer of IPCP.

The objectives were:

Objective 1: Develop capacity within the non-majority communities to address their needs and improve their quality of life (QL), economic security (ES), and freedom of movement (FM);

Activities: *Community Progress Forum Initiative*
Video Ombudsman Series
Civil Society Annual Program Statement
Micro-enterprise Annual Program Statement

Objective 2: Improved ability of non-majority communities to affect policies that increase their role as stakeholders in society; and

Activities: *Kosovo Policy Action Network*

Objective 3: Support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs.

The program has established community forums in non-majority communities to provide a platform for them to show leadership and engage Government of Kosovo institutions to effect change. Through participatory action planning, these forums have prioritized needs that improve non-majority quality of life, freedom of movement, and economic security. IPCP also implements a grant program with Kosovo civil society organizations that addresses quality of life and freedom of movement in Kosovo Serb areas. A second grant portfolio focuses on micro-enterprise support for businesses working or supplying non-majority communities. Finally, IPCP supports the newly formed Kosovo Policy Action Network, comprised of non-majority NGOs, to advocate for non-majority issues.

Purpose and objectives of the evaluation

The evaluation primarily aims to assess and document the impact of the IPCP in Kosovo by examining program results against their overall goal and objectives, summarizing findings, addressing lessons learned, and providing recommendations for its follow-on program and future USAID programming. The evaluation will have the following specific objectives:

- To establish an understanding of how the strategy, implementation and results of IPCP activities in Kosovo have contributed to the overall goal of the program.
- To highlight the strengths and weaknesses of different activities within IPCP in terms of their efficiency, effectiveness, relevance and sustainability.
- To identify the enabling and disabling factors that affect USAID's ability to play an effective role in initiating positive change in Kosovo.
- To identify lessons learned and provide recommendations for future continued support and to contribute to continued learning in relation to USAID programming.

Scope of the evaluation

The evaluation's focus will be on the following criteria: relevance, effectiveness, efficiency, impact, and sustainability. The criterion of impact will be considered to the degree to which it is appropriate. For the wider

impacts gained from the program’s support to the process of building confidence to materialize, a longer term analysis is required, However, short term, or immediate results (outputs and outcomes), such as the goal to increase participation, may be assessed to a greater degree. Other secondary evaluation criteria related to the support to Kosovo will include; coherence, complementarity, coverage and coordination. The evaluation criteria will be applied to all IPCP activities and management of the program over the three-year project, noting changes in strategies and implementation that has resulted in a shift or adaptation of activities as the program was implemented over time.

Approach and methodology

The evaluation will be evidence-based using a mixed methods approach, where qualitative methods (interviews and case studies) will be used to complement the quantitative IPCP data (program statistics, documents, and information). The mixed methods approach will use a variety of methodologies to include geographic, gender, and age analyses, such as the following (Table 1):

Table 1: Approach and Methodology

Tools	Specifications	Limitations
Desk & data review	Program/IPCP documents, reports, studies, surveys etc. including contractual agreement, annual work plans, M&E plan, performance monitoring statistical data; progress reports & other related documentation	
FIELDWORK		
Interviews	These will be open-ended qualitative key-informant interviews, with individuals or 2-3 people.	Scheduling/timing problems. Lack of confidence/freedom of expression may bias responses (but will inform the evaluation against program’s goal and objectives – i.e. confidence building)
Focus groups (FGs)	Focus group discussions will be used to gain information and opinions from groups of beneficiaries from similar committees, groups, organizations etc.	Quieter individuals may either feel threatened or safer in a group environment, hence group interview skills and group dynamics will be considered.
Case studies	3-5 case studies will be used to represent a sequence of events and outcome(s) as a result of the program. Suggested case studies include beneficiaries from: <ul style="list-style-type: none"> • Community Progress Forum Initiative • Civil society APS • Micro-enterprise APS • Kosovo Policy Action Network (KPAN) • Video Ombudsman Series 	Challenges of choosing appropriate examples of beneficiary support across a representative range of case studies.

Data collection protocols

The fieldwork will supplement secondary data sources with detailed information, as well as to gather information that can contribute to validation and triangulation of the analysis. It will include interviews and group discussions with direct beneficiaries, key stakeholders and informants, central and local governments, implementing actors, and other relevant organizations in the field. The itinerary will be prepared by program staff in conjunction with the evaluator.

As part of the field work a number of case studies will be undertaken, taking into account the representation of relevant major program activities. Since it is not expected to be feasible to ensure full representation of cases, the sampling criteria will ensure an appropriate coverage, as well as address the issue of the external validity of the

findings. The evaluation will explicitly consider limitations with regards to coverage of regions, activities, and beneficiaries on the basis of the field visits and case studies included in the evaluation when drawing its conclusions and recommendations.

Sampling Plan

The specific sampling strategy is provided below. It will be responsive to situations in country during the evaluation and therefore will be flexible, adjusting if necessary to itinerary changes and stakeholder availability.

Table 2: Indicative Sampling Plan

	Sampling	Methodologies
STAKEHOLDERS/IMPLEMENTERS/PARTNERS		
Government of Kosovo	1 PMOCA At least 3 Municipality Officers	Individual interviews
Embassy/USAID	USG Officers	Individual interviews (Briefing/Debriefing as appropriate)
IPCP FHI 360	5-7 Key Officers	Individual interviews Group meeting & presentations
Subcontractors	Link Production Officer representative Developing Together (DT) representative	Individual interviews
BENEFICIARIES OF ACTIVITIES/INTERVENTIONS		
Forums	About 8 Focus Groups – selection will be cross-cutting (overlap between VPF, CPF, RPF members)	FGs across a variety of capacities & activities; and a mix of forum members & beneficiaries Case study
Grant Component Civil Society Annual Program Statement (APS)	5-6 grantee organizations 5-10 beneficiaries of grants	Individual interviews FGs across a variety of capacities & activities; and a mix of organization members & beneficiaries (new employees & possibly suppliers) Case study
Grant Component Micro-Enterprise APS	6-8 grantee organizations 2-3 FGs – include end beneficiaries (newly hired)	Individual or small group interviews FGs across a variety of capacities & activities; and a mix of organization members & beneficiaries Case study
Kosovo Policy Action Network (KPAN)	KPAN representatives during KPAN Annual Conference on 19 July	FGs across a variety of capacities & activities Case study Conference Observation

The evaluation will undertake a 12-day field visit to Kosovo from July 18-29, 2011. The itinerary, prepared by IPCP officers, estimates 1 day to interview USG and IPCP officers, 1 day with subcontractors and government officials, 4 days for the forum initiatives, and 6 days with Micro-enterprise/Civil Society APS and KPAN members and beneficiaries. The itinerary will maximize opportunities and thus individual interviews will be scheduled when appropriate to ensure that group meetings remain as scheduled, where possible.

Evaluation questions and criteria

The evaluation will be guided by impact-focused questions suggested in the Scope of Work, as follows:

Goal level questions

- To what extent has the confidence of non-majority populations been built to enable them to participate as stakeholders in society?

- To what extent has the role of non-majority communities as active stakeholders in Kosovo society expanded as a result of this program?
- To what extent has stability in Kosovo increased as a result of non-majority communities becoming more active stakeholders in society?

Objective level questions

The impact of projects funded:

- To what extent have the grantees and forums funded had an impact on improving non-majority quality of life, economic security, and freedom of movement?
- To what extent has the capacity of non-majority communities to address needs and affect policies increased?
 - ❖ What IPC programmatic inputs supported this capacity?
 - ❖ What strengths and challenges exist for non-majority organizations to network effectively?

The effectiveness of mobilizing non-majority communities:

- To what extent are the grantees and forums better able to mobilize minorities as active stakeholders in society?
 - ❖ How have program participants used these mobilization skills outside of the IPCP context, if at all?

In addition, the evaluator compiled a list of questions to guide interviews and focus group discussions during fieldwork.

Evaluation Questions Guide

The questions below are a guide only, depending upon stakeholders interviewed, and grants/projects visited or forums are associated with.

GENERAL

- What does confidence building mean to you? How would you know whether it has been achieved or not, in your view? What factors do you look for when assessing the level of confidence?
- What does positive change mean to you? How is 'initiating change' approached in the IPCP context?
- What evidence do you have that supports or otherwise the outcome of the project that confidence has been built and that non-majority communities (NMC) are active participants in society – or that positive change has occurred?
 - What are the employment opportunities now among NMC?
 - What evidence is there that people can move freely throughout the county?
 - Describe the level of cultural activities and their accessibility to the public, especially NMC.
 - What does an 'improved quality of life' mean to people/you? (i.e. health & education access, freedom of movement etc.)
 - Have linkages between people & the government increased – has people's involvement in local politics increased – are more people voting, running for office, engaged in political issues etc.?
 - What about local government to national government (and vice versa) – whether and how people look to & engage with the Serbian government/Kosovo Government – before the program and now?
 - What is the situation now with illegally occupied properties? What are people's perceptions before and now of Kosovo as an independent state – do they recognize independence?
- Are NMCs becoming leaders in society now? How, in what way, under what circumstances? What makes an effective leader? What evidence do you have that NMCs have the capacity, or otherwise, to become effective leaders? Are their leadership roles sustainability – will they be able to impact lasting change? If not, why? What external factors could challenge their roles as leaders?

- Essentially, are the basic needs of citizens being met, especially for NMC: enough to ensure that they can develop lasting roots if they wish to? What would the challenge be now for them?
- Describe in your view the strengths of the IPCP? Describe in your view the challenges? Why? What elements of the IPCP would you like to take forward into the new or any future programs?
- How has the program adapted and developed during its 3 years? Were they strategic decisions or mitigating/external circumstances that led to adaptations?
- What is the grants process (for each separate grant program – Civil Society and Micro-Enterprise)? Are you satisfied with the grants process and the type of grants being awarded? What were the challenges/complaints? What determined the success of the grants? What determined the weaknesses?
- Describe the strategies for the northward expansion. Why was it important? Was timing or other factors important in the decision? Was enough done in the south? What remains to be done in the south (what are the gaps?)
- What are your (staff/USAUD) opinions about the process of the Community Progress Forums – how effective was the methodology, how effective were the trainings, etc.? What are your (staff/USAUD) opinions about the process of KPAN – what are the challenges of a NMC civil society network in Kosovo, how effective was it and what improvements can be made, or what successes have been facilitated?
- What's your view of the management of the program? How have the communications and cooperation been supported amongst stakeholders? How has management addressed problems or challenges?
- How does the general public know about the IPCP? What is their view of the program? What are the indirect benefits or concerns for them?
- What changes have you seen in your (staff & partner staff) personal and work associates over the life of the program (i.e. inter-ethnic relationships & interactions)? Observe whether the team modelled the changes being fostered as aims of the program.
- How did you work toward the goals of the program – i.e. processes? How did you build trust within communities – what was your role in the process? What strategies, approaches, tactics worked and what didn't, and why? What did you learn from the process?
- What are the program's plans for sustainability? Are they feasible and achievable – in the short term and the long term? What would you change to improve the program?

BENEFICIARIES OF ACTIVITIES/INTERVENTIONS

Government/Municipalities

- What's your involvement with IPCP? What were your original views of the nature of the program and have they changed over time? Does this type of program lead to building confidence in communities?
- What are the strengths of the program? What are the challenges for you? What support to get from the program team?
- Explain the relationships – and their changes, if any – between the municipalities and NMCs – before the program and now?
- Linkages to Community Progress Forums: Do you know what your community needs? How do you know this? What are your thoughts about what the municipality needs? How will you respond to them? What plans do you have to link CPFs to economic activities?

- What makes an effective forum? What are the strengths and weaknesses of the forums in your municipality? How do you address shortfalls in capacity – for the municipality and for the forums?
- What are the program’s plans – and the municipality’s plans – for sustainability of program processes, components, or activities – which ones will you adopt and why, or how will you modify what you have learned from the program?

Forums

Village Progress Forums (VPF) - \$1,000 / Community Progress Forums (CPF) - \$55,000 / Regional Progress Forums (RPF) - \$90,000

- Tell me about your community – the size, the nature, the strengths and challenges etc.
- (Profile) Why did you decide to participate in this forum initiative? Have you ever participated in something like this before? What were your expectations and were they met?
- What support had the IPCP provided to you? What trainings were you given and what did you learn from them? Have you used any of the skills that you learned – how did you apply the skills outside of the forum in other contexts?
- Has your CPF/forum created an action plan? What assistance did you receive to help you write it? Tell me about its development. What’s happened as a result of the action plan? What issues have occurred? What happens when issues can’t be addressed in the action plan? Tell me how you’ll maintain the plan after IPCP?
- Has your VPF/CPF/forum created a project proposal? What was it for? Who or how did you determine the need for the project? What was the outcome of the proposal? What have you learned from the process of creating project proposals?
- Tell me about the projects your forum has implemented? How did they come about? Were there any implementation challenges and if so, how did you resolve them? What were the outcomes (if completed)? How was this project received by your community and other communities? Would you consider it a success or not – explain? What have you learned from implementing the project? What would you change? How satisfied are you with this project?
- (If not a forum member): Do you know about the IPCP and the forums created by the program; what do you know; and how did you find out? Did they seek your input into the project proposal or implementation? How was the municipality involved? What is your view of their choice of project? What are the benefits for you? What are your concerns about the project? Does it reflect your priorities? How would you change things – change the project completely or change some ways of implementing it? What’s your overall level of satisfaction?
- Explain the relationships and links between the (RPFs and CPFs) CPFs and VPFs? Do you know what other CPFs/VPFs are doing? In what way are these linkages effective or ineffective?
- Do you know what the municipality is doing? How do you know this? What are your thoughts about what the municipality is doing? How do you inform your municipality of your community needs?
- Have the forums created sustainability plans? Do the sustainability plans include strategies for fund raising? Do they include strategies for maintaining community participation?

KPAN

- What’s your involvement with IPCP? What support were you given by IPCP? What trainings were you given and what did you learn from them?

- What is the goal of the Kosovo Policy Action Network? Do you have the capacity to fulfil your goals? How is membership determined? How often do you meet and what are the meeting protocols?
- Elaborate on the policy issues that guide your work? Have there been any policy actions – how many funded and how many not funded?
- Describe the activities you undertake? What topics? How are these topics determined? What has been the response from the public (NMC)?
- How do you communicate to the public about what you do or the issues you wish to raise? Has the media been responsive – i.e. are they interested in what KPAN is doing – are you getting effective coverage?
- What support do you have from the government – at national and local levels?
- Has KPAN created sustainability plans? What do the plans include and are they feasible and achievable? Do the plans include seeking funds from other donors or fundraising locally?

Civil Society APS Grants

- What's your involvement with IPCP? What support were you given by IPCP? What trainings were you given and what did you learn from them?
- What is the goal of the civil society grants? Do the goals reflect the critical needs in (1) quality of life; (2) economic security; and (3) freedom of movement? What is the process? Do you have the capacity to fulfil your goals? How many grants have been awarded? What kinds of grants have been awarded? What are the strengths of the grant process? What are the challenges to the selection of grants?
- Grant beneficiaries: What did you receive from the NGO? Was it what you expected? Were your needs met? Do you know where the NGO got its funding? Why did you think the American government wanted to fund an activity like this?
- How do you monitor the grants? How do you know whether they've been successful or not? What's your success rate in terms of numerical targets? What quality assurance process is in place? Do program staff visit and participate in grant monitoring?
- What have been the implementation strengths? What have been the implementation challenges? How do you resolve problems during the administration and implementation of grants? What have you learned from implementing the grants? What would you change?
- What have been the outcomes – the success stories/ the not-so-successful stories? What will continue into the future as a result of these grants?
- Is there a networking process in place – explain?
- Is there a sustainability plan? What does the plan include and is it feasible and achievable? Do the plans include seeking funds from other donors or fundraising locally?

Micro-Enterprise APS Grants

- What's your involvement with IPCP? What support were you given by IPCP? What trainings were you given and what did you learn from them?
- What is the goal of the micro-enterprise grants? Do the goals reflect the critical needs in (1) quality of life; (2) economic security; and (3) freedom of movement? What is the process? Do you have the capacity to fulfil your goals? How many grants have been awarded? What kinds of grants have been awarded? What are the strengths of the grant process? What are the challenges to the selection of grants?

- How do you monitor the grants? How do you know whether they've been successful or not? What's your success rate in terms of numerical targets? What quality assurance process is in place? Do program staff visit and participate in grant monitoring?
- What have been the implementation strengths? What have been the implementation challenges? How do you resolve problems during the administration and implementation of grants? What have you learned from implementing the grants? What would you change?
- What have been the outcomes – the success stories/ the not-so-successful stories? How many small businesses are in place and what is their capacity to continue? What is the extent to which jobs have been created? How have individual families benefited?
- Micro-Enterprise grant beneficiaries (people who have new jobs): Were you employed before this job? How did you find out about it? What training have you received? How do you feel about your working conditions? Do you know where this new equipment came from? Why do you think the American government wants to support minority businesses? Do you feel this is an effective way to improve people's quality of life?
- How many grantees have not been successful in meeting the minimum criteria? What happens in these cases?
- Is there a sustainability plan? What does the plan include and is it feasible and achievable? Do the plans include seeking funds from other donors or fundraising locally?

Video Ombudsman Series

- Link: What was the process for selecting the video topics? How did you feel about the topics personally? What was FHI 360's involvement and support? What did you expect from people watching the videos?
- How did you know about the screening of the documentaries? How many have you seen? How many people attend the screenings? Who attends?
- What are the screenings about? What messages are there in the documentaries? What do you think about these messages? Do these messages concern you and your family or community – are the issues current and relevant for you? Describe 3 things that you've learned from the screening?
- What is the level of employment here? Are there basic services close to you that you can access – education and health for example? Do you feel that your community is included in the country's strategies to serve the nation? Do you feel safe in your village/community?
- What evidence is there that people can move freely throughout the county? Do you travel outside your village/community? Where do you go and why do you go? Is traveling easy – are there adequate transport services? Do you feel traveling?
- What cultural activities are there for you to do? How often do you visit cultural places and attend cultural activities?
- What do you think about the idea of sports bringing communities together?
- What does confidence mean to you? What does it mean for your children? How will you know whether you or your children have confidence? (Confidence to be what/to do what/to say what/confidence in the government/in yourself?)
- Has life changed for you over the past 3 years? How, in what way – positive or negative? Do you intend to stay here or move on – under what circumstances, when?

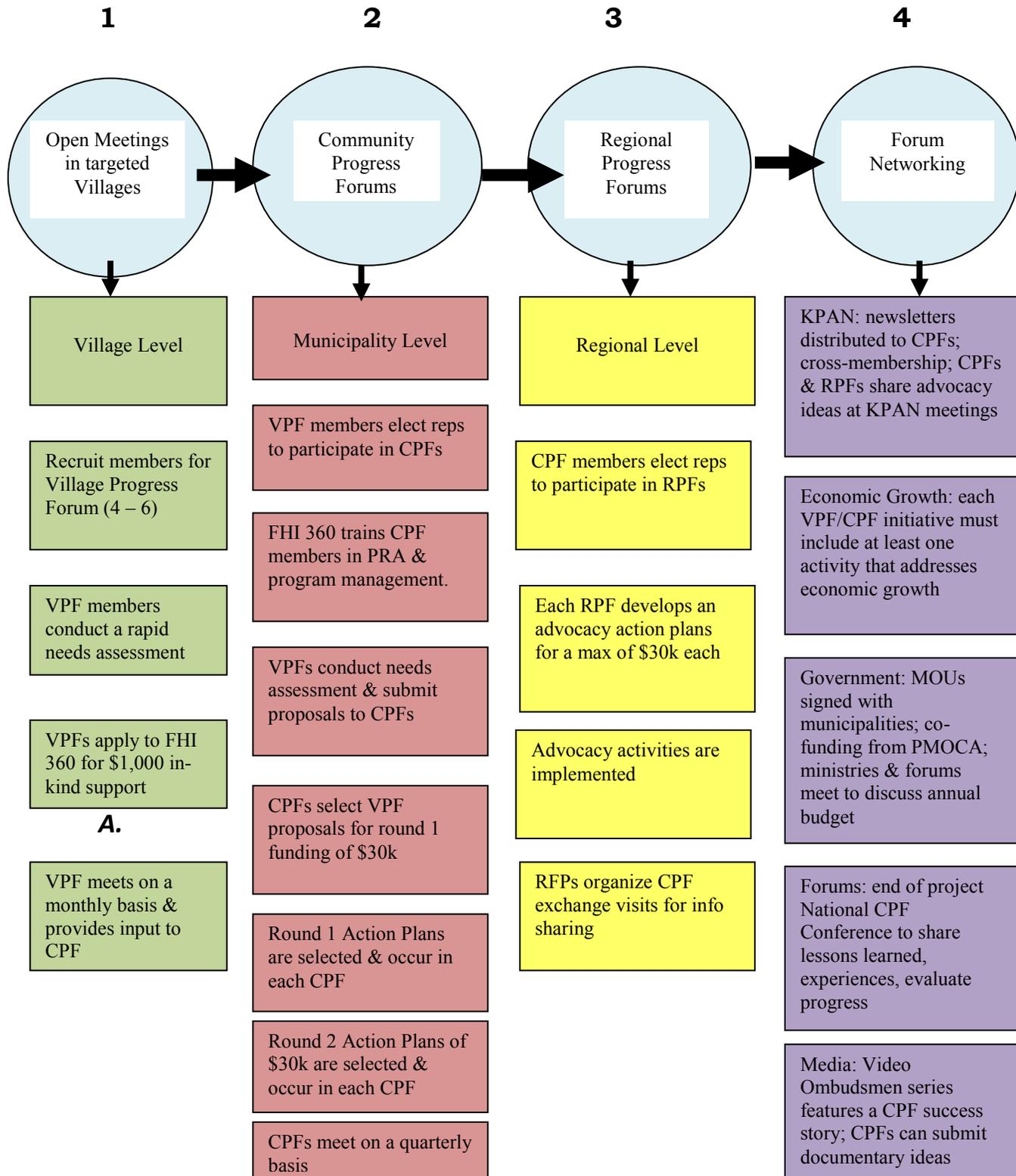
Annex 4: Geographical Coverage

TABLE A: Geographical Coverage

DECENTRALIZED MUNICIPALITIES		EXISTING KOSOVO SERB-MAJORITY MUNICIPALITIES		SERB ENCLAVES IN KOSOVO-ALBANIAN MUNICIPALITIES	
USAID PROPOSED	IPCP	USAID PROPOSED	IPCP	USAID PROPOSED	IPCP
Gracanice/Gracanica Mitrovice/North Mitrovica Novoberde/Novo Brdo Ranillug/Ranilug Partes/Partesh Klokot-Verboc/Klokot-Vrbovac	All	Leposaviq/Leposavic Shterpce/Strpce Zubin Potak Zvecan	All	Decan/Decani Fushe Kosove/Kosovo Polje Gjilan/Gnjilane Gjakove/Djakovica Istog/Istok Kamenice/Kamenica Kline/Klina Lipjan/Lipljan Peje/Pec Prishtine/Prishtina Rahovec/Orahovac Vushtrri/Vucitrn	Excluded: Decan/Decani Istog/Istok

Annex 5: IPCP Life Cycle – Progress Forums

Source: FHI 360, Kosovo, July 20, 2011



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ANNEX 2

PROJECT TIMELINE

IPCP Project Timeline

2008	September	<ul style="list-style-type: none"> • IPCP Contract signed
	October	<ul style="list-style-type: none"> • Offices in Pristina and Gracanica established
	December	<ul style="list-style-type: none"> • Baseline survey carried out by Media Praxis
2009	January	<ul style="list-style-type: none"> • CCSD engaged to provide support for KPAN
	February	<ul style="list-style-type: none"> • CPFs established in 13 locations in 11 municipalities
	March	<ul style="list-style-type: none"> • Link Productions engaged to produce Video Ombudsman series
	April	<ul style="list-style-type: none"> • Subcontractors DT and CDF engaged to facilitate construction • Action Planning process begun with CPFs
	May	<ul style="list-style-type: none"> • Rapid Start Grants implemented for CPFs
	June	<ul style="list-style-type: none"> • Civil Society APS released • KPAN Inaugural Conference held
	July	<ul style="list-style-type: none"> • Minority Issues Matter media workshop held in Skopje
	August	<ul style="list-style-type: none"> • CPFs select top priorities for Round One action plans • First Link Documentary, “Serbian Documents, Valid or Not?”
	September	<ul style="list-style-type: none"> • New COP assumes position • USAID and IPCP revise program goals to focus more on grassroots community mobilization • Celebration of 10 years of USAID work in Kosovo held at Gracanica Cultural Center • IPCP signs MOU for cooperation with PMOCA
	October	<ul style="list-style-type: none"> • Second Link Documentary, “Waiting for the Spring”, aired • Civil Society APS re-launched, with new deadline • CPF infrastructure projects launched
	November	<ul style="list-style-type: none"> • Kosovo local government elections • Third Link Documentary, ““Budite Svoji Na Svome”, aired
	December	<ul style="list-style-type: none"> • 54 proposals received for Civil Society APS
2010	January	<ul style="list-style-type: none"> • Village Progress Forums established • Eight civil Society APS grants selected, several launched • Fourth Link Documentary, “In the Neighborhood Without an Escort” aired • KPAN meets to plan Advocacy Actions and submits to IPCP
	February	<ul style="list-style-type: none"> • Community Needs Assessment carried out by UBO Consulting • IPCP signs KPAN Advocacy Action on use of languages by Government of Kosovo
	March	<ul style="list-style-type: none"> • Contract with CCSD canceled; CPT contracted to manage KPAN
	April	<ul style="list-style-type: none"> • Second call for civil society proposals is closed, with 9 grants chosen out of 116 applications • Revised M&E plan for IPCP approved by USAID • Northern Kosovo Opinion Survey carried out by UBO Consulting • Economic Growth Market Research carried out by MD

		Consulting and UBO Consulting
	May	<ul style="list-style-type: none"> • IPCP signs KPAN Advocacy Action on protection of Samodreza Church • VPFs rank and select top project priorities for Round Two Action Plans
	June	<ul style="list-style-type: none"> • IPCP signs KPAN Advocacy Action on resolving illegal occupation of properties through the courts • First training for CPF members, in Community Mobilization
	July	<ul style="list-style-type: none"> • KPAN second annual conference; Sasa Ilic elected President • First Microenterprise APS deadline results in 40 applications and 8 awards • Fifth Link Documentary, “Whose Property?” aired
	August	<ul style="list-style-type: none"> • Quick impact projects for VPFs carried out
	September	<ul style="list-style-type: none"> • Second Microenterprise APS deadline results in 169 applications and 16 awards • Second training for CPF members, in Monitoring & Evaluation
	October	<ul style="list-style-type: none"> • Two new CPFs established in North Kosovo • Beginning of deliveries of in-kind awards for Microenterprise APS • Business Registration Assessment carried out by USAID implementers
	November	<ul style="list-style-type: none"> • IPCP signs KPAN Advocacy Action on road and town signs in Kosovo
	December	<ul style="list-style-type: none"> • Worldwide suspension of AED from receiving US Government funds • Sixth Link Documentary, “Challenges of Decentralization” aired
2011	January	<ul style="list-style-type: none"> • KPAN training in communication skills in Ohrid
	February	<ul style="list-style-type: none"> • Third training for CPF members, in Advocacy • USAID sports day held in Srbovac, Zvecan/Zveqan municipality in North Kosovo
	March	<ul style="list-style-type: none"> • Seventh Link Documentary, “Step by Step Progress” aired
	April	<ul style="list-style-type: none"> • IPCP signs KPAN Advocacy Action for anti-domestic violence campaign in North Kosovo
	May	<ul style="list-style-type: none"> • Fourth training for CPF members, in Fundraising
	June	<ul style="list-style-type: none"> • KPAN third annual conference • Connection meetings between CFPs and Government of Kosovo • Eighth Link Documentary, “This Also is Pristina,” aired
	July	<ul style="list-style-type: none"> • FHI acquires the assets and programs of AED • Border incidents in North Mitrovica • Ninth Link Documentary, “Earning Through Work”, aired
	August	<ul style="list-style-type: none"> • Fifth training for CPF members, in Association Management • Tenth Link Documentary, on CPF activities in Kosovo, aired
	September	<ul style="list-style-type: none"> • Final Event and program close-out

ANNEX 3

PERFORMANCE MONITORING PLAN

IPCP Performance Monitoring Plan Summary Indicator Table

Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection	Data Collection Method & Implementation Partner	Baseline Year/ Month	Baseline Value	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual	Year 3 Target	Year 3 Actual	EOP Target	EOP Actual	Assumptions
<i>Goal: To increase the ability in Kosovo through a process of building confidence of minorities and increasing the role of these minorities as active stakeholders in society.</i>															
1	# of people from 'at-risk' groups reached through USG conflict mitigation activities	#	Female; Male Disaggregated by ethnic group and age for CPF/RPF/VPF activities Quarterly	Count of program beneficiaries collected through grantee reports and FHI 360 tracking FHI 360/IPCP Partners: CPFs, CPT, Link Productions, HLC, Helsinki Committee	2008	0	7,000	5,181	16,389 (plus 179,000 viewers of TV series)	14,957 (plus 251,555 viewers of TV series)	6,180 (plus 60,000 viewers of TV series)	47,502 (plus 490,000 viewers of TV series)	29,569 (plus 239,000 viewers of TV series)	67,640 (plus 741,555 viewers of TV series)	Total program beneficiaries (CPF 7000 Y1, 9130 Y2, 4550 Y3; Civil Society 61,614 Y2 [includes television viewing audience]; Economic Growth APS 3000 Y2, 1000 Y3; KPAN 200 Y2, 160 Y3; Community screenings 245 Y2, 70 Y3; Viewers of Link documentaries, 120,000 Y2, 60,000 Y3; PMOCA 1200 Y2; 400 Y3. NB: Counts instances of program benefit; possibility of same individual benefiting from more than one activity is not accounted for.
2	# of non-governmental constituencies built or strengthened	#	Categorized by type of constituency Quarterly	Count of CPFs, VPFs, RPFs, and KPAN established FHI 360/IPCP	2008	0	14	13 CPFs 4 KPAN	49	68	15 VPFs, 3 CPFs	281	81	366	CPF 13 Y1, RPF 3 Y2, KPAN 1 Y1, VPF 45 Y2

3	# of facilitated events geared toward strengthening understanding and mitigating conflict between groups	#	Categorized by type of event Quarterly	Simple count of events FHI 360/IPCP Partners: CPT, Link Productions, HLC, Helsinki Committee	2008	0	934	101	376	211	201	257	1511	569	CPF 39 Y2, 39 Y3; RPF 9 events; VPF 270 Y2, 150 Y3 events; KPAN 1 Y1, 15 Y2, 10 Y3 events; community screenings 1 Y1, 7 Y2, 2 Y3; Helsinki 8 Y2; HLC 10 Y2; APS 10 Y2
Project Component	Performance Indicators	Unit of Measure	Disaggregated by:: Schedule for Collection	Data Collection Method & Implementation Partner	Baseline Year/ Month	Baseline Value	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual	Year 3 Target	Year 3 Actual	EOP Target	EOP Actual	Assumptions
4	# of people attending from facilitated events geared toward strengthening understanding and mitigating conflict between groups	#	Female; Male Quarterly	Simple count of participants FHI 360/IPCP Partners: CPFs, CPT, Link Productions, HLC, Helsinki Committee	2008	0	2000	1050	4900	3469	1898	4223	8798	8742	CPF 585 Y2, 585 Y3; RPF 72 Y3; VPF 1080 Y2, 600 Y3; KPAN 150 Y2, 100 Y3; Community screenings 245 Y2, 70 Y3; Civil Society APS 200 Y2; Helsinki 230 Y2; HLC 2500 Y2
5	# of activities that demonstrate the positive impact of the peace process through the demonstration of tangible,	#	Categorized by type of activity Annually	Simple count of initiatives funded FHI 360/IPCP Partners:	2008	0	35	33	114	108	46	118	195	259	RSGAFs 35 Y1; Civil Society APS 18 Y2; Economic Strengthening APS 10 Y2; KPAN 2 Y2; Link documentaries 2 Y2, 1 Y3; Action Plans 37 Y2; VPF Voluntary Activities

	practical benefits			CPFs, CPT											45 Y2, 45 Y3
<i>Objective 1: Develop capacity within the non-majority communities to address their needs and improve their quality of life, economic security, and freedom of movement.</i>															
Objective Indicator	# of initiatives that use community mobilization and joint problem solving to improve quality of life, economic security, and freedom of movement	#	Type of initiative: quality of life, economic security, or freedom of movement Quarterly	Count of initiatives completed by CPFs, VPFs, RPFs, and KPAN FHI 360/IPCP	2008	0	14	13	49	109	0	209	63	331	CPF 13 Y1, VPF 45 Y2, RPF 4 Y2; KPAN 1 Y1
Result 1.1: Improved engagement between different sets of actors	# of forums and exchanges that stimulate improved cooperation between community members	#	Categorized by type of forum or exchange Quarterly	Count of forums and events FHI 360/IPCP	2008	0	28	13	63	148	3	243	94	404	CPF 13 Y1, VPF 45 Y2, RPF 4 Y2, 3 Y3; Helsinki 4 Y2; Civil Society APS 9 Y2 KPAN 1 Y2 exchanges
Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection	Data Collection Method & Implementation Partner	Baseline Year/ Month	Baseline Value	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual	Year 3 Target	Year 3 Actual	EOP Target	EOP Actual	Assumptions
Result 1.2: Improved freedom of movement, economic security and quality of life	# of community and regional initiatives completed that address impediments to multi-ethnic	#	Categorized by community and regional level Quarterly	Count of community and regional initiatives completed FHI 360/IPCP	2008	0	35	33	100	72	46	77	181	182	RSGAFs 35 Y1; Civil Society APS 18 Y2; Economic Strengthening APS 10 Y2; KPAN 2 Y2; Link documentaries 2 Y2, 1 Y3; Action Plans 37 Y2; VPF Voluntary Activities

	integration			Partners: CPFs											45 Y2, 45 Y3
Result 1.3: Increased perceptions of capacity to improve freedom of movement, economic security, and quality of life	% of IPCP beneficiaries reporting an increased capacity to identify needs and engage in joint problem solving	%	Female; Male Annually	Pre- and post surveys with targeted CPFs FHI 360/IPCP	2008	0	0	NA	40%	46%	50%	90%	45%	68%	60% Y2, CPF training results; 50% Y3 CPF report for final program evaluation
<i>Objective 2: Improved ability of non-majority communities to affect policies that increase their role as stakeholders in society</i>															
Objective Indicator	# of activities, campaigns, and events implemented by non-majority stakeholders to reform key policies	#	Type of activities, campaigns, and events Quarterly	Count of activities, campaigns, and events FHI 360/IPCP	2008	0	0	0	10	22	8	73	18	95	KPAN, Civil Society Grantees
Result 2.1: Increased ability to identify key policy issues for non-majority communities	# of key policy issues identified by KPAN that address non-majority priorities	#	Type of policy issue Annually	Simple count of policy issues identified FHI 360/IPCP	2008	0	0	0	5	8	3	1	8	9	KPAN
Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection	Data Collection Method & Implementation Partner	Baseline Year/ Month	Baseline Value	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual	Year 3 Target	Year 3 Actual	EOP Target	EOP Actual	Assumptions

Result 2.2: Increased ability to advocate for identified policies that address non-majority issues	# of meetings with key stakeholders that address non-majority issues	#	Categorized by key stakeholder Quarterly	Count of meetings held FHI 360/IPCP Partner: CPT	2008	0	0	0	15	35	12	45	27	80	KPAN
Result 2.3: Improved capacity to network key stakeholders together in joint action on policy issues	% of activities completed by VPFs, CPFs, or RPFs that involve cooperation with one or more key stakeholders	%	Type of activity Quarterly	% of action plan projects completed by VPFs, CPFs, and RPFs that involve cooperation FHI 360/IPCP Partner: CPFs, VPFs, RPFs	2008	0	75%	NA	75%	31%	75%	93%	75%	62%	Refers to CPF, VPF and RPF action plans
<i>Objective 3: Support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs.</i>															
Objective Indicator	# of initiatives co-implemented by FHI 360 and PMOCA that address non-majority community needs	#	Categorized by non-majority community need Annually	Count of initiatives completed FHI 360/IPCP	2008	0	0	0	4	4	0	0	4	4 ¹	FHI 360 & PMOCA

¹ The end of project total is 4 initiatives. A reporting error was discovered when finalizing the end of project PMP numbers so please note that this number was revised from the total number of 7 submitted previously via Quarterly Progress Report #10.

Result 3.1: Increased capacity of PMOCA to co-implement projects that address non-majority issues	# of people in the non-majority community impacted by projects co-implemented by FHI 360 and PMOCA	#	Female / Male Quarterly	Simple count of program beneficiaries collected through grantee reports and FHI 360 tracking FHI 360/IPCP Partner: CPF, VPF, RPFs	2008	0	0	0	1200	1220	0	0	1200	1220	FHI 360 & PMOCA
Project Component	Performance Indicators	Unit of Measure	Disaggregated by: Schedule for Collection	Data Collection Method & Implementation Partner	Baseline Year/ Month	Baseline Value	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual	Year 3 Target	Year 3 Actual	EOP Target	EOP Actual	Assumptions
Result 3.2: Increased capacity of PMOCA to develop communication strategies and grant mechanisms	# of technical assistance visits to PMOCA to increase its capacity for communication and granting	#	Type of technical assistance provided Quarterly	Count of Technical Assistance visits FHI 360/IPCP	2008	0	0	0	10	11	0	0	10	11	FHI 360 & PMOCA
<i>Performance Indicators Introduced in October 2010</i>															
Intermediate Result IR 4: Increased Integration and	# of joint projects between the community and municipalities in	#	Municipality Quarterly	Count of Joint Projects FHI 360/IPCP	2010/ October	0	N/A	N/A	N/A	N/A	10	18	10	18	Joint projects are projects where CPFs engage municipalities as a partner to either co-fund activities, provide technical

Participation of Minorities	minority areas that are supported or assisted by USAID.														assistance, or be consulted as a key stakeholder.
	Percentage of minority respondents in participating forums who report being able to effectively approach municipal institutions	%	Municipality Semi-annual	Surveys of community members FHI 360/IPCP	2010/ October	0	N/A	N/A	N/A	N/A	25%	83%	25%	83%	The first time the survey is conducted will establish the baseline. Questionnaire should examine interaction retroactively for comparative purposes. Targets will be established based on the comparative change in perception.
Sub-Intermediate Result IR 4.1: Increased Livelihoods of Minorities	Number of full-time and full time equivalent (FTE) jobs created as a result of USAID assistance in targeted sectors.	#	Gender/ minority Quarterly	Visits to award recipients, checking tax documentation FHI 360/IPCP	2010/ October	0	N/A	N/A	N/A	N/A	100	152	100	152	Micro-Enterprise Grantees

ANNEX 4

**LIST OF MICROENTERPRISE,
CIVIL SOCIETY AND CPF PROJECTS**

MICROENTERPRISE

Company	Locations	Jobs created	Cost of Equipment in USD	Type of Equipment	Type of Business
Aqua breza	Strpce	3	\$42,000.00	Water bottling equipment	Water bottling
Aquasana	Klokot	8	\$113,610.00	Water bottling equipment	Water bottling
Backo Trade	Zubin Potok	6	\$98,700.00	Moulder and milling machines	Construction
Barac Komerc	Leposavic	6	\$82,124.00	Self-propelled concrete machine; Moulds	Construction
Brest	Zvecan	8	\$69,790.00	Rotational Oven, biscuit machine, mixer	Bakery
Breza	Leposavic	4	\$41,020.00	Equipment for PVC doors and windows	Door manufacturer
Celiku	Gjakova	2	\$14,388.86	Dough Laminator Flamic	Bakery
Dren	Leposavic	11	\$97,785.24	Auto repair equipment	Auto service
Etno Selo	Zvecan	5	\$70,560.00	Accommodation Facility	Restaurant/Hotel
Euroglass	Prizren	4	\$42,700.00	Professional table for cutting glass	Glass processor
Europa	Leposavic	16	\$111,972.00	Wood Pellet machine	Wood products
Fratelo	Gracanica	3	\$28,574.00	Oven with gas 10 pans; Dough Laminator Flamic	Bakery
GRM Impex	Leposavic	4	\$60,214.00	Cooling chamber for fruits and vegetables	Fruit and Vegetable distributor
Lesak Kom	Leposavic	11	\$112,000.00	Meat processing equipment	Butcher
Link Productions	Gracanica	6	\$73,738.00	Internet and cable transmission equipment	IT service provider
M&M	Mitrovica North	5	\$74,201.40	Ice cream equipment	Ice cream shop
Markoni	Zvecan	8	\$77,189.00	Spa Center, Fitness equipment	Fitness center
Pionir	Dragas	2	\$16,548.00	Machine for scalding pork; Filler for sausage	Butcher
Radio Astra	Prizren	1	\$6,457.36	Radio transmission equipment	Radio station
Sarski Roj	Strpce	12	\$20,689.20	Honey extraction and storage equipment	Beekeepers Association
Sigel	Mitrovica North	6	\$40,865.05	Machines for tailoring and sewing	Textiles
Sveti Toma	Leposavic	5	\$26,864.60	Bakery equipment	Bakery
TV Puls	Gnjilane	10	\$109,564.00	Television equipment	TV Station
Zemanica	Leposavic	6	\$77,000.00	Gravel maker	Construction materials

CIVIL SOCIETY

Organization	Project	Beneficiaries	Location	Amount in USD
NGO Center for Peace and Tolerance – CPT	Week of Culture 2009	200	Gracanica	\$28,820.00
NGO Community Building Mitrovica –CBM	Mitrovica Rock School	100	Mitrovica	\$30,000.00
NGO Sakuntala	Translation of the book “My name is red” into Roma language	500	Nationwide	\$4,440.00

NGO Geto	Mini Theatre Festival for Children	1220	Strpce	\$22,476.00
NGO Organization for Disabled People – ODP	Education Center for Disabled People	60	Gracanica	\$16,240.00
PMSH	Creation of 5 youth groups from 5 areas to do advocacy and interethnic understanding	140	Prizren region	\$17,119.00
Initiative for Kosova Community	Entrepreneurship training for RAE community in the village of Gadime	15	Gadime	\$23,878.00
NGO Futura plus	Connecting the minority communities to Kosovo institutions	265	Strpce	\$13,960.00
EKOSS	Composting organic waste in Households	120	Mitrovica	\$16,820.00
ORP ZORA	Initiating sports activities in the region of Gnjilane	1000	Gjilane	\$14,140.00
Kosovar Center for Self Help-KCSH	Providing beekeeping training and equipment to women in Peja	22	Peja	\$29,025.92
NGO Lady	Training women entrepreneurs in Dragas	20	Dragas	\$25,074.60
Media Center	Weekly new television talk show “Slobodno Srpski”	80,000 viewers	Nationwide	\$21,450.00
Advocacy Training and Resource Center (ATRC)	Training new municipalities in law-making	140	Ranilug, Klokot, Gracancia	\$27,274.93
Youth Initiative for Human Rights – YIHR	Visiting Program within Kosovo	230	Nationwide	\$27,862.00
Future without Fear	Creation of new Economic Strategies for Strpce	30	Strpce	\$12,497.00
Santa Marija	Screening & Counseling for women suffering from breast cancer	350	Zvecan	\$36,990.00
Social Housing and Property Rights in Kosova	Protection of the property rights for destroyed houses and legal aid	1200	Nationwide	\$31,152.00
NGO Equality	Training in journalism and broadcasting for Bosniak women	25	Prizren	\$21,693.50
Art plus; New moment	Interethnic youth art camp	30	Prizren	\$32,965.00
Helsinki Committee (USAID-directed)	Visits from enclaves to multiethnic areas	433	Nationwide	\$29,990.00
Humanitarian Law Center (USAID-directed)	Researching victims of war and sharing information	2715	Nationwide	\$70,946.00
KPAN				
Avenija	Property rights	12	Gracanica	\$ 10,027.00
CDKD	Language on signs		Kamenica	\$ 8,617.50
Kameni Most	Samodreza church protection		Mitrovica	\$ 5,800.00
Aktiv	Municipal Language use		Mitrovica	
Zensko Pravo	Anti-domestic violence		Mitrovica	\$ 7,009.00

Community Forum Projects

Municipality/CPF	Location/VPF	Project	Award amount	Project Type
Graqanica	Graqanica	Construction of Administrative Building	\$97,379.00	CPF with PMOCA
	Graqanica	Laundry machine	\$932.00	Rapid Start
	Graqanica	Internet center	\$4,139.00	Rapid Start
	Sushice	Internet center with multimedial library	\$4,527.00	Rapid Start
	Caglavica	Sports equipment (football)	\$3,036.00	Rapid Start
	Badovc	Sports equipment	\$1,000.00	VPF
	Ugljare	Sports uniforms	\$1,000.00	VPF
	Livadje	Computer equipment	\$1,000.00	VPF
	Caglavice	Park for children	\$4,199.00	Rapid Start
	Preoce	Construction of the Community center	\$111,615.00	CPF with PMOCA
	Sushice	Construction of the Sport Field	\$38,926.00	CPF
	Novi Badovac	Construction of cultural center	\$28,600.00	CPF
	Livadje	Construction of cultural center	\$28,600.00	CPF
Gjilan/Gnjilane	Partesh	Slide for playground	\$1,000.00	VPF
	Budriga	EKG machine with 3 channels	\$1,000.00	VPF
	Gornje Kusce	Computer literacy	\$3,234.00	Rapid Start
	Straza	Youth sport center	\$3,047.00	Rapid Start
	Silovo	Regional youth office	\$3,620.00	Rapid Start
	Shillove	Construction of the School Annex	\$105,935.00	CPF with PMOCA
	Partesh	Construction of the Health Clinic Annex	\$28,600.00	CPF
	Budriga	Cultural center renovation	\$28,600.00	CPF
	Stanisor	Music equipment	\$28,600.00	CPF
	Bosce	Slide for playground	\$1,000.00	VPF
	Sterovce	Computer equipment	\$1,000.00	VPF
	Recane	Playground equipment	\$1,000.00	VPF
	Kamenice	Bosce	Sport field reconstruction	\$5,171.00
Kamenica		Dental equipment	\$4,576.00	Rapid Start
Domorovce		Road Construction	\$31,200.00	CPF
Ajnovce		Sport field construction	\$36,862.00	CPF
Bosce		Road construction	\$28,600.00	CPF
Strezovce		Multipurpose building	\$28,600.00	CPF
Novobërdë/Novo Brdo	Bostane	Road Construction	\$24,128.00	CPF
	Bostane	Sport field in the school	\$2,358.00	Rapid Start
	Prekovce	Equipment for gynecological clinic	\$4,420.00	Rapid Start
	Jasenovik	Equipment for kindergarten	\$3,862.00	Rapid Start
	Kusce	Camera and sports equipment	\$1,000.00	VPF
	Prekovce	Slide for playground	\$1,000.00	VPF
	Jasenovik	EKG machine with three channels	\$1,000.00	VPF
	Zebince	Cultural Center construction	\$115,478.00	CPF with PMOCA
	Prekovce	Construction of the Health Clinic Annex	\$21,217.00	CPF
	Izvor	Playground construction	\$28,600.00	CPF
Klllokot	Klllokot	School Fence and playground	\$20,017.00	CPF

	Mogille	School Sport Field construction	\$32,275.00	CPF
	Mogille 2	Playground construction	\$7,244.00	Rapid Start
	Vrbovac	Playground construction	\$7,866.00	Rapid Start
Lipjan	Staro Gracko	Sports Equipment	\$1,000.00	VPF
	Rabovce	Computer equipment	\$1,000.00	VPF
	Janjevo	Projector and screen	\$1,000.00	VPF
	Donja Gusterica	Fencing the kindergarten	\$5,037.00	Rapid Start
	Livadje	Replacement of windows and doors in primary school	\$4,121.00	Rapid Start
	Staro Gradsko	Lighting the sport and cultural center	\$3,918.00	Rapid Start
	Janjevo	Road construction	\$28,600.00	CPF
	Staro Gracko	Sport field rehabilitation	\$24,717.00	CPF
Rahovec/Orahovac	Orahovac	Projector and screen	\$1,000.00	VPF
	Velika Hoca	Curtain for stage	\$1,000.00	VPF
	Velika Hoca	Equipment - musical instruments	\$2,472.00	Rapid Start
	Velika Hoca	Equipment for Football team	\$3,575.00	Rapid Start
	Hoqe e Madhe/Velika Hoca	Road Construction	\$28,063.00	CPF
	Orahovac	Cultural center renovation	\$28,600.00	CPF
Shterpcë/Strpce	Brezovica	Park for children	\$3,692.00	Rapid Start
	Brezovica	Slide for playground	\$1,000.00	VPF
	Berevce	Sports Equipment	\$1,000.00	VPF
	G. Bitinjë	Slide for playground	\$1,000.00	VPF
	Strpce	Park for children	\$4,798.00	Rapid Start
	Sevce	Road Construction	\$39,094.00	CPF
	Berevce	Playground construction	\$28,600.00	CPF
	G.Bitinjë	Playground construction	\$28,600.00	CPF
Ranillug	D. Korminjane	Playground	\$4,160.00	Rapid Start
	D. Korminjane	Computer equipment	\$1,000.00	VPF
	G. Korminjane	Computer equipment	\$1,000.00	VPF
	Glogovce	Playground equipment	\$1,000.00	VPF
	Ranilug	Slide for playground	\$1,000.00	VPF
	Rapotovo	EKG machine with 3 channels	\$1,000.00	VPF
	Ranilug	Development of computer center in school	\$4,139.00	Rapid Start
	Odevce	Fencing the church yard	\$4,177.00	Rapid Start
	D.Korminjane	Road construction	\$24,513.00	CPF
	Ropotove	Changing rooms for football club	\$31,667.00	CPF
Dragash	Vraniste	Computers for school	\$4,038.00	Rapid Start
	Kukuljane	Computer equipment	\$1,000.00	VPF
	G.Rapca	Playground	\$1,000.00	VPF
	D. Rapca	Sports Equipment	\$1,000.00	VPF
	Krusevo	Computers for school	\$4,345.00	Rapid Start
	Brod	Mower, cultivator and snow cleaner	\$4,134.00	Rapid Start
	Restelica	Equipment for milk collection	\$4,420.00	Rapid Start
	G.Rapca	Water reservoir	\$28,600.00	CPF
	Kukuljane	Water network rehabilitation	\$28,600.00	CPF
Vushtrri	Grace	Sports Equipment	\$1,000.00	VPF

	Grace	Computer cabinet in school	\$3,613.00	Rapid Start
	Priluzje	Computer equipment	\$1,000.00	VPF
	Priluzje	Music instruments	\$2,710.00	Rapid Start
	Priluzje	Fencing the school yard	\$5,136.00	Rapid Start
	Grace	School central heating	\$31,034.00	CPF
	Priluzje	Road construction	\$28,600.00	CPF
Fushe Kosove/Kosovo Polje	Kuzmin	Road construction	\$22,480.00	CPF
	Kuzmin	Sports Equipment	\$1,000.00	VPF
	Fushe Kosovo	Environmental cleaning equipment	\$1,000.00	VPF
	Ugljare	Computer center for youth	\$3,640.00	Rapid Start
	Ugljare	Equipment for kindergarten	\$2,562.00	Rapid Start
	Batuse	Fitness center	\$4,537.00	Rapid Start
	RAE	Cleaning environment	\$28,600.00	CPF
Klina	Klina	Agriculture Machinery	\$1,000.00	VPF
	Drnsnik	Agriculture Machinery	\$1,000.00	VPF
	Berkovo	Agriculture Machinery	\$1,000.00	VPF
	Vidanje	Agriculture Machinery	\$1,000.00	VPF
	Klina Mahala	Agriculture Machinery	\$1,000.00	VPF
	Videnje	Providing agricultural equipment	\$24,011.00	CPF
	Vidanje	Motocultivator	\$4,550.00	Rapid Start
	Drnsnik	Motocultivator	\$4,069.00	Rapid Start
	Drnsnik	Providing agricultural equipment	\$26,494.00	CPF
	Berkovo	Providing agricultural equipment	\$15,730.00	CPF
	Klina	Providing agricultural equipment	\$15,509.00	CPF
	Mahalla e Klines	Providing agricultural equipment	\$20,475.00	CPF

RPF projects

	Municipality	Type of project	Cost in USD	Project Type
RPF I	Gracanica/Graqanica, Fushe Kosove/Kosovo Polje, Lipjan/Ljipljan, Vushtrri/Vucitrn	Providing mini buses for public transport	\$90,000.00	RPF
RPF II	Kamenice/Kamenica, Ranilug/Raniluk, Partes/Partesh, Novo Brdo/Novoberde, Strpce/Shtpce	Purchasing equipment for health house laboratory	\$90,000.00	RPF
RPF III	Klina/Kline, Dragash/Dragas, Orahovac/Rahovec	Providing agricultural equipment & Providing machines for plastic bottles production	\$90,000.00	RPF

ANNEX 5

SUCCESS STORIES



Success Story

Windows and Doors for the School in Livadje

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



Knez Lazar Primary School in Livadje

USAID's Initiating Positive Change Program objectives are:

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To support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs.

Livadje, Kosovo

Knez Lazar Primary School is located in Livadje and serves 60 Serbian pupils. The conditions in the school were very poor, including dilapidated windows and doors. Students faced a constant risk that windows might fall and injure them. During the winter, the cold weather permeated the building.

To address the issue, Knez Lazar teachers from Livadje involved with the Community Progress Forum (CPF) in Lipjan/Lipljan prepared and submitted an application to the Initiating Positive Change Program (IPCP) requesting replacement of old windows and doors for the school. Their application was selected by the steering committee for IPCP funding and the building was renovated with safer, functioning windows and doors.

Sixty Serbian pupils now benefit from this project, in addition to school staff and teachers. The community was excited about the project and many volunteers contributed labor to help complete the renovation.

The students at Knez Lazar are now excited to begin the new school year. The principal of the school is extremely thankful for the support of IPCP and USAID in solving the biggest problem that the school faced. His next project will be to secure funds to repaint the school. He hopes the school's new look will encourage villagers to stop and admire the building when they pass by.



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KOSOVO

Success Story

Playground Equipment for an Elementary School in Korminjane

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



Korminjane kids playing on the playground built with IPCP support

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Korminjane, Kosovo

The village of Korminajne in Kamenica Municipality includes about 350 Serbian families, with about 80 children in pre-school or elementary school. Before IPCP, villagers faced the problem of not having adequate and safe playground space for their kids.

To address the issue, the Village Council of Korminjane, together with the Community Progress Forum (CPF) in Kamenica, prepared and submitted an application to the Initiating Positive Change Program (IPCP) requesting playground equipment and park benches for the elementary school. Their application was selected by the CPF steering committee for funding through IPCP.

As part of their commitment to the project, enthusiastic community members volunteered the required labor, cleaning the playground, removing an old and unused kiosk, and installing the playground equipment. The children in the village have greatly enjoyed the benefits from the project...they could hardly wait to start playing once the playground equipment was delivered.

When one of IPCP's Community Liaison Officers asked a community member what he thought about this project, he answered: "Do you need any comments from me? Just look at the children's faces and you will have the best answer possible. Thank you IPCP and USAID." Now, children have a fun and safe playground environment to enjoy, off the streets. Parents and grandparents can also come and relax while watching their children play thanks to the park benches provided and installed around the playground.



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KOSOVO

Success Story

Milking Equipment for Restelica Farmers

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



Dragash/Dragas farmers receive equipment donations from IPCP

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Restelica, Kosovo

Members of the Lepota Sare Farmers Association (FA) from Restelica did not have milking equipment for their cows, and faced quantity, quality, and hygiene problems in milk collection and processing. Together with Community Progress Forum (CPF) members from the municipality of Dragash/Dragas, the Association applied to the Initiating Positive Change Program (IPCP) for a grant to provide milking equipment to their farms. The project was one of four selected and prioritized for funding by the CPF steering committee.

As a result of IPCP's support, ten shipments of milking equipment were delivered to Gorani cow farmers from Restelica, Zli Potok, and Krusevo. The milking equipment enabled the farmers to replace manual work with machines, allowing them to complete milking faster. This helped the farmers achieve higher quality and volume of milk production, in turn improving their livelihoods. As a result of these improvements, the FA will soon renew a contract with dairy company ABI from Prizren, resulting in increased business efficiency and better earnings for the farmers.

During the delivery of the milking equipment, a representative of FA said "This is the first investment for our association and Restelica in general. With this project we will have better quality of milk and milk production, especially well known cheese from Sara Mountain (Sarski sir)."



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KOSOVO

Success Story

In the Neighborhood without an Escort

USAID's Initiating Positive Change Program (IPCP) is improving freedom of movement for non-majority communities.



Serbs who rarely or never leave their enclaves enter Decani Monastery for a taste of history and culture

USAID's Initiating Positive Change Program objectives are:

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Kosovo

Many Serbs in Kosovo believe it is unsafe to travel to areas where Serbs are not the majority. As part of its work to improve freedom of movement for non-majority communities, the Initiating Positive Change Program (IPCP) is tackling this perception head-on through an activity that brings Serbs out of the enclaves and gives them the chance to visit other parts of the country, many for the first time in their lives.

Implemented by IPCP partner Helsinki Committee for Human Rights, the project has brought almost 450 Serbs from enclaves across the country out of their comfort zone and into areas with ethnically diverse populations, including Pristina, Peja, and Prizren. Heavily recruiting women and youth, the project encourages participants to roam freely and engage in tourism, shopping, and simple conversation with locals.

Participants have had overwhelmingly positive experiences. A high school student from Kamenica said "This is a great experience for all of us. There are many of us in my municipality, especially young people, who have been living almost completely isolated from other parts of Kosovo for several years." A youth from the village of Prekovac was also enthusiastic. "I was not scared at all, I didn't even think about that. The relations between Serbs and Albanians are still not as they should be, some Serbs are still afraid, but I think that this will disappear, that things are improving. Albanians and Serbs should talk and spend more time together—the more the better."

Though the activity will eventually reach every enclave in the country, its impact is not limited to participants. IPCP partner Link Productions filmed a documentary about the activity called "In the Neighborhood without an Escort." It aired on Albanian and minority television stations, reaching more than 45,000 viewers. At a public screening, 86% of Serbian viewers stated that after watching they had a more optimistic attitude about the future of the Serbian community in Kosovo.

One busload at a time, IPCP and Helsinki Committee are influencing a new generation of youth and helping them break free of outdated misperceptions.



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Success Story

New Road Offers “Hope That Things Will Get Better”

USAID’s Initiating Positive Change Program (IPCP) is helping children of minority communities reach school easier.



The mayor of Ranilug and a CPF representative open the new road to the school in Domorovce

USAID’s Initiating Positive Change Program objectives are:

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Ranilug, Kosovo

The Initiating Positive Change Program (IPCP) is working to empower the non-majority population to improve their communities in a democratic and participatory way.

In the municipality of Kamenica, a group of citizen leaders formed a Community Progress Forum (CPF) in the late spring of 2009. An open meeting was held to establish the forum and members of the CPF were elected to represent the community. From that point on, the CPF members met quarterly to discuss community needs and the best way to meet them.

In July, each member of the Kamenica CPF went back to his or her community and undertook a needs assessment. Needs of each village were written up as an action plan, and then submitted to the CPF for review. The CPF steering committee, which contained a representative from each village, selected and prioritized the action plans.

The CPF decided the most worthy project was the construction of a road in the Serb-majority community village of Domorovce. The poor road conditions not only impaired economic activity, but also hampered access to the only route to the local school.

After the road was repaired by IPCP with community input and ownership, members of the village expressed a high degree of satisfaction with the project. One member of the community (who was not personally involved in the CPF) reported that projects like the new road are good for the community not only because they improve the quality of life, “but also they give people hope that things will get better, so they stay in the community” rather than joining the large number of Serbs who have left Kosovo. This project has an estimated 600 beneficiaries.



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KOSOVO

Success Story

Computers and Equipment for the Sveti Sava Elementary School

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



Students using new computers in their school

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Grace, Kosovo

Teachers at the Sveti Sava Elementary School in Grace applied to the Initiating Positive Change Program (IPCP) for a grant to provide additional computers and other equipment for the school's computer center. The school did not have enough computers for its students, preventing many in the community from achieving computer literacy. The additional computers provided to the school by IPCP will provide students with greater access to information technology, allowing them to complete proper computer courses and providing them with the basic tools needed to interact successfully with a modern and quickly changing world.

The idea for this project was developed by the teachers from the community together with Community Progress Forum (CPF) members from the municipality of Vucitrn/Vushtrri. The project proposal was presented to the CPF steering committee, and was among three selected for funding.

As a result of IPCP's support, 160 students from the Serbian and Roma communities in Grace benefit from the equipment provided, as well as the 40 teachers working at the school. The school uses the equipment to deliver computer courses to the students at different skill levels. Since receiving the computers, the computer center has become one of the most popular rooms at the school. Many students have signed up for classes to learn about the internet and are communicating with computers for the very first time, giving them a new perspective on the world they live in.

During the opening ceremony, the school's principal had this to say about the IPCP program: "This is the first and the only project where somebody has invested in our school. This is such an excellent project for the education of the current and future generations who will study in this school."



Success Story

For Women of Dragash, Tradition and Business are a Winning Combination

USAID's Initiating Positive Change Program (IPCP) is helping to launch women's small businesses in non-majority communities of Kosovo.



A miniature loom hand made with traditional tools

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Dragash, Kosovo

The southernmost city in Kosovo, Dragash is perched in the mountains bordering Albania and Macedonia. Facing harsh winters, the women of Dragash live in an isolated and traditional society. They rarely visit women in neighboring villages, and after finishing primary school, young girls are expected to focus only on domestic work, while men and young boys continue their studies or find work abroad.

Some women, however, have other ideas. Local organization NGO Lady identified ethnically Gorani women in Dragash who had already started a small business or had dreams of launching new ventures. NGO Lady received a grant from USAID's Initiating Positive Change Program (IPCP) to help the women of Dragash realize their dreams of entrepreneurship. Twenty-two women were chosen to receive classes in marketing, product development, and business accounting. Women with the top seven business plans received small grants of material or equipment to help launch their dreams.

When first invited to participate, many women were hesitant. In several cases their husbands or other male relatives discouraged their participation or even tried to physically restrain them. But as NGO Lady's director Sanija Murati attests, in the end all 22 successful applicants did attend, and not one missed a class. It was the first time most of the women had left their villages to come to Dragash, only a few kilometers away from their homes.

The winning business plans spanned modern and traditional business sectors. One pair of young women received computers for an internet and media center that helps connect families with their relatives who are migrant workers in other countries. Another recipient makes traditional outfits for celebrations, and she will be very busy during the summer as workers come home for a myriad of weddings and other celebrations. Beekeeper Vasmija Kamberi was excited to use her grant to purchase honey extraction equipment.

The women of Dragash may live in a remote area of Kosovo, but with USAID's help, they are increasingly integrated into the economy and are becoming more self sufficient and independent.



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Success Story

Opportunity Knocks for RAE Community

USAID's Initiating Positive Change Program (IPCP) supports local NGOs to help non-majority communities in Kosovo improve their economic security.



Mr. Ragip Berisha, has been making metal doors and windows for all of the ethnic communities in Fushe Kosovo/Kosovo Polje.

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May 2011 – Fushe Kosovo/Kosovo Polje

USAID's Initiating Positive Change Program (IPCP) is investing in the Roma, Ashkali, and Egyptian (RAE) communities through its Community Progress Forums (CPF). In a democratic and participatory process, the CPF in Fushe Kosovo/Kosovo Polje decided to grant the RAE community \$16,000 worth of equipment, which will enable residents to increase their business productivity and improve their economic security.

Eleven community members received business equipment related to tailoring, hairdressing, construction, mechanical repair, and metal work. With the new equipment, the beneficiaries expect to more than double their monthly income.

Burim Ademi, a craftsman in his mid-20s, supports his four-member family with contracting work around the capital city of Pristina. He started work five years ago in construction and metal repair, earning about \$300 a month, because he rented his equipment. "Thanks to this new equipment," Burim says, "I hope I can now earn up to \$900 per month, and I won't have to rent the equipment any longer." After news spread that Burim had his own construction equipment, he was immediately able to find work with four new clients.

Ragip Berisha has worked for 40 years in Fushe Kosovo/Kosovo Polje as a window and door installer. He is working with clients from all ethnic groups, and he says that he maintained nearly all of the metal doors and windows in his community. "Many come to my shop and ask for services, but before I got this equipment, I wasn't able to do all the work requested by clients, as working with metal doors and windows is a hard work, and I am getting older."

His 22-year-old daughter Selvete helps Ragip in the shop and says they were happy to receive this new equipment. They hope that they can double their income, which was \$400 per month to support the seven members of their family.



SUCCESS STORY

School of Rock students jam for peace

USAID's Initiating Positive Change Program (IPCP) works to increase stability in Kosovo through a process of building confidence of minorities and increasing the role of these minorities as active stakeholders in society.



Ethnic Serbians and Albanians students at the School of Rock performing together.

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August 2010 – Mitrovica/Kosovo.

War and ethnic conflict have left a rigid division between ethnic Serbs and Albanians in the northern Kosovo city of Mitrovica. Serbs generally live on one side of the Ibar River which separates the city and Albanians live on the opposite side. In spite of the physical and ethnic division, thirty-four young musicians of Serbian and Albanian descent are learning to come together through their love of rock music.

As students of Mitrovica's School of Rock, the youth perfect their musical technique and prepare to play together in multiethnic groups. The students rehearse apart from their group but look forward with enthusiasm to a joint concert to be held in Skopje, Macedonia.

The USAID-funded project connects young musicians of different ethnicity in a school seeking to realize a dream where youth from Serbian and Albanian communities will be able to play together in unity on concert stages in Kosovo and abroad.

When the students prepare for their joint event in Macedonia, they see no differences between students with a different ethnicity, and they do not think about which side of the Ibar River a student comes from. "We're there to play together, and that is the most important thing," says one Serbian girl participating in the concert.

In addition to helping students change their perceptions towards one another, it has also brought their parents together after a decade of living divided in Mitrovica. Parents of both Albanians and Serbs travel with the students to every concert watching and supporting their children.

The students' goal is to tour across Kosovo showing other youth that common bonds promote unity. The students play with exuberance when they make music and hope that one day they can play in multiethnic bands like in the ones that the School of Rock has supported.



SUCCESS STORY

Serbs of Klina hope for change and a better future in Kosovo

USAID's Initiating Positive Change Program (IPCP) works to increase stability in Kosovo through a process of building confidence of minorities and increasing the role of these minorities as active stakeholders in society.



Motocultivator and tractor donated to Village Vidanje

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June 2010 - Vidanje

Vidanje is an ethnically mixed village in the municipality of Klina in south-west Kosovo. Fifty-five families live in the village, some of them Serb returnees whose houses were rebuilt in 2005, others Albanians who get along well with their Serb neighbors.

In the 11 years since conflict ended, many international NGOs have supported this community with projects and grants; but according to Vidanje Community Representatives Sladjan Mikic and Milan Jovic, none of them asked the community what they themselves wanted, until the USAID-funded Initiating Positive Change Program (IPCP) started the Community Progress Forums.

Now the 36-member farmer's association shares the tractor and multicultivator that were donated to them by IPCP. This farm equipment was chosen by the community, through a participatory process, as their most pressing need.

Mr. Mikic praised IPCP's work and expressed thanks that for the first time in more than a decade, someone has asked villagers what they need in order to live a better life and have a brighter future in Kosovo. Mr. Mikic said that IPCP is the only organization that created a community forum that decides what projects are most important for residents. The forum involves all the villagers in the decision making process, where they suggest and write project proposals that are voted on by the group. Previously, NGOs used to fund projects in a way that "over 90% of the projects ended in the hands of five families in the village," said Mr. Mikic.

"Some Serbs live in a limbo," added Mr. Mikic. "Those who stay here can hope for better days to come for their community." IPCP is working to empower Serbs and all non-majority community members to make that hope a reality.



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Success Story

Early Detection is the Best Medicine

USAID's Initiating Positive Change Program (IPCP) is helping NGOs raise awareness in minority communities in Kosovo.



Dr. Slavisa Stanisic and Mr. Alfred Boll, U.S. Embassy Pristina representative during a visit to NGO Santa Marija.

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February 2011, North Mitrovica / Kosovo

Just two months after an ultrasound machine was donated to 'Santa Marija,' an NGO in Mitrovica North, more than 152 women have been examined for breast and abdominal cancer. This is a perfect example of the importance of improving cancer diagnosis and treatment services, and how valuable the work of community-based NGOs is to the community.

Blagica Radovanovic, the director of NGO Santa Marija is a cancer survivor herself. She had to undergo surgery twice in order to remove the cancer from her body. Ms. Radovanovic thanked USAID for understanding the need for this equipment, saying, "Today, I feel just as happy as when my cancer was cured. Before, the closest place women could get this type of examination was Novi Pazar or Belgrade. Now we have the equipment and doctors who can operate so we don't have to go to Belgrade or elsewhere to get proper treatment."

Dr. Slavisa Stanisic is one of the doctors who is trained to use the equipment and has offered his services for free in order to promote a healthier community. Dr. Stanisic recalls how he use to treat patients from all communities in Kosovo before the conflict, and wants to continue to treat patients regardless of their ethnic background.

Dr. Slavisa Stanisic said, "It was my dream to give something back to the community. Getting this equipment is almost unbelievable; it is like winning the lottery, like winning a brand new Mercedes. Women of all communities are already reaching us...Before the recent awareness campaign we had just two visitors per month -- and now look at what we have already accomplished."

The importance of early detection and accurate diagnosis cannot be overstated as it significantly improves the patient's chances of receiving successful treatment. Each year in northern Kosovo approximately 135 women are diagnosed with breast cancer. It is estimated that between 2006 and 2009 more than 200 of the 500 breast cancer cases in the north were treated in hospitals in Novi Pazar and Belgrade.



Success Story

Honey from Brezovica mountains buzzing toward all markets of Kosovo

USAID's Initiating Positive Change Program (IPCP) is helping to create jobs and raise incomes in minority communities in Kosovo.



Delivery of equipment to SarskiRoj beekeepers association in Strpce.

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December 2010, Strpce/Kosovo

A group of Serbian beekeepers in Strpce is receiving help from USAID to defy the status quo that that producers in Kosovo don't form effective coalitions to maximize their sales.

SarskiRoj, whose name means "bee swarm from the Sar [Mountains]" is an association that gathers 35 of the best beekeepers from the mountains surrounding Brezovica. Although it only has been operational for one year, the group has already set up common labels that are used on all honey produced by the group, registered a brand name with an official trademark, set quality standards to which members must adhere, and offered trainings for its members.

Now USAID has awarded SarskiRoj \$20,000 in equipment—extraction machinery and storage cans—to raise their standards and to help them reach markets across Kosovo. Members who produce large amounts of honey got electric extraction machinery and storage cans, and the lower level producers received manual extraction machinery and storage cans.

The association produces up to 4.5 tons of honey per year, but SarskiRoj manager Miljan Krstic say that previously they did not have the means to collect and store it. "We had to give most of it to friends or family so it wouldn't be wasted." With the new equipment, he says, "we can increase our production and sell it properly."

Association member Ivanka Samardzic says, "I am happy that after today, I can collect and store honey in a proper manner and sell it to the customers." And the product is more than just sweet. Another beneficiary, well-known pediatrician Dr. Vlastimir Stojcetovic, has often prescribed it to his patients. "In many cases I recommend to parents that they use honey dissolved in water and give it to their children, along with other medicine." He says that in many cases, children using honey get better faster than those without it.

With many uses and a nation of customers, the honey from SarskiRoj will be reaching new markets with help from USAID.



Success Story

USAID bringing non-majority communities in closer touch with Kosovo government

USAID's Initiating Positive Change Program (IPCP) is helping to create better relations between non-majority communities and Kosovo government.



Members of CPF meeting with Mayor of Kamenica, Shaip Surdulli.

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Kamenica, February 2011

As the non-majority residents of Kosovo participate in local elections and run for local office in ever greater numbers, USAID's Initiating Positive Change Program (IPCP) is helping ordinary citizens engage local government in another critical way: presenting community needs to leaders and giving grassroots input into plans for community development.

IPCP has brought local citizen leaders to meet the mayors and municipal officials of 12 municipalities with large non-majority populations. In the meetings, the citizen leaders formally present their priorities for community improvement projects like roads, street lights, sewage systems, and sports facilities. These priorities have been chosen through extensive, democratic and inclusive decision-making processes at the village level that get a broad slice of the community involved, something which municipalities may not have the time or resources to do.

In many cases community representatives were meeting their mayor for the first time. In Kamenica, Mayor Shaip Surdulli listened carefully to the requests of the four non-majority community leaders who visited and promised that some of the most pressing projects would be included in this year's capital investment plan. He also said his office will apply for funding from central government ministries to construct a 6km road through Mocare, a Serb village whose representative was in the meeting.

After the meeting Mayor Surdulli said, "My door is always open to them. I am happy that with the help of USAID we are meeting for the first time." Jasmina Nisic, a representative from the village of Bosce, returned the sentiment. "I am happy I had the chance to meet the mayor as a representative of my village, and present the projects we would like to see implemented as soon as possible".

Through IPCP new bonds are being formed between the government and non-majority communities which can serve as the foundation for future successful partnerships.



Success Story

Smoothing the Decentralization Process

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



Participants in IPCP workshops.

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Gracanica, Klokot, and Ranilug , Kosovo

USAID's Initiating Positive Change Program (IPCP) is helping the decentralization process in Kosovo by supporting local organization ATRC to build the capacities of municipal assembly members in Gracanica, Klokot, and Ranilug. IPCP is supporting workshops on how to draft and approve laws, trainings in administration of the municipal assembly, and informational exchanges between the "parent" municipalities and the new municipalities.

The project is also bringing government and the NGO sector closer together by training them jointly on civil society's legal rights to participate in decision making at the municipal and central level.

Bojana Stamenkovic, from civil society organization CSD, says it was very helpful to learn about how NGOs can contribute to lawmaking. She adds, "More people should participate in these kinds of trainings, which can help them get engaged in future decision making."

Milan Milovanovic, member of the assembly in Gracanica municipality, is another participant in the trainings. He says, "I especially liked the part of the training where we talked about the rights of citizens in participating in decision making. I try to go to all trainings, as this is my first mandate as a citizen representative at the local level and I have to be up-to-date with the way things are done."



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KOSOVO

Success Story

Encouraging Entrepreneurship among Ashkali Youth

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



A beneficiary of IPCP support and training

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To support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs.

Gadime, Kosovo

USAID's Initiating Positive Change Program (IPCP) is fueling the engine of entrepreneurship in Ashkali communities of Kosovo.

Apart from a stone quarry and a marble cave, the village of Gadime has very few opportunities for jobs. Employment among the Ashkali community is very low, with a lucky few working as laborers or engaging in subsistence farming.

An IPCP grant to local organization IKC helped provide training to 15 Ashkali youth in Gadime on how to start and manage a small business. Topics included registration, book-keeping, and the development of a business plan. The 15 graduates then applied for small grants of equipment to start their business, and the best eight business plans won IPCP micro-awards worth 1,000 euros each.

Murat Dibrani received construction equipment, including a concrete mixer, wheelbarrows, and a number of other tools. He said, "I am happy that now I can start my own business and continue to work in construction. I used to work with my father, but after he passed away it was hard for me to continue alone. Now with all the new tools, I can even employ someone to work with me."

Aferdita Komorani also wrote a winning business plan. She says, "I always dreamed of having my own sewing machine and starting my own business, and this is happening thanks to USAID. I am going to first work from home and will try to raise enough money to rent a place where more customers can come to buy clothes that I am going to design."

Entrepreneurship will be the engine that drives the economic growth of Kosovo, and youth will be in the driver's seat. This small assistance from USAID will help the Ashkali of Gadime get off to a strong start.



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KOSOVO

Success Story

Uniting Interethnic Youth for Action

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



Participants in the Youth Integration Bridges project

USAID's Initiating Positive Change Program objectives are:

To develop capacity and provide tools for the non-majority communities to address their needs and improve their quality of life, economic security, and freedom of movement.

To improve the capacity of non-majority communities to effect policies that increase their role as stakeholders in society.

To support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs.

Prizren, Kosovo

Local organization PMSH, a grantee of USAID's Initiating Positive Change Program (IPCP), held its final conference for the Youth Integration Bridges project on November 26, 2010. The eight-month project brought together more than 140 youth from Serbian, Albanian, Turkish, Roma, and Bosniak communities from Strpce, Zupa, Mamusha, and Prizren municipalities for interethnic cooperation and civic action.

The project used a variety of strategies to strengthen ties between youth of different ethnicities and teach them how to engage their communities. Ethnically mixed groups visited monuments and historical sites across Kosovo and engaged in intensive public and private debates about the needs of youth and the issues that divide ethnic groups in the country. They also gained practical experience in youth empowerment and citizen participation in decision making, deciding their most pressing concerns and bringing them to the Youth Directorate in the Municipality of Prizren to request action. Berlind Muji, one of the participants, said, "This was one of the rare chances we get in Kosovo to talk to friends from different ethnicities." He says he learned about the customs, traditions, and day-to-day lives of youth who live in places where Albanians rarely visit.

Participant Nikola Stanojevic became so interested in community action through the program that he wants to continue the work on his own. He said, "I want to use this opportunity to form a multi-ethnic NGO where we could work together on different projects" to continue the work that PMSH started.



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KOSOVO

Success Story

USAID Creates Jobs and Helps Small Business in the North

USAID's Initiating Positive Change Program (IPCP) is improving quality of life for non-majority communities.



The Sveti Toma bakery in Leposavic, a beneficiary of IPCP grant support

USAID's Initiating Positive Change Program objectives are:

To develop capacity and provide tools for the non-majority communities to address their needs and improve their quality of life, economic security, and freedom of movement.

To improve the capacity of non-majority communities to effect policies that increase their role as stakeholders in society.

To support the Prime Minister's Office of Community Affairs (PMOCA) in addressing identified non-majority community needs.

Leposavic, Kosovo

USAID's Initiating Positive Change Program (IPCP) is helping to create jobs and raise incomes in minority communities in Kosovo. On November 25, 2010, IPCP awarded a package of equipment to bakery Sveti Toma in Leposavic. The small business received a stove, dough mixer, industrial freezers and refrigerators, display cases, and many other items. This is only the first grant out of 24 that IPCP will award as part of its \$1.5 million microenterprise support initiative.

Aleksandar Bojovic founded Sveti Toma bakery with his brother Sladjan in 2003, and had fierce competition for this award; IPCP received 220 applications. "I am happy I can now employ more people and expand my business next year," says Aleksandar, who will create five new jobs with the award.

The Bojovic brothers also plan to build a new facility where they will bake bread, pizza, and pastries, and with their increased output, expand their distribution to the south of Kosovo. Currently, as Aleksandar points out, 10,000 loaves of bread are imported to Kosovo from Serbia. The new equipment from USAID will help Sveti Toma replace those imports with locally-baked bread and keep jobs in Kosovo.

ANNEX 6

REPORTS AND RESEARCH CONDUCTED BY IPCP

Reports and Research Conducted by the Initiating Positive Change Program

1. Baseline Study, completed by Media Praxis in December 2008
2. Community Needs Assessment, completed by UBO Consulting in February 2010
3. Northern Kosovo Opinion survey, completed by UBO Consulting in May 2010
4. Economic Growth Market Research carried out by MD Consulting and UBO Consulting in April 2010
5. Business Registration Assessment carried out by USAID implementers in October 2010
6. CPF Longitudinal Study carried out by IPCP staff April 2010-July 2011