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I. Executive Summary

In May 2005, IREX received funding from the United States Agency for International Development (USAID) in the amount of \$3,899,971 for a civil society strengthening program in Kosovo with the following objectives: 1) Strengthen Kosovo's civil society infrastructure and financial sustainability by increasing the organizational capacities of an NGO resource center and a grant-making organization to better serve the needs of the NGO community; 2) Improve the capacities of a core group of civil society organizations to more effectively and sustainably advocate for the issues of the constituencies they represent; and 3) Improve the public image of the NGO sector by increasing NGO public relations skills, credibility, and legitimacy.

At the time when IREX received funding to administer the Kosovo Civil Society Program (KCSP), Kosovo was still being administered by the United Nations Mission in Kosovo (UNMIK), and its status was still being negotiated. Civil society in Kosovo was a locally-grounded tradition, having flourished in the 1990s under the oppressive Milosevic regime by creating parallel, quasi-governmental structures and providing a wide range of services to a majority of Kosovo's citizens – albeit primarily ethnic Albanians. However, the infusion of heavy international assistance after 1999 created strong imbalances that offered challenges to forming true advocacy efforts, especially at the national level. Many international organizations, including UNMIK, took a very top-down approach to assistance, fostering resentment and distrust of international aid and support. At the same time, international assistance was the lifeblood of local NGOs, and competition for funding often hampered sustained cooperation.

Over the past three years, IREX worked closely with the Kosovo NGO sector to help it address four distinct challenges: a lack of legitimacy in the eyes of the public and a weak capacity to engage constituents; an inability to reach across ethnic, gender, and generational gaps to advocate for issues affecting Kosovo's diverse citizenry; a lack of local resource mobilization; and constant need for staff capacity development due to the problems of "brain drain" and the lack of institutions offering standardized professional development training and resources.

Despite the initial challenge presented by the Foundation for Democratic Initiatives (FDI), whose partnership with IREX was terminated in July 2006 (as explained in more detail in Section III), IREX succeeded in developing local grant-making capacity through transferring responsibility for implementation of the KCSP grants program to the Advocacy Training and Resource Center (ATRC). The KCSP grants program distributed 46 Partnership and Networking grants and 20 Grassroots Advocacy grants, as well as 18 grants for non-partisan election-related activities. ATRC not only expanded its portfolio to include grants management but also strengthened its reputation as an NGO training and resource center during KCSP, developing 21 training modules and delivering 585 hours of consulting and 104 trainings. ATRC also developed a database of 248 registered NGOs. Over the course of KCSP, IREX organized six press club events and one study tour (Public Funding Strategies for NGOs) in Budapest, Hungary.

IREX/KCSP supported local NGOs in establishing a number of coalitions to advocate for more favorable NGO Law and VAT provisions for organizations with Public Benefit status. In addition, the IREX/KCSP team successfully managed to reach across ethnic and gender lines through reaching out to and developing relationships with NGOs serving minorities and women. As a result, the KCSP grantees pool consisted of a wide range of NGOs reflecting the diversity of Kosovo society, including NGOs serving women, Serbs, Roma, pensioners, and youth. IREX is proud of the role KCSP played in fostering NGO involvement during a critical time in Kosovo's

history, including organizing forums on Kosovo's final status and debates on the draft Kosovo Constitution.

Kosovo today is a very different place from when KCSP began three years ago. On February 17, 2008, Kosovo declared its independence from Serbia. However, the jubilation that marked Kosovo's declaration of independence in February have already begun to recede, replaced by an awareness of the daunting responsibilities and efforts involved in establishing a functioning democratic government and the transfer of competencies from UNMIK. KCSP made a significant contribution to helping Kosovo NGOs meet these challenges through strengthening their understanding of the policy making process, improving their ability to understand and represent citizens' interests, and learning to successfully advocate for issues of public concern.

II. KCSP Overview and IREX Approach

To achieve the objectives of KCSP, IREX drew on its successful experience in strengthening civil society environments and the capacities of advocacy-oriented NGOs in a number of post-socialist and post-conflict countries. Incorporating the lessons learned from these experiences, IREX developed a holistic approach to implementing KCSP that was grounded in building partnerships, fostering sustainability, enshrining ethical standards, integrating conflict mitigation in all aspects of the program.

IREX's approach to working with Kosovar NGOs was partnership-based, with a focus on facilitating and mentoring, rather than directing, their development. IREX was sensitive to the fact that many Kosovar NGOs and their constituents are weary of the international community's top-down approach. As a result, one of the challenges to strengthening Kosovar civil society was gaining the trust of local NGOs and empowering them to determine their own needs and solutions. IREX's commitment to working collaboratively with local civil society organizations led to KCSP's success in identifying and responding to local needs.

IREX believes building a sustainable civil society is a multi-dimensional challenge, requiring not just sufficient financial resources, but a range of organizational and environmental factors such as mission-driven NGOs, organizational effectiveness and accountability, a supportive public, and conducive regulatory and tax laws, among other things. IREX's approach to enhancing the sustainability of Kosovo's NGO sector recognized this need and integrated organizational capacity building, development of local resources and services (fees-for-services, service-provision contracts, etc.), and diversification of funding.

For Kosovo's NGO community to be credible, it must be grounded on principles of fairness, democratic practices, and inclusiveness. IREX's approach to implementing KCSP emphasized the importance of adopting and internalizing high ethical standards that incorporate these principles. Grant procedures under KCSP were transparent and merit-based, ensuring that NGOs were selected for assistance and support on the basis of their achievements and ideas, not nepotism. This not only increased the legitimacy of the NGO sector, but also raised the level of effectiveness and professionalism of civil society. IREX's merit-based approach helped civil society become more inclusive, extending support to NGOs beyond the usual cliques of favored organizations.

IREX worked to build civil society's capacity to mitigate conflict and build bridges between ethnic groups in Kosovo through implementing and supporting activities to achieve this objective

across the main program components. Discussions on the complex issue of conflict prevention held with respected groups on the ground, such as the Kosovo Women's Network (KWN) and the Council for the Defense of Human Rights and Freedoms (CDHRF), as well as IREX's own experience in Kosovo, have made clear that interethnic dialogue and partnering is most effective when it focuses on practical issues of common concern which transcend ethnic divisions. Therefore IREX's approach to conflict mitigation was largely implicit and practically-based, with an emphasis on providing support for organizations and projects that bring together diverse groups, not for the explicit purpose of resolving ethnic tensions, but for the mutual goal of improving lives of all groups in a community or throughout Kosovo.

USAID requested that IREX work with the Foundation for Democratic Initiatives (FDI) and the Advocacy Training and Resource Center (ATRC) to implement KCSP. IREX's original plan for working with these two organizations was to build FDI's sustainability through providing grants, cultivating indigenous giving, increasing access to new external funding sources, and strengthening financial management skills, while enhancing the capacity of ATRC to provide trainings and serve as a resource to Kosovo NGOs. ATRC intended to focus on increasing the organizational effectiveness of local NGOs through improving their use of funds and instilling confidence in potential new founders. However, after about one year of partnership and many attempts to have an open and collaborative relationship with FDI, with support from USAID, IREX decided to terminate its relationship with FDI, (Detailed explanation provided under Section III). After assessing ATRC's capacity and obtaining USAID support, IREX selected ATRC to administer the KCSP grants program in addition to providing training and mentoring to local NGOs. With support from IREX, ATRC is now seen as a viable resource and training center in Kosovo with grants management capacity.

IREX worked with ATRC to develop training modules that can help NGOs and community activists overcome the challenges of working across ethnic lines. ATRC brought groups together for special training sessions focused on sharing lessons learned and best practices in their field as a way to keep their models up to date and reflecting the ever-changing realities on the ground. While building ATRC's grants administration capacity, IREX encouraged organizations across ethnic lines to attend sessions describing the application process; if necessary, to request follow-on discussion and revision of their application; and to re-apply in the next round.

IREX's institutional capacity in the areas of third sector development; NGO advocacy, coalition building, and network development; promotion of the image of NGOs; emphasizing sustainability; working with underserved populations and diverse communities; and grants management experience, together with the experience and dedication of the IREX/KCSP team (in the field and in Washington, DC), helped to ensure successful implementation of the program and laid the ground for Kosovo civil society to take its next steps. Bellow is the description and analysis of KCSP's activities by objective.

III. Strengthening NGOS to Better Serve their Communities

Objective 1: *Strengthen Kosovo's civil society infrastructure and financial sustainability by increasing the organizational capacities of an NGO resource center and a grant-making organization to better serve the needs of the NGO community.*

In order to achieve this objective, IREX formed partnerships with FDI, a local grant-making organization, and with ATRC, a local NGO resource center.

FDI

During the implementation of KCSP, IREX and FDI agreed upon the following objectives to develop FDI's capacity as a local grant-making institution:

- Increase transparency and professionalism in KCSP grants programs design, administration, management
- Strengthen NGO proposal writing skills and project impacts
- Improve FDI monitoring and evaluation skills
- Strengthen FDI fundraising capacity to achieve sustainability as a local foundation
- Promote development of local philanthropy and government support to NGOs

Assessment

During the first year of KCSP, the IREX/KCSP staff worked closely with FDI to identify the following needs in order to improve FDI's operational and programmatic capacity:

- Media and presentation skills
- Fundraising – Internet fundraising, organizing fundraising events, corporate fundraising, SME fundraising, fundraising from individuals)
- Fundraising from government (central and local level)
- Fundraising from the Kosovo Diaspora
- Working as community foundation
- Conflict resolution, conflict management
- Advanced advocacy training, grassroots advocacy training
- EU – EU policies and procedures, working with EU institutions, writing proposals for EU funds
- Working with think tanks – reporting, monitoring, and evaluation
- Grassroots advocacy training
- Institutional development – program management, staff management, board governance, institutional assessment
- Improved grants management and administration – developing RFAs with clear selection criteria and procedures, grants monitoring and evaluation, reporting on grant project results
- Improved financial management systems and management capacity
- Board development
- Project cycle management training
- USAID Policies and Procedures training

Based on this initial assessment, IREX/KCSP staff developed a comprehensive assistance package and timeline for providing FDI with training and consultancy in key capacity building areas.

During this first few months of KCSP, IREX/KCSP staff held numerous consulting sessions with FDI's Executive Director and staff to develop solid financial management systems and reporting practices, review the KCSP work plan and grants program, and develop a training assistance package. During November and December 2005, IREX/KCSP staff worked with FDI's Executive Director to develop a draft work plan and a monitoring and evaluation (M&E) plan based on program objectives specified in the IREX/FDI sub-agreement. IREX and FDI subsequently held a strategic planning retreat to finalize these plans. IREX/KCSP staff also prepared a reporting template for FDI to use in submitting quarterly reports to IREX, developed procedures and systems to ensure transparent and ethical grant-making, created a 12-month operational budget with cost share, and considered additional donors that could be tapped for new sources of funding.

Grants Program

Partnership and Networking Round I: During the first few months of KCSP, the IREX/KCSP CoP, Deputy Director and Program Officer provided intensive technical assistance to FDI staff on grant design, selection, administration and management in preparation for Round I of the KCSP Partnership and Networking Grants Program, designed to support cooperation among NGOs and between NGOs and local government or NGOs and community groups encompassing 3 focus areas: Transparency and Anti-Corruption, Community Development, and Conflict Mitigation. In addition to grant funding for 6-12 month initiatives, the program incorporated strong technical assistance and training components for grantees provided by IREX/KCSP and ATRC staff.

RFA: Because Partnership and Networking Round I was the first round of grants to be offered under KCSP, IREX/KCSP staff took the lead in designing the RFA and supplemental materials, which were designed as templates for future FDI grant documents. To improve the transparency of the grant-making process and provide NGOs with clear and detailed direction in proposal preparation IREX developed a comprehensive RFA package. This package included a detailed description of grant requirements, fundable activities, eligibility and selection criteria, selection process details and timelines, an application form, and proposal writing guidelines. FDI and IREX jointly reviewed the materials and agreed to the timelines, procedures, and content. Following USAID approval of the RFA, FDI translated the materials into Albanian and Serbian. The KCSP Grants Program was launched through newspaper announcements in *Koha Ditore* and the Serbian language newspaper *Jedinstvo*, and the complete RFA was posted on the FDI website. IREX and FDI staff conducted additional outreach to NGOs and NGO networks in selected municipalities, informing them of the RFA and securing premises for follow-on informational meetings.

In preparation for awarding grants and strengthening grantee compliance and reporting, IREX further assisted FDI in development of the FDI/Grantee Agreement as well as report templates and guidelines.

Informational Meetings: In early November 2005, IREX, FDI and the ATRC Training Team introduced the KCSP Partnership and Networking Grants program to Kosovo NGOs through a series of 8 informational meetings held in Gjakova, Prizren, Gjilan, Ferizaj, Peje, Mitrovica,

Pristina, and North Mitrovica. A total of 288 individuals representing 250 NGOs participated in the meetings. The sessions focused on introducing the KCSP grants program within the context of building a strong civil society and NGO sector; reviewing the RFA materials, selection criteria and application process; promoting the upcoming proposal writing workshops, and facilitating what was often a lively question and answer period. Figure 1 below illustrates the breakdown of participants in informational meetings by location:

Figure 1.

Location	Number of Participants	Number of NGOs
Gjakova	41	35
Prizren	38	31
Gjilan	45	39
Ferizaj	21	18
Peja	40	35
S. Mitrovica	30	28
N. Mitrovica	14	11
Pristina	59	53
TOTAL	288	250

Grant Review Committee (GRC): IREX and FDI agreed that GRCs for the KCSP Grants Program should consist of an FDI Board member, the IREX/KCSP CoP, a representative from the donor community, and representatives of 2 NGOs that were not applying for KCSP grants. With the exception of the IREX/KCSP CoP, all other members of the GRC were rotated frequently. FDI and IREX/KCSP staff drafted a list of potential GRC members. Selection criteria included knowledge of Kosovo civil society and NGO sector activities, familiarity with targeted grant focus areas, and prior experience in proposal review. IREX/KCSP staff provided additional assistance to FDI in developing terms of reference for GRC members and preparing a scoring form to evaluate proposals.

Submission and Initial Screening: FDI received 106 proposals by the November 29, 2005 deadline. Although FDI staff conducted an initial screening of proposals for completeness and eligibility, FDI did not inform those applicants who did not meet minimum standards that they would be removed from further consideration. This procedure was implemented in the next round of grants to help provide NGOs with clear reasons for the rejection of their applications. FDI staff prepared proposal summaries and submitted these along with full copies of all 106 proposals to GRC members, who then had 10 days to review the proposals and compile a short list of applicants to be recommended for funding. On the whole, proposals received fell into 4 groups: a small number of well-conceived and well-written proposals with prospects for significant impact, some proposals that were both poorly written and ill-conceived, some proposals that did not meet the criteria for completeness or eligibility, and several proposals that included some good and innovative ideas but were not well-presented.

Review: The GRC met at the IREX/KCSP office in Pristina on December 13, 2005. FDI's Executive Director and Grants Manager were also present to answer questions and take meeting minutes, while IREX Program Officers provided logistical and translation support. Following 5 hours of discussion, proposal review, and budget modifications, the GRC selected 7 proposals for funding pending USAID approval. FDI staff prepared CTO Approval Requests which were submitted to USAID for the following recommended grantees:

- Balkans Investigative Reporting Network (BIRN) – Production of a series of TV debates on current events in Kosovo
- Kosovo Development Center (KDC) – Establishment of a commercial, multiethnic agricultural cooperative in Rahovec Municipality
- Community Business Development Center (CBDC) – Marketing and foreign investment promotion initiatives for commercial enterprises in Gjakova Municipality
- Women’s Association VITA – Promotion of the role and functions of the Municipal Court in Strpce in order to increase use of judicial processes to resolve civil disputes
- Kosovo Democratic Institute (KDI) – Establishment of a watchdog organization to monitor the work of 8 Municipal Assemblies and their elected officials and promote increased citizen participation in municipal legislative processes
- Youth Initiative Mitrovica (YIM/OIM), Mitrovica – Advocacy initiative for implementation of Laws against Discrimination and Gender Equality in the municipalities of Mitrovica (north), Zvecan, Leposavic and Zubin Potok
- Organization for Democracy, Anti-Corruption and Dignity COHU – Establishment of a civil society anti-corruption coalition

Grants Compliance and Reporting Workshop: At the end of December 2005, USAID requested additional information on 3 of the proposals which FDI subsequently provided to the CTO. Final approvals were received and grants were awarded in early January 2006. Following the final approvals, FDI conducted grants compliance and reporting workshop for selected grantees, disbursed the first installment of funding, and developed a schedule for monitoring grantee activities and accomplishments. Only 2 of the recommended NGOs had received prior FDI grants, so IREX/KCSP staff worked closely with FDI to ensure that the new grantees received professional and productive support during their project implementation. IREX/KCSP representatives attended the workshop as observers, monitoring the presentations and providing FDI with comments and suggestions for subsequent meetings. During the session, NGOs introduced themselves and their projects, FDI and grantees signed contracts, and IREX/KCSP and FDI staff made brief presentations on the goals and expectations of the grants program. IREX was disappointed by FDI’s apparent lack of preparation and the minimal guidance it gave to grantees during the session. IREX recommended to FDI that the next workshop have a clear agenda, that program and financial managers present reporting requirements, procedures, templates and guidelines; and that grantees receive a schedule of FDI monitoring visits and contact information for additional FDI assistance.

Meetings with Rejected NGOs: Nearly 2 months after the first round of awards was made, FDI sent letters of rejection to 99 NGOs that were rejected in Partnership and Networking Round I. In addition, the IREX/KCSP CoP and the FDI Executive Director personally met with unsuccessful applicants who had requested a meeting to receive more specific information as to why their proposals had not been selected. Although FDI had not conducted such meetings in the past, IREX encouraged this type of review meeting in order to promote transparency in the grant-making process, assist NGOs in understanding proposal weaknesses, increase FDI responsiveness to NGO concerns, and help develop more effective relationships.

Grassroots Advocacy Round I: In early March 2006, FDI announced a call for proposals for Round I KCSP Grassroots Advocacy Grants. Unlike Partnership and Networking Grants, the Grassroots Advocacy Program was designed to specifically target NGOs working at the local level and support initiatives that promote: partnership between NGOs, informal citizen groups, and local government to bring about improved living conditions; citizen advocacy initiatives for better public

services; or transparent local government processes through initiating or strengthening citizen monitoring, participation and watchdog activities.

RFA: The competition for Round I Grassroots Advocacy Grants. A comprehensive RFA package (including eligibility and selection criteria, required application forms, and proposal guidelines) was developed in cooperation with IREX/KCSP staff, translated into Albanian and Serbian, and placed on the FDI and ATRC websites and was also announced in 3 languages in the newspaper *Koha Ditore* and in Serbian in the newspaper *Jedinstvo*. As with other KCSP grants, successful applicants received customized training and consulting from the ATRC training team to strengthen organizational capacity.

Review and Selection: After completing the proposal review process GRC reviewed proposals in a meeting held on April 13 2006 and recommended 4 proposals for USAID approval:

- Elena Gjika Women’s Association – Regulation on Cemeteries
- Youth Center at Lorenc Mazreku – Regulation to protect Youth from Bad Phenomena
- Vision Towards Future (VDA) – Let’s Walk Together
- Organization for Political Innovations – Citizen Participation in Decision-making

All 4 proposals recommended for USAID approval were approved and on May 5, 2006. NGO representatives signed agreements and participated in a Compliance Workshop facilitated by FDI staff to explain narrative and financial reporting forms. None of the 19 rejected applicants in this round of Grassroots Advocacy Grants requested a meeting to clarify the reasons for rejection of their proposals.

Partnership and Networking Round II: The second round of Partnership and Networking grants was announced on March 31, 2006, with applications due on April 14, 2006. FDI received 55 proposals, of which the GRC recommended 4 for USAID approval. Recommended proposals were:

- Kosovo Youth Network (KYN) – Transparency, youth, institutions and participation
- Kosovo Gender Study Center (KGSC) – Anti-sexual harassment policy
- Urban FM – Kosovo town hall
- Partners Kosova – Strengthening interethnic relations through participatory planning

Applications received and grants awarded during the 3 rounds of KCSP grants competition conducted by FDI are summarized in Figure 2 below:

Figure 2.

Round	Proposals Submitted	Proposals Submitted from Kosovo Serb NGOs	Grants Awarded	Grants Awarded to Serb NGOs
P & N. Round I	105	11	7	2*
P & N, Round II	55	3	4	None
Grassroots Advocacy, Round I	45	2	4	None
TOTAL	155	16	15	2

New Financial Reporting Requirements and Payment Procedures: Discussions between IREX and FDI in preparation for launching Partnership and Networking Grants Round I led to new subgrantee financial reporting requirements and payment procedures that required grantees to submit and reconcile expense reports, cash on hand, and projected expenses during the next funding period prior to requesting the next funding advance. This was a new practice for FDI and FDI-funded grantees. As a result, both IREX/KCSP and FDI Financial Managers had to provide assistance to grantees in order to understand and comply with the requirements. The new financial reporting form became standard for all KCSP grantees.

Monitoring, Evaluation, and Reporting: Throughout the first year of KCSP, IREX/KCSP staff encountered continuous problems with FDI performance in the areas of monitoring, evaluation, and reporting. As Partnership and Networking Round I grantees embarked on their projects, FDI prepared a list of grantee activities and timelines along with a schedule for FDI monitoring and site visits. Unfortunately, IREX learn that nearly 3 months into project implementation, FDI had conducted only 1 visit to a grantee. IREX requested the creation of and adherence to a schedule for subgrantee monitoring site visits. IREX also asked for brief reports following each site visit. IREX/KCSP staff also conducted 2 consultancy/training sessions with FDI staff to review the monitoring and evaluation process and develop tools for effective reporting on grantee progress and impact. A Check List for Monitoring Visits and a template for Monitoring Reports were developed to efficiently monitor and evaluate grantee projects, rather than relying exclusively on grantee reports.

FDI conducted some site visits during early 2006, but the majority of these visits were aimed at observing a certain activity or responding to a specific grantee request for clarification, rather than monitoring and evaluating project implementation through analytical observation. FDI did not submit monitoring visit reports to IREX, although IREX/KCSP staff had produced a report form and guidelines for this purpose. IREX/KCSP staff offered to coach the FDI team on how to conduct a monitoring visit, but tensions in relations with FDI made organizing joint monitoring visits impossible. FD did not keep IREX/KCSP staff updated on the status of grantee projects or alert them to grantee project implementation issues.

- FDI held meetings with grantees KDI, COHU, VITA, CBDC, Elena Gjika, Youth Center at Lorenc Mazreku, and BIRN to assist them with narrative and financial reporting
- FDI staff participated in conferences and debates organized by grantees KDC, Elena Gjika, COHU, CBDC and VDA

Sustainability, Fundraising, and PR

In October, IREX's CoP and FDI's Executive Director participated in the 10th Annual Meeting of the Grantmakers East Group (GEG). GEG is a coalition of private and public grantmakers active in Central and Eastern Europe and the Newly Independent States. It actively promotes the development of civil society in these regions by providing funders with a platform that increases the effectiveness of their grant-making efforts and encourages new donor activity in the region. IREX saw this meeting as an excellent opportunity to introduce the FDI Executive Director to new donors.

Additionally, IREX/KCSP and FDI representatives actively participated in plenary sessions and 8 workshops focused on: Civic Power, Public-Private Partnerships, Grantmaking Practices, European and US Models of Giving, Gender and Civil Society, New Mechanisms for Sustainability, Lessons Learned in Anti-Corruption Policies, and Relations between State and

Civil Society in Ukraine. The knowledge and skills gained from the conference contributed to FDI's capacity to develop a more strategic approach to its grant-making role and its promotion of local philanthropy in Kosovo.

In addition to providing FDI with a significant learning opportunity, the conference served to develop and strengthen FDI's connections with a number of foundations that were expected to be instrumental in furthering FDI's grant-making to Kosovo NGOs. Meetings were held with representatives from the Charles Stuart Mott Foundation, Rockefeller Brothers Foundation, Balkan Trust for Democracy, and King Bedouin Foundation. FDI began to work with local foundations in Bosnia (Mozaik Foundation) and Serbia (BCIS) to develop joint programs that will be supported by the Mott Foundation. FDI also had the opportunity to distribute more than 100 copies of its 2004 annual report to participants at the conference.

On May 16-21, 2006, FDI's Executive Director and 2 FDI Program Managers attended a conference in Slovakia entitled "Toward Active Civil Society in Kosovo." The conference was organized by the NGO People in Peril in cooperation with FDI and ATRC. When in Slovakia, FDI's Executive Director held meetings with the organization Slovak Aid to discuss the potential for future cooperation. On May 27-29, 2006, FDI's Executive Director held a number of meetings with Mott Foundation representatives in Brussels, exchanging thoughts on possible collaboration. On May 29-31 2006, FDI's Program Manager participated in the conference: "Program of Balkan Conference on Philanthropy" held in Bulgaria. FDI's Executive Director met with representatives of the National Endowment for Democracy (NED). Representatives of NED and FDI discussed the potential for future cooperation, since FDI planned to apply for NED funds. On April 12, 2006, NED representatives had a meeting with 23 NGOs in Gjakova and another meeting with 24 NGOs in Hotel Pristina. The purpose of both meetings was to understand the needs of NGOs in Kosovo and to examine possibilities for future cooperation.

Performance Issues

FDI appeared to be making changes in operations and attitude during the early months of KCSP, including the following:

- FDI opened a representational office in Pristina to collaborate more easily with donors and provide better support to Pristina grantees
- Upon signing of the subagreement with IREX, FDI agreed to recruit a Deputy Director to manage the day-to-day operations of the organization, freeing up the Executive Director to do more fundraising activities and establish linkages with donor and peer organizations in the region.
- Using the IREX grant-making model, FDI established independent Grant Review Committees (GRCs) and instituted clear eligibility and selection criteria to ensure the consistency and fairness of its grant-making procedures.
- FDI let NGOs know that they would need to work on improving organizational capacity before receiving FDI grants, and that the new GRCs would be looking for higher-quality proposals with potential for sustainable results. This was a shift from FDI's prior grant-making policies and procedures
- Increasing focus on outreach and PR, as well as staff capacity development training

During the fall and winter of 2005, a number of issues were identified that affected FDI's development as a professional, transparent and successful Kosovo foundation. Although FDI had more than 3 years of grant-making experience under the KNAP program, significant

capacity gaps remained in the areas of RFA design, grants selection process, and adherence to agreed-upon timelines and procedures. This was most evident in the poor quality of initial grants announcements, grant summaries, and CTO Grant Approval Requests; inadequate preparation and participation in preliminary informational meetings with NGOs and Grant Compliance and Reporting Workshops; protracted delays in updating the FDI website; and failures to acknowledge receipt of proposals and inform applicants of failure to meet eligibility and application completeness criteria. FDI missed key deadlines, did not adequately monitor its subgrantees, submitted poor quality reports, responded slowly and inadequately to IREX requests, resisted IREX suggestions and requests for improvement, and opposed ATRC's role in providing technical assistance to FDI subgrantees.

FDI's management and organizational structure was not conducive to further professional development. In spite of numerous attempts to encourage and cultivate a new work ethic and professionalism within the organization, FDI remained dominated by an Executive Director resistant to change. Under KCSP, FDI was called upon to meet higher performance standards than in the past and to develop a more proactive and professional approach. For this change to occur, new attitudes and behavior had to be cultivated. FDI required new management, leadership, and governance structures to lead to more democratic practices, coordination of roles, responsibilities and work, a proactive and strategic direction, and a solid reputation based on transparency and professional performance rather than personal affiliations and an outdated model of organizational management and external relations.

To help meet these challenges, IREX realized that it had to refine and modify its approach to FDI's technical assistance needs. IREX/KCSP and FDI staff held a joint strategic planning retreat to address gaps in performance and management standards and finalize a concrete work plan and Monitoring and Evaluation plan in order to meet the objectives of FDI's subagreement with IREX and achieve KCSP program goals. In late March 2006, a joint IREX/ATR/CDI meeting was held to promote improved cooperation and information sharing among the KCSP organizations.

IREX repeatedly requested and encouraged FDI to recruit and hire a Deputy Director to assume day-to-day management and development of the organization. Such a hire would have left the Executive Director free to pursue fundraising and promotional activities. FDI continued to assure IREX this was a priority, but it did not happen during the first years of KCSP. IREX researched external organizational development groups to provide in-depth consultancy and training to FDI to carry out needed restructuring and change management initiatives. Such efforts were necessary for capacity building assistance in substantive and programmatic areas to be of long-term benefit.

Termination and Transition

After 6 months of IREX/KCSP staff attempting to reach a tenable solution with FDI's Executive Director and Board of Directors concerning the aforementioned issues, with little success, IREX consulted with USAID and IREX/DC management ultimately concluded it was in the best interest of both IREX and FDI to terminate the IREX/FDI Subagreement, effective July 21, 2006.

Following termination of the IREX/FDI Subagreement, IREX rapidly moved forward to smoothly transition all current grantees to direct KCSP funding and support. IREX/KCSP staff received additional grants management training from IREX/DC staff and consultants and new policies and procedures were put in place for grants administration.

ATRC

During the implementation of KCSP, IREX and ATRC agreed upon the following objectives to develop ATRC's capacity as a local NGO resource center:

- Improve the capacities of a core group of civil society organizations to more efficiently and sustainably advocate for the issues of the constituencies they represent
- Increase awareness among the sectors of Kosovo society about the roles, functions, and activities of NGOs as catalysts of civil society development and democratic reform
- Strengthen open dialogue and social partnerships between and among NGOs, government, media and the private sector
- Improve regional cooperation initiatives and development of strategic alliances of ATRC with other regional partners
- Strengthen the service capacity and sustainability of ATRC as a Kosovo Civil Society/NGO training and support center
- Increase financial sustainability of ATRC as reliable service provider

Grants Program

Beginning in October 2006, ATRC assumed responsibility for administering the grants component of KCSP. During the remaining 2.5 years of KCSP, ATRC administered 8 rounds of grants and awarded 69 grants to Kosovo NGOs. The grants program was divided into 3 categories:

- Partnership and Networking
- Grassroots Advocacy
- Non-Partisan Election Related Initiatives

NGOs applied for KCSP grants through open competitions – 8 calls for proposal were widely publicized, and informative meetings were held to provide interested NGOs with information on applying for KCSP grants. ATRC and IREX organized 5 informational meetings and 114 site visits and received 339 proposals received. The KCSP grantees established 442 partnerships, including 227 informal partnerships and 216 formal partnerships.

KCSP grantees were also visible in the local media. Between November 2006 and March 2008, grantees were covered 424 times, including appearances in 133 daily newspapers, on 126 radio shows, and on 165 TV shows. There were total of 371 public events organized by KCSP grantees during November 2006 and April 2008.

Application and Selection: Each KCSP grants round began with a well-publicized call for proposals. Following the call for proposals, ATRC and IREX/KCSP representatives organized informational meetings in different Kosovo regions, in order to disseminate grant information as widely as possible and to inform the interested NGOs about application procedures and eligibility requirements. 5 informational meetings were held (in Pristina in October 2006, in Gjilan in February 2007, in Mitrovica on February 2007, and 2 in Gracanica in February and July 2007). Both Albanian and Serb NGO participants attended each meeting.

All applications were screened by the ATRC Grants Team to ensure that they met technical criteria – for example the application included a partnership agreement, met cost share

requirements, and was submitted by a registered NGO. Those proposals that met technical criteria were forwarded to the Grants Review Committee (GRC) for evaluation. The GRCs were designed to be as transparent and unbiased as possible, and included representatives from local and international NGOs along with a member of ATRC Board, the ATRC Executive Director, and the IREX/KCSP Chief of Party. Rejected applicants received a debriefing, and ATRC Grants Team representatives worked closely with interested NGOs to improve their proposals for future rounds.

Figure 3 shows the breakdown of applications received, rejected, summarized, and approved by ethnic group. Although the vast majority of applications came from Albanian NGOs, IREX and ATRC made a concerted effort to reach out to Serb and other minority NGOs. A total of 35 applications were received from minority NGOs, including 25 from Serb NGOs, of which 12 were ultimately approved. Thus, 35% of non-Albanian NGO applicants received grants, compared to 19% of Albanian applicants.

Figure 3.

Round	Applicants	Applicants based on ethnicity					Rejected in initial screening	Sent to GRC	Grantees	Grantees based on ethnicity			
		Albanian	Serb	Bosnians	Ashkali	Turk				Albanian	Serb	Bosnians	Ashkali
P & N, Round III	45	39	4	1		1	7	38	10	10			
P & N, Round IV	56	51	3	1		1	6	50	7	5	2		
P & N, Round V	66	57	5	2		1	12	54	7	4	2	1	
P & N, Round VI	32	28	4				5	27	4	3	1		
P & N, Round VII	34	33	1				6	28	7	6	1		
Grass Roots Advocacy, Round II	33	28	2	2	1		8	25	8	6	1		1
Grass Roots Advocacy, Round III	31	28	2	1			8	23	8	8			
Non Partisan Election Initiatives	42	39	3				0	42	18	15	3		
TOTAL	339	304	25	7	1	2	52	287	69	57	10	1	1

Figure 4 shows applications received for each round of grants administered by ATRC.

Figure 4.

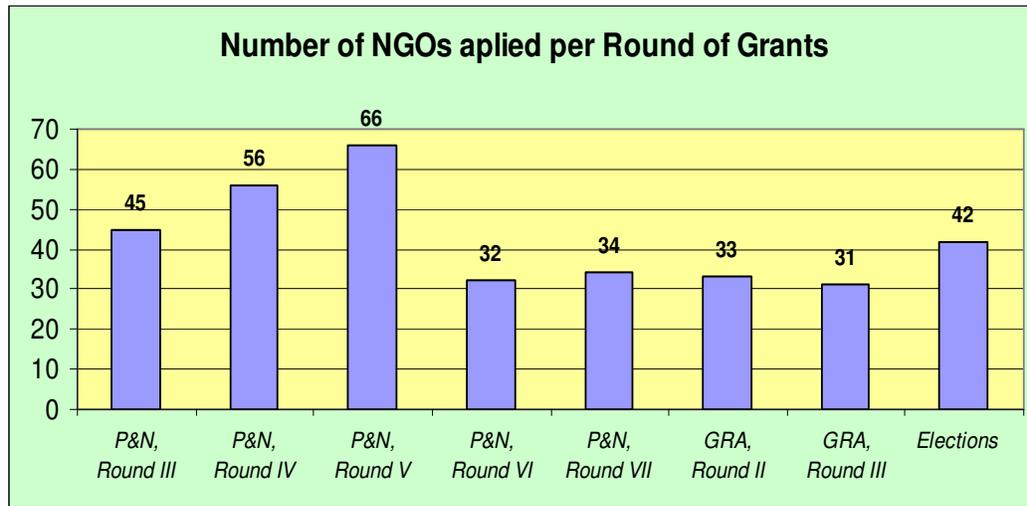


Figure 5 presents the number of applications received and grants awarded based on municipality. Pristina had the highest number of applications, with 133. However, the significant number of applications from outside Pristina is testament to the success of IREX and ATRC outreach efforts. In addition to large numbers of applications from urban centers like Gjilan, Prizren, Gjakova, and Mitrovica, ATRC managed to attract grantees from more rural and remote municipalities.

Figure 5.

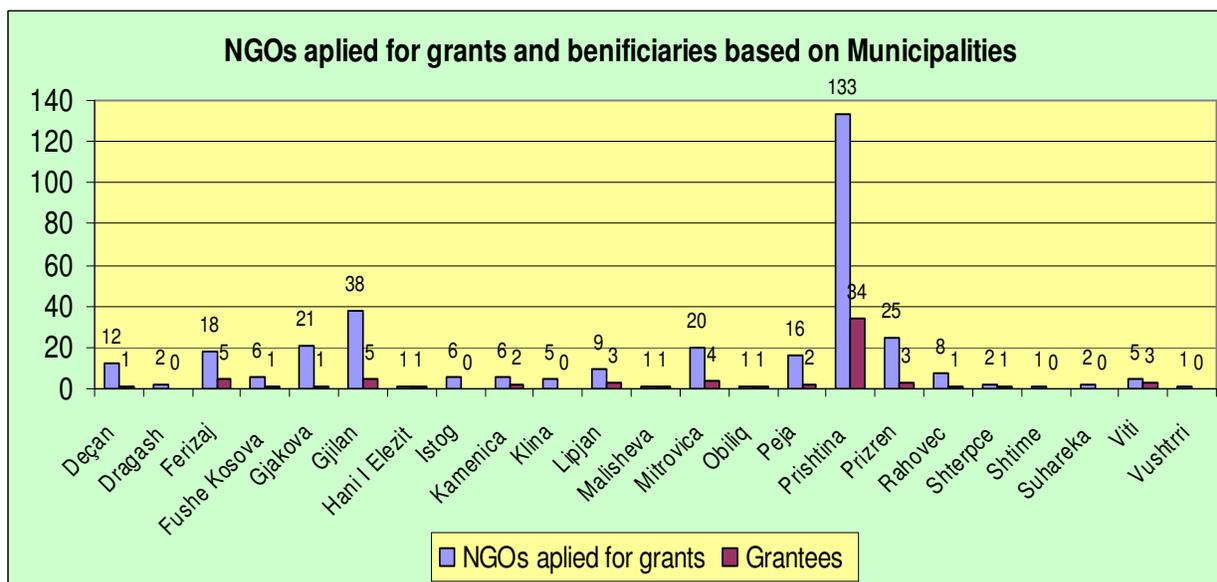
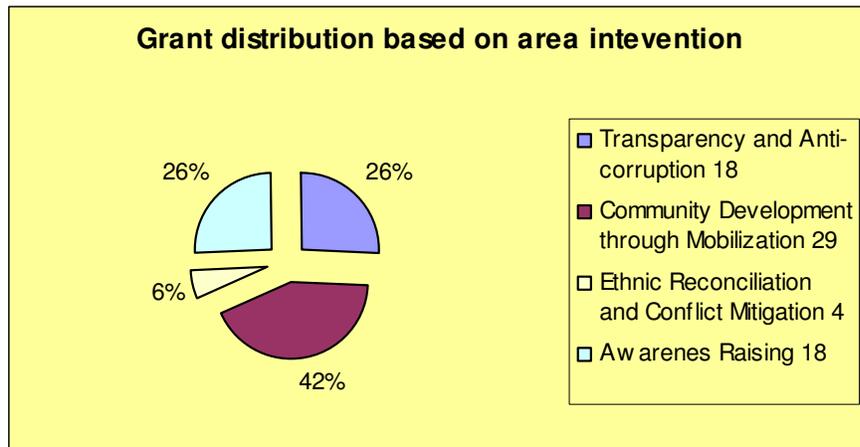


Figure 6 presents grants distribution based on area of intervention. As shown, the largest numbers of grants were given out for projects in the area of Community Development through Mobilization. The second most funded area was Anti-corruption, followed by Awareness Raising and Ethnic Reconciliation & Conflict Mitigation.

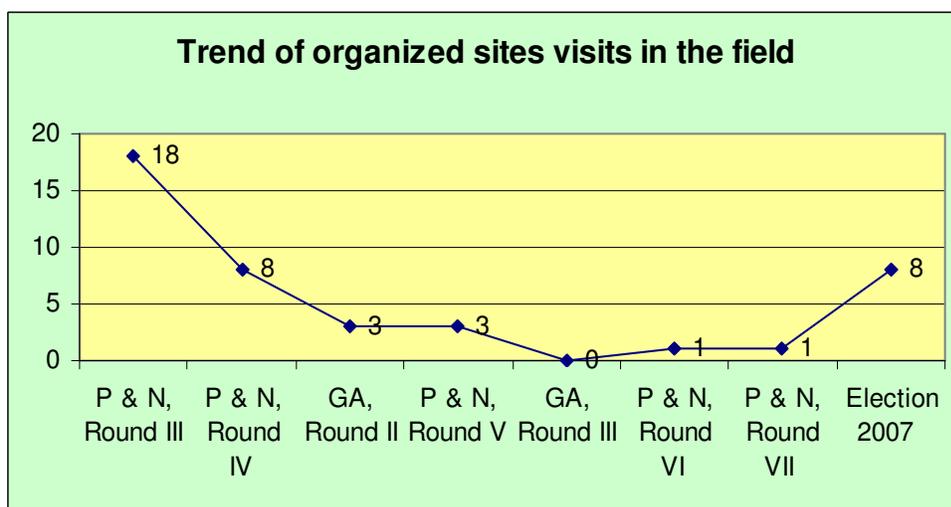
Figure 6.



Site Visits: The ATRC Grant Team conducted 42 monitoring visits to KCSP grantees over the 2.5 years it administered the KCSP grants program, often joined by IREX/KCSP staff. The focus of these visits was to objectively monitor grantee performance, dedication, professionalism, and project implementation while providing any assistance/counseling needed to the grantees. Most monitoring visits resulted in recommendations from ATRC and IREX/KCSP staff that allowed grantees to implement their projects more successfully. For example, ATRC advised the Kosovo Judges Association on securing media coverage of their seminars and producing concrete policy recommendations that could be presented to the Kosovo Judicial Council as a tangible product of seminar proceedings.

Figure 7 tracks the number of site visits conducted for each round of KCSP grants. The highest number of site visits occurred during Partnership and Networking Round III, when ATRC was only administering 1 round of grants and visited 18 grantees. Unfortunately, the number of site visits fell off during subsequent rounds as the frequency of RFAs and the number of grants being administered increased.

Figure 7.



Success Stories: The KCSP grants program provided financial and capacity building support that allowed many local NGOs to implement activities that improved the lives of citizens across Kosovo. The following are a few grantee success stories that illustrate the impact of the KCSP grants program.

- Live Life is an NGO based in Prizren that received a Round II Grassroots Advocacy Grant. Their project *Access for Disabled People in Prizren Schools* was designed to promote equal access to education for people with limited abilities in Prizren Municipality through numerous activities such as: direct meetings with citizens and policymakers, TV debates with municipal representatives, press conferences, and a great number of discussions with members of the municipal committee for persons with special needs. As a result of these activities, Live Life convinced Prizren municipal officials to build ramps for disabled persons in the existing 89 schools in Prizren Municipality and to make ramps obligatory in the future construction of schools. This decision has contributed to the integration of people with limited abilities into society while offering them equal access to education.
- The NGO AVONET implemented a project entitled *Citizens in Action*, during which it was active in the drafting and deliberation of new local regulations on public transportation, graveyard management, and the municipal library in Ferizaj Municipality. AVONET also has initiated the drafting of the Plan of Transparency and Plan for Citizen Participation in decision-making processes. These plans have been drafted and approved in the Municipal Assembly of Ferizaj Municipality.
- The NGO Agro Eko, based in Gjilan, was awarded a Round II Grassroots Advocacy Grant. Agro Eko implemented a project designed to educate citizens about environmental protection, with special focus on 3,000 citizens living along the Mirusha River who were affected by contaminated drinking water and air pollution. The water in the Mirusha River was severely contaminated from sewage system leakages that became a source of contagious diseases. Agro Eko raised awareness of the environmental issues affecting Gjilan and convinced municipal officials to seriously consider the Mirusha River problem. Agro Eko's advocacy efforts resulted in the signing of a memorandum of agreement between Gjilan Municipality and the Kosovo Ministry of Environment and Spatial Planning to improve the condition of the Mirusha River, thus reversing what could possibly be a large epidemic with fatal consequences.
- The NGO Romani Baxt is based in Prizren and was a KCSP grantee in Round II of Grassroots Advocacy Grants. The project implemented by Romani Baxt, *Increasing Active Participation of the Roma Community in Decision-Making*, was designed to mobilize inhabitants of 2 very poor Roma neighborhoods in Prizren and Gjakova to advocate for better living conditions. After many activities implemented as part of their project, including a debate between the Roma community of the Aliriza Selmani neighborhood and officials from the Prizren Municipal Assembly, Romani Baxt convinced municipal officials to construct a sewage system and asphalt the Aliriza Selmani road in Prizren. The request came directly from the local Roma community, who were empowered by Romani Baxt to prioritize their requests and present them to Prizren Municipality. The pictures below clearly show the road before and after Prizren Municipality asphalted the road as a result of Romani Baxt's advocacy efforts.



- New Millennium is an NGO based in Pristina. Their project *Citizen's Decision Making* was one of the projects from Round VII of Partnership and Networking Grants. The project was focused in changing the stipulation in the Pristina Municipal Statute restricting petitions. According to point 27 of the Municipal Statute of Pristina, a petition needed to have the signatures of 10,000 citizens who are eligible to vote in order to be valid. This was impossible to accomplish, resulting in no petitions being considered by the Pristina Municipal Assembly. However, advocacy activities implemented by New Millennium resulted in the following changes to the Statute:
 1. Categorization of petitions into 2 different levels: municipal level, and village/neighborhood level.
 2. Decrease in the number of signatures needed for a petition to be valid, from 10,000 signatures of citizens with the right to vote at municipal level to 3,000, and 500 signatures for neighborhoods/villages, or in cases where there are fewer than 500 inhabitants, 50%+1 of citizens living in that area.
- The NGO Elita implemented *Your Municipality – Influence and Rights* to impact the Vitiia Municipal Assembly: Based on Elita's recommendation, municipal officials decided to amend existing Municipal Regulations concerning the election process for representative of Village Councils, their duties, and their relations with Vitiia Municipality. Elita also convinced Vitiia Municipality to establish a Non-Obligatory Municipal Committee focused on improving relations between Vitiia Municipality and Village Councils. This committee will include representatives of local institutions, Village Councils, and civil society.
- The NGO Handicap Kosova implemented *Initiating and implementing of Draft Laws for People with Disabilities*. On January 28, 2008, Handicap Kosova organized a conference that brought together 33 representative from the Ministry of Environment and Spatial Planning, the Ministry of Transport and Telecommunication, the Office of the Ombudsperson, Pristina Municipality, and local and International NGOs that work on disability issues. The conference resulted in "Administrative Guideline for technical conditions of public buildings for access of the people with disabilities" issued by the Ministry of Environment and Spatial Planning and also a first Draft of a "Project Law for Public Transport of People with Disabilities." The Draft Law was submitted to Ministry of Transport and Telecommunication for further modification and is expected to be approved by the Assembly of Kosovo. Additional results of Handicap Kosova included the hiring of a sign language interpreter at the Medical Center for Family Care in Pristina, the establishment of handicap parking spaces in Kamenica Municipality, and the construction of a ramp to make the Podujeva municipal building handicap accessible.

- The Institute for Research and Development (IRD) implemented a project entitled *Bringing Citizens Closer to their Municipalities*. In February 2008, IRD worked with the Serb village of Plemetina to submit a petition to Obiliq Municipality to fix the landlines in the village. Obiliq Municipality raised this issue with Poste Telekom of Kosova (PTK), and the land line phones for citizens of village Plemetina established and are functioning. Plemetina resident Slobodan Vasic explained "we have tried several times to get the Municipality of Obiliq to help us, we have sent requests, it didn't work. This time, with support from IRD we have designed a petition and we are happy that one of our requests has been taken into consideration. We have phone lines that are working now."
- Down Syndrome Kosova conducted a project called *Who am I?* Currently, children with Down Syndrome in Kosovo do not have the chance to be part of the same classes as other children. Down Syndrome Kosova lobbied a Pristina primary school to accept its first Down Syndrome pupil – an 8-year-old girl named Qendresa Pireva. The mother of the girl couldn't believe when a representative of Down Syndrome Kosova went to her house to tell the news. She was very happy and said "this is a miracle for me because I always dream that's my little girl will go in same school as her neighborhood friends and my dream has come true today."
- The Association of Blind and Partially Sighted People of Kosova implemented the project *Equality for All* in the run-up to the 2007 Kosovo elections. The Association organized meetings with representative of political parties and the Central Election Committee to prepare the voting sheets in the Braille alphabet. As a result of this meeting, 2 political parties printed their electoral program in the Braille alphabet.

Recommendations: The final narrative reports received from KCSP grantees provided IREX/KCSP and ATRC staff with recommendations on how to improve grants administration. Based on recommendations from KCSP grantees, ATRC made the following recommendations:

- Modify or reduce the number of copies required (7 hard copies and 1 electronic) since this may cause burdensome costs for NGO applicants
- Have applicants submit an initial concept paper and only require short-listed applicants to complete full applications in order to make the process more efficient
- Streamline reporting procedures and consider reducing reporting requirements since they overload the project staff of small NGOs and shift the focus from planning and implementation to consecutively drafting reports
- Provide clear guidance to grantees on how to write reports and what statistical data needs to get collected and reported on, requiring more understanding by both ATRC and grantees
- Require grantees to use the same PMEP database as ATRC and IREX
- Extend the period of administration for one round of grants from 1 to 2 months in order to allow more time for analyzing and properly evaluating projects, which unfortunately was not possible during KCSP due to the situation with FDI described previously, which necessitated an accelerated schedule for subsequent grant rounds
- The ATRC Grant Team should analyze and evaluate all received applications and after the evaluations process and create the short list of project proposals for GRC members to evaluate. The GRC members should receive only the short list of the projects recommended by ATRC

- Discontinue with the practice of launching consecutive RFAs, but rather launch a new round of grants only after the previous round is closed. ATRC staff felt the burden of administering multiple grant rounds at once prevented them from devoting sufficient time and energy to monitoring and working more directly with the grantees. Again, this was not possible during KCSP due to the situation with FDI, which necessitated an accelerated schedule for subsequent grant rounds

Training and Consulting

Over the 3-year period of KCSP, the ATRC training program provided basic and advanced training in key areas of NGO organizational development, management, advocacy, and fundraising. The ATRC Training Team developed 21 different training modules (including 17 modules developed through KCSP and 4 modules developed through other projects). 104 basic and advanced trainings were held, including 75 trainings for KCSP and 25 training for projects implemented by other donors. During KCSP 2,644 participants representing 6 nationalities received certificates for having successfully completed ATRC workshops, including 1,795 NGO representatives and 49 municipal representatives. ATRC trainings included workshops, customized trainings for potential grantee organizations and NGO sub-sectors, and one-on-one consulting. ATRC provided 585 hours of consulting to 487 clients representing 233 NGOs as part of KCSP.

ATRC training modules were developed to meet the needs of the Kosovo NGO community. Each module pack included exercises, PowerPoint presentations, training session outlines, and agendas. This flexible pack could be modified for different groups of participants. In November 2005, 3 full-time, in-house ATRC trainers began providing services to a diverse group of nascent, intermediate and advanced NGOs. At that time, the ATRC Training Team consisted of a Training and Consulting Services Manager and 2 Trainers and Consultants. By September 2006, the ATRC Training Team grew to 4 members. However, it was back to 3 members by the end of KCSP due to resignation of one member in December 2007.

Modules: The following is a description of the training modules developed by ATRC:

Project Proposal Design: This training was designed as a 2-day workshop with materials covering a range of topics including: format presentation, statement of needs/situational analysis, project goal, objectives (based on logical framework), implementation, project timeline, monitoring and evaluation plan, sustainability plan, and budget.

Advocacy and Coalition Building: This training pack was developed as a 2-day workshop with topics including: introduction to advocacy, steps to advocacy, strategic communication, message delivering, media relations, coalition building, and operational plan.

Basic Financial Management: This training was designed as a 1-day workshop on topics including: accounting systems, bookkeeping, and fringe benefits.

Good Governance: This training was designed as a 1-day workshop covering: concept and types of governance, roles and functions of an organizational structure, and ethical problems in governance.

NGO Management: This 3-day training was designed to increase understanding of NGO Management. The training pack was developed as a 3-day workshop and materials covered

topics including: vision and mission, organizational culture, organizational management, structure, team building, and external communication.

Monitoring and Evaluation: This 2-day training pack aimed to increase the level of understanding of Monitoring and Evaluation. The training pack was developed as a 2-day workshop with topics including: introduction to monitoring and evaluation, differences between monitoring and evaluation, indicators, and implementation of monitoring and evaluation.

Media and NGO Relations: This 2-day training aimed to increase understanding of media and NGO relations. Topics included in the training pack included: Why media needs NGOs and why NGOs need media, use media for advocacy, analyzing stakeholders, message development, press releases, success stories, and press conferences.

Project Cycle Management: This 2-day training was designed to increase understanding of how to manage the project cycle through methodologies for problem identification, project implementation, and evaluation. This workshop covered key components of project management based on the logical framework method of analysis. The objective of the module was to improve the management of activities through involvement of the main actors as stakeholders in realizing the project objectives. The module covered the following topics: identifying the project cycle and logical framework approach, writing proposals, stakeholder analysis, problem analysis, analysis of the objectives and strategic analysis, project implementation, building the log frame matrix, and evaluation of the project. Participants were exposed to the appropriate methodologies and tools used in successful project management throughout the project cycle.

Gender Equality and Violence against Women: This 2-day training module was aimed at improving journalist's knowledge of and capacity to address gender-based issues. It helped participants think about, discuss, and take action to prevent violence against women. It provided practical tools for those who want to begin a process of change in their communities. The training pack covered the following topics:

- The definition of domestic violence, the international and national law on domestic violence, and how they are implemented
- The editorial approach to reporting specific cases of domestic violence
- Tools for better reporting of domestic violence
- The availability of violence data outside the law enforcement and criminal justice area.
- Myths and traditional practices and their impact on relevant institutions

Gender Equality and Advocacy: This 2-day training covered: introduction to human rights, women rights and gender equality; violence against women: frameworks, framings and methods; current legislation against VAW in Kosovo and its implementation; issues based advocacy-techniques; successful fundraising; problem tree and stakeholder analyses; and importance of networking and influencing.

Advocacy for Creating an Enabling Environment and infrastructure for Volunteerism in Kosova: The 2-day workshop increased understanding of Advocacy and Volunteerism skills by covering the following topics: introduction to volunteerism, introduction to legislation system in Kosova, advocacy strategies and tactics and advocacy action plans.

Cost Analysis: This training pack was developed as a 1-day training covering: cost definition, cost analyzes, cost evaluation and design and finding the cost overage.

NGO Marketing: This training pack was developed as a 2-day workshop to increase understanding of NGO marketing by focusing on communications between NGOs and stakeholders while specifically integrating and reaching out to audiences, communicating through different approaches, and delivering appropriate messages. The training pack included: introduction, role of marketing, analyzing stakeholders, public relations, marketing communications, working with media, and press conferences and interviews.

The Role of NGOs in Civil Society: This module was developed as 2-day workshop covering: introduction to the 3 sectors of society, characteristics that distinguish them, common and different characteristics of NGOs and role of NGOs in Kosovo society. At the end of the day, ATRC showed a short spot illustrating the work of NGOs in environment field.

Fundraising and Donor Relations: This training pack was developed as a 1-day training covering the following topics: introduction to fundraising, fundraising strategy and relationships with donors.

Effective Communication: This 3-day training covered topics including: introduction to effective communication, verbal and non-verbal communication, communication in organization, and intercultural approach and dealing with clients. The workshop aimed to increase level of understanding about effective communication.

Strategic Planning: The ATRC training team facilitated 4 3-day strategic planning workshops for the following organizations: Association of Pensioners of Kosovo, Independent Union of Pensioners, Association of Work Invalids and Association of Retired and Invalid Miners of Kosovo. Trainings covered introduction to strategic planning, self evaluation, SWOT analyzes, vision and mission, objectives analysis, and finalization of strategy.

Conflict Management: This module was designed to provide relevant information for identifying, understanding and managing conflicts. The training pack was developed as a 2-day workshop with topics including: understanding conflict, working with conflict, roles, communication, social conflict and development cooperation.

Negotiation: The workshop on Negotiations was designed as a 2-days training focused in understanding definitions and applying negotiation theories and practices through sets of principles and approaches. The module provided necessary information through negotiation phases, methodologies, and strategies of practice. The module covered Negotiation Methods, Phases in Negotiation, Negotiation Strategies, Integrative Negotiations, Positional Negotiation, Communication in Negotiations, and Mediation.

Figure 8 shows the breakdown of modules provided by ATRC under KCSP.

Figure 8.

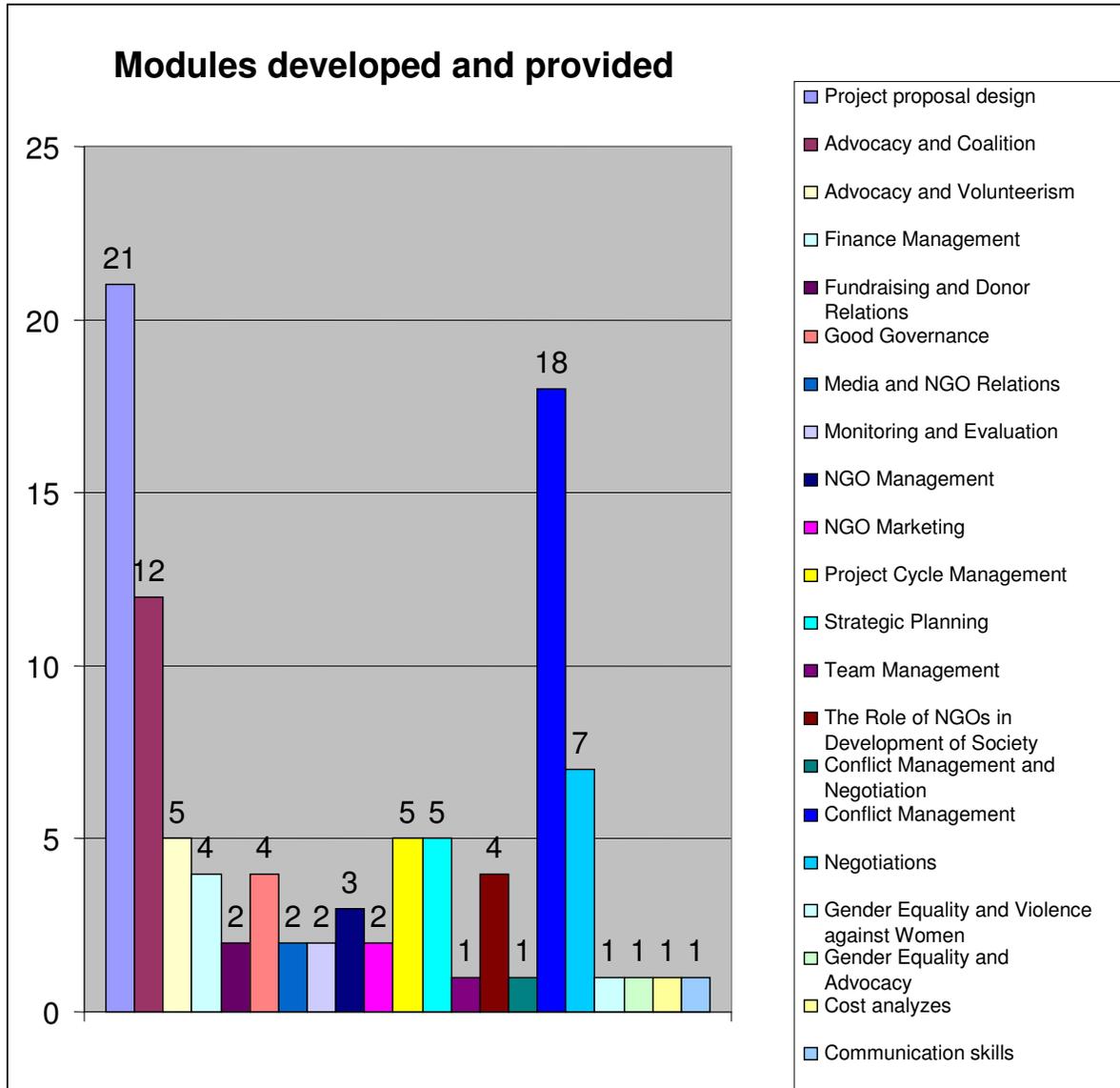
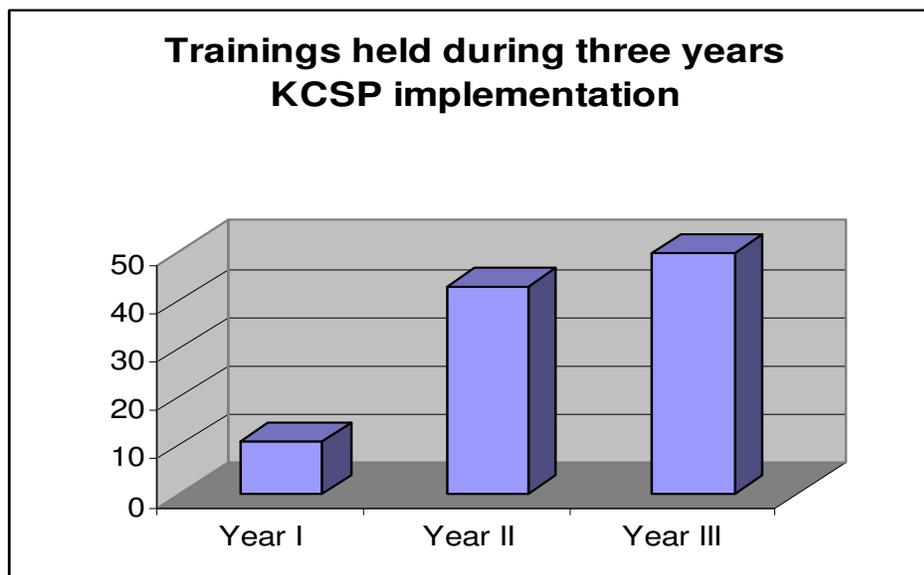


Figure 9 shows the distribution of trainings among the 3 years of the KCSP program. ATRC only conducted 11 trainings in year 1, but this number rose to 43 in year 2 and reached 50 by year 3, indicating the increased demand for ATRC training services.

Figure 9.



ATRC throughout of 3 years KCSP implementation provided trainings through 3 services: workshop series, customized trainings (potential grantee organizations, sub-sector development) and one-on-one consultancies.

Workshop Series: Between October 2005 and April 2008, the ATRC Training Team provided 29 trainings as part of the workshop series. 708 participants from 619 NGOs attended these trainings. Workshops being offered were publicized on the ATRC website. The Training Team sent call for application to all local NGOs via email as well. Participants for the trainings were selected through criteria for NGO's applying for the trainings. The first priority was given to KCSP grantees, the second priority to ATRC clients and to the participants that didn't participate in the previous trainings. ATRC aimed to give all NGOs an opportunity to participate in the training so the number of participants for an NGO was restricted to one participant (if there were more than one interested to participate from an organization).

Due to high interest in the trainings, ATRC Training Team decided that the maximum number of participants in the training would be 30. This decision was made in order to provide workshops that were more efficient for participants.

Each workshop was evaluated, and the average evaluation for all trainings was 4.7 out of 5, indicating that participants were pleased with the modules. The workshop series included 11 training modules: Project Proposal Design, Advocacy and Coalition Building, Finance Management, Fundraising and Donor Relations, Good Governance, Media and NGO Relations, NGO Management, NGO Marketing, Project Cycle Management, The Role of NGOs in Development of Society, Conflict Management and Negotiation, etc

The breakdown of training modules held within the workshop series is as follows:

- Project Proposal Design training was held 6 times
- Advocacy and Coalition Building training module was held 5 times

- Finance Management training module was held 2 times
- Fundraising and Donor Relations training module was held 1 time
- Good Governance training module was held 2 times
- Media and NGO Relations training module was held 2 times
- NGO Management training module was held 3 times
- NGO Marketing module was held 2 times
- Project Cycle Management training module was held 3 times
- The Role of NGOs in Development of Society training module was held 2 times
- Conflict Management and Negotiation training module was held 1 time

Customized Trainings: In addition to conducting the previously-mentioned training modules as part of the ongoing workshop series over the course of the KCSP program, ATRC also offered its clients customized trainings. For these trainings, ATRC staff tailored the modules to meet the needs of specific groups – for example potential KCSP grantees and various NGO sub-sectors.

Potential Grantee Organizations: During the 3-year KCSP program, ATRC conducted 9 customized trainings on Project Proposal Design for potential grantees. 3 of the trainings were held in Serbian communities (1 in Gracanica and 2 in North Mitrovica). Participants included 226 representatives of 176 NGOs.

Sub-sector Development: Over the course of KCSP, the ATRC Training Team conducted 22 customized trainings for NGOs from 5 sub-sectors - Youth, Health, Disability, Pensioners and RAE-Women Network. Customized sub-sector trainings included 3 trainings on Strategic Planning, 4 on Project Proposal Design, 3 on Advocacy and Coalition Building, 5 on Advocacy and Volunteerism, 2 on Good Governance, 1 on Role of NGOs in Civil Society, 1 on Monitoring and Evaluation, 2 on Basic Financial Management, and 1 on Project Cycle Management. 369 participants from 223 NGOs attended these sub-sector trainings.

Youth: Based on a needs assessment for the youth sub-sector conducted by the Kosovo Youth Network (KYN), ATRC reached an agreement with IREX/KCSP and the Director of KYN to design an action plan for developing the capacity of NGOs in the youth sub-sector. As a result of this agreement, customized trainings were provided to youth NGOs on Project Proposal Design, Advocacy and Coalition Building, Good Governance, Basic Financial Management, and Project Cycle Management.

In addition, ATRC cooperated with IREX/KCSP and UNDP to conduct 5 trainings on Advocacy for Creating an Enabling Environment and Infrastructure for Volunteerism. These trainings were held for youth NGOs in 5 regions of Kosovo – Mitrovica, Peja, Gjilan, Prizren and Pristina.

Health: ATRC in agreement with IREX and representative of Ministry of Health (MoH) created an action plan to develop the capacity of 7 Health sector NGOs working on HIV/AIDS issues. ATRC provided customized training to this group in Project Proposal Design and Introduction to Advocacy and Coalition Building.

Disability: The ATRC Training Team provided training on Project Proposal Design and facilitated strategic planning by the Association of Blind Persons. The Training Team provided follow-up on the strategic plan as well as consultancy on Project Proposal Design.

Pensioners: ATRC prepared a plan for Pension sub-sector that arose from discussions with key organizations in the sub-sector about the need to strengthening the capacity of each

organization in the sub-sector and to foster better collaboration among the organizations in this sub-sector in order to increase their ability to address their needs to decision makers. The ATRC Training Team prepared and facilitated a strategic planning session for the League of Kosovo Pensioners and provided consultancy on Project Proposal Design as well. The ATRC Training Team also facilitated strategic planning by the Association of Retired and Invalid Miners of Kosovo and provided consultancy on Project Proposal Design to this organization as well.

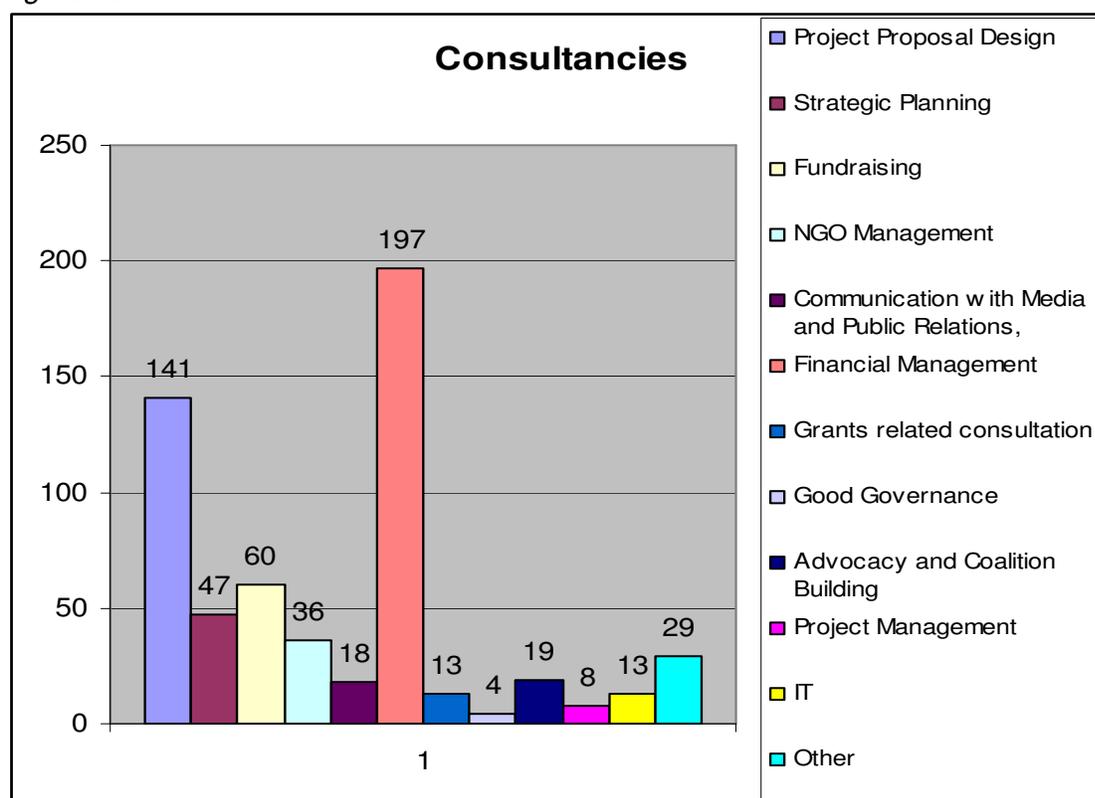
RAE Women's Network: Following meetings between IREX, ATRC and Luljeta Vuniqi from the Kosovo Center for Gender Studies (KCGS), ATRC developed a proposal to support the development of the RAE Women Network. The training team delivered 6 trainings to members of the RAE Women's Network on: Project Proposal Design; Advocacy and Networking, Role of NGO's in Civil Society; Good Governance; Basic Financial Management; and Monitoring and Evaluation. The Training Team also provided consultancies to network members on different issues such as: Project proposal Design, NGO Management and Fundraising.

Development of of NGO sub-sector networks is critical to successful NGO policy advocacy reform work. Effective sub-sectors are able to develop sound policy positions, articulate demands, mobilize and leverage resources, cultivate a constituency base, and gain the attention of policy-makers.

Consulting In addition to the workshop series and customized trainings, ATRC also provided consultancy services. Between October 2005 and April 2008, ATRC provided 585 hours of consulting services to 487 clients, including representatives of 233 NGOs. 121 hours were dedicated to consulting with KCSP grantees. Consultants included members of the ATRC Training Team, as well as the Executive Director, Finance Manager, Sub-grant Finance Manager and IT Manager depending on the specific needs of the client.

Figure 10 below shows the breakdown of consulting hours provided by ATRC by topic. During the first year of KCSP, most clients requested consulting on Project Proposal Design and Fundraising, while in the second year and third years demand for Financial Management consulting increased due to the need for grantee organizations to produce financial reports.

Figure 10.



NGO Database: The ATRC Training Team developed a registration form for local NGOs at the beginning of KCSP as a tool for tracking client information and services provided. The NGO database was updated regularly, while the NGO registration form was published on the ATRC website and provided to local NGOs via email and in hard copy during trainings and meetings. During the 3 years of KCSP, 248 NGOs registered as ATRC clients. The consulting and monitoring and evaluation databases were also updated regularly.

Assessment and Recommendations: In October 2005, the ATRC Training Team conducted an initial assessment of the Kosovo NGO sector in order to have more background on client needs. Data that were gathered were; MSI report on Civil Society in Kosovo (2004), OSCE report on Civil Society (2004) and NGO directory published by Kosovo Civil Society Foundation (2005). These materials were used to shape ATRC work with civil society in Kosovo.

In early 2007, ATRC conducted a survey on NGO training needs. Survey results identified the following immediate training needs: Fundraising, Advocacy, Project Proposal Design, Project Cycle Management, and Marketing. ATRC used the results of this survey to tailor its training program for the final year of KCSP.

ATRC also conducted a survey of 37 NGOs on the impact of its trainings. The results demonstrated that ATRC training and consultancy services contributed to the improvement of the Kosovo NGO sector by enhancing their knowledge, skills, and confidence in their ability to bring about positive change in Kosovo society. The respondents were asked to rate the effectiveness of the trainings on a scale from 1 (not effective) to 3 (very effective). The results showed that more than 75% of respondents considered the trainings effective or very effective. The respondents were also asked to give examples of how they have integrated new

information and skills gained from ATRC trainings and consulting in their work and the overall benefits of ATRC services. 80% of respondents reported that ATRC trainings had enabled them to improve the quality of their work, while 17% answered that ATRC services had helped them attract funds for their organizations. Respondents also mentioned that trainings had helped them interact with beneficiaries, market their programs, analyze and solve problems, communicate with the media, and raise funds. 100% of the interviewees say they would recommend ATRC trainings to other Kosovo NGOs.

Based on its experience and input from training participants, the ATRC Training Team made the following recommendations:

- The Training Team was overwhelmed by ad hoc requests that were not included in the annual work plans and was therefore unable to devote an optimal amount of time to planned activities. This could be alleviated by focusing on planned activities and accepting limited ad hoc training requests, if any.
- The sub-sector development component did not have clear guidelines, and the Training Team recommended enhanced capacity building and finance training as part of this component.
 - Workshop series trainings attracted large numbers of participants. The Training Team recommended limiting the number of participants to 15-17 for more manageable workshops.
 - The Training Team identified a need for advanced capacity building modules for NGOs that have completed the basic ATRC trainings but could benefit from additional support.

Marketing and Communications

Over the course of KCSP, the ATRC website was developed and modified 2 times. A monthly newsletter was prepared, posted and widely distributed. The number of visitors to the website increased from approximately 2,700 visitors under KNAP program to 30,209 under KCSP. Annual reports and Audit reports were also published and posted on the website. Under KCSP, 278 newspaper articles were published in Kosovo dailies and 295 news stories were broadcasted on electronic media about public dialogue events organized by ATRC.

Newsletter: ATRC produced a monthly electronic newsletter entitled “The Advocate” that provided practical information for local NGOs and other interested parties, including information on KCSP grant rounds and other funding opportunities. It also promoted local NGO activities and impact by highlighting success stories and partnership-building activities. “The Advocate” was disseminated electronically to hundreds of NGOs, media outlets, governmental institutions, international agencies, and potential supporters throughout Kosovo and abroad. It was made available in English, Albanian, and Serbian languages on the ATRC website: www.advocacy-center.org. 22 issues of “The Advocate” were produced over the course of KCSP.

Other Publications: During KCSP, ATRC produced 3 annual reports describing its activities in 2005, 2006 and 2007 were published. These reports provided supporters, partners, and the public with an overview of ATRC work and activities by describing ATRC’s 4 primary programs: training consultancy & capacity building, information, grant-giving, and advocacy.

In 2007, ATRC published a new brochure to provide brief and comprehensive information about its profile, activities, services and resources.

- AVONET – building links between citizens of Ferizaj and their legislators;
- RAE Women’s Network – formalizing their network;
- Peja Youth Network – urging greater youth involvement in civil society;
- Kosovo Democratic Institute (KDI) – monitoring the work of legislatures to strengthen citizen political participation;
- Kosovo Women’s Network (KWN) – building one of the largest NGO networks in the region;
- Kosovo Development Center (KDC) – forming a cooperative including farmers of different ethnic background in Kosovo;
- Elita – unifying NGO activities in Vitia under a coalition through which it aims to advocate on behalf of citizens;
- Human Rights Radio Network – promoting transparency at the local level;
- Handikos – implementing the project “We Can Work as Well” advocating for the rights of handicapped citizens to work in Kosovo
- Agro Eko – Facilitating an agreement between the Municipal Assembly of Gjilan and the Kosovo Ministry of Environment and Spatial Planning to mend the Mirusha riverbank;
- Eye of Vision – transforming the Zatra neighborhood into an urban planning area of Peja Municipality;
- Democracy in Action: Elections 2007 – leading involvement of civil society in conducting voter outreach and election monitoring during the Kosovo elections;
- Handicap Kosova – convincing authorities of Podujeva Municipality to build a new ramp for disabled people to access the municipal building;
- Association of Blind and Partially Sighted People of Kosovo – obtaining full access for people with disabilities, in particular blind people, to the election process;
- Elena Peshkopia – granting scholarships for successful students every year;

NGO Contact List: Under KCSP, the ATRC NGO contact list was restructured, developed, and updated. The previous directory contained contact information for 112 NGOs. Since October 2005, this directory was restructured and updated with active NGOs operating throughout Kosovo. By the end of KCSP, it included information on 751 NGOs (organization names, contact persons, addresses, office and mobile phone numbers, and e-mails). NGOs representing every Kosovo ethnic group are included in the contact list, which is divided into the categories of human rights, youth, women, environment, think tanks, training organizations, networks, and others.

Media Coverage: Under KCSP, 278 newspaper articles were published in Kosovo dailies and 295 news stories were broadcast on electronic media about public dialogue events organized by ATRC. Newspaper articles about ATRC are available at www.advocacy-center.org (click ATRC in the Media). 1,355 newspaper articles were published in the daily press and 534 news stories were broadcast on the national TV stations RTK, KTV and RTV21 covering a diverse group of local NGOs working on anti-corruption and transparency, civil rights, community building, disabled issues, economic development, environment protection, education, good governance, health reform, judicial reform, minority/ethnic reconciliation, humanitarian/relief issues, social welfare, youth development, women, and other topics.

Public Dialogue Forums

During the implementation of KCSP from 2005-2008, ATRC organized 193 public discussions/debates and other dialogue events on social, economic and political matters of

interest in Kosovo, attended by 20,966 participants. 92 of these events were part of KCSP, while 101 were part of other projects. ATRC established 71 partnerships, including 38 with central and local government, 12 with international organizations, and 21 with local NGOs. ATRC played a key role in bringing together citizens, civil society, and government to discuss important issues during the final status negotiations and Constitution public debates. The following is a description of public dialogue forums held by ATRC during the KCSP program

Anti-corruption and Transparency

Civil Society Representation in the Council of Kosovo Anti-Corruption Agency: On October 13, 2005, ATRC organized a coalition-building event in Pristina with the purpose of selecting and nominating a representative of civil society to the Kosovo Anti-Corruption Agency. The meeting was attended by 24 people. NGO representatives present at the meeting voted in favor of forming a coalition and stressed the need to include media organizations in the coalition, given the media's crucial role in fighting corruption in Kosovo. The participants agreed that the coalition should initially function according to several principles they drafted. ATRC stressed that it was available to provide assistance in whatever way it could to resolve this issue and to support the NGOs in having a representative on the Council of the Anti-Corruption Agency.

Nomination of Civil Society Representative to the Kosovo Anti-Corruption Agency: In October 2005, ATRC and the Office for Good Governance in the Office of the Prime Minister solicited a representative from civil society to participate in the Council of the Kosovo Anti-Corruption Agency. An initial meeting with NGOs was organized by the Office of Good Governance on September 30, 2005 due to lack of the number of NGO representatives in the ATRC organized the meeting with 22 representatives. Civil society representatives nominated Bashkim Rrahmani as their representative to the Kosovo Anti-Corruption Agency, and the Kosovo Assembly approved his nomination.

Corruption in Our Society: What do we do to fight it?: On December 5, 2005, ATRC and the local NGO COHU organized a public meeting in Pristina to discuss and review existing and proposed mechanisms used in Kosovo to combat corruption. The meeting was attended by 22 participants. Most of the panelists and participants agreed that Kosovo society needed implementation of an anti-corruption law, prosecution of corrupt individuals, a strong broad-based coalition, and more debates to effectively fight corruption.

Corruption in Civil Society: On April 3, 2006, ATRC and COHU organized a public debate in Pristina about corruption within civil society, attended by 27 participants. Participants discussed what NGOs should do to be transparent, who should fight corruption in civil society, public perceptions of corruption in civil society, and the role of donors in increasing transparency within civil society organizations. Participants selected a group of representatives of the NGOs COHU, ATRC, AVONET, Riinvest, Kosovo Women's Network, Youth Network, and the NGO Forum of Gjakova to coordinate NGOs throughout Kosovo in drafting a common code of ethics.

Latest Developments in the Kosovo Agency for Anti-Corruption: On September 22, 2006, ATRC organized a roundtable discussion in Pristina with the Director of the Agency for Anti-Corruption to brief NGO representatives about the work and future activities of the agency, and also to discuss the role and contribution of civil society in fighting corruption in Kosovo. Participants agreed that the Agency for Anti-Corruption should focus its work on preventing the spread of corruption in Kosovo

Workshop on Transparency and Anti-Corruption: On December 1-2, 2006, ATRC in partnership with UNDP and the Kosovo Agency for Anti-Corruption organized a workshop in Prizren, attended by 57 participants. The event aimed to gather, strengthen and support civil society in Kosovo in fighting corruption. Participants established the Kosovo Anti-Corruption Coalition. The new coalition elected a management council and approved the system of organizing of the Coalition.

Social Welfare

Pension System in Kosovo: On December 14, 2005, ATRC in partnership with the local NGO KODI organized a roundtable discussion in Pristina that brought together service providers and service receivers to address issues related to quality of pension services. It was attended by 20 participants. Participants, who welcomed the initiative of organizing such event, agreed that discussions on this issue should continue and a coalition of NGOs for advocating for pensioner concerns should be founded.

Public Discussions on Draft Law on Pension and Invalidity Insurance: In June 2006, ATRC in partnership with 6 local NGOs organized 7 public discussions about the draft law on pension and invalidity insurance. The discussions took place in Gjilan, Ferizaj, Prizren, Mitrovica, Gjakova, Peja and Pristina, and were attended by 110 participants. The discussions were organized in partnership with Kosovo Democratic Institute, Association of Pensioners of Kosovo, Independent Union of Pensioners and Invalids of Kosovo, NGO Resource Center Prizren, Mingos, and Forum Gjakova. Participants concluded it was necessary for the draft law to be approved as soon as possible by the Kosovo Assembly and prepared several recommendations for the draft law. On July 10, 2006, another discussion was held in Pristina to compile specific recommendations for the draft law in order for it to be as comprehensive as possible. 35 participants attended the meeting. Representatives from the Association of Pensioners, Union of Pensioners and Work Invalids, Association of Work Invalids, Union of Independent Trade Unions and Association of Retired Invalid Miners introduced their recommendations and remarks on the draft law, which were sent to the government commission engaged in harmonizing the proposals regarding this draft law before handing it over to the government.

Pension System in Kosovo: Miners and their social situation: On March 28, 2007, ATRC in partnership with Association of Pensioner Invalid Miners of Kosovo organized a public discussion in Pristina, attended by 27 participants. The meeting addressed issues concerning the pension system and its impact on miners.

Civil Society

Diplomacy, Negotiations and Civil Society: On December 6, 2005, ATRC organized a sub-sector dialogue event in Pristina to discuss the role of civil society in laying the groundwork for a multiethnic Kosovo, attended by 19 participants. Miroslav Lajčák, General Director for Political Affairs in the Ministry of Foreign Affairs of Slovakia, discussed the role of civil society and its potential contributions to key processes in Kosovo with local NGOs. Lajčák shared his country's experience focusing on Slovakian NGOs and their partner role with the government. NGO representatives were informed about a meeting in Bratislava between Kosovo and Serbian NGOs funded by the Slovak Government.

Role of Civil Society in Status Negotiations: On February 29, 2006, ATRC organized a roundtable meeting in Pristina between local NGO representatives and Dr. Ken Yamashita,

USAID Mission Director for Kosovo, in order to get feedback from representatives of civil society organizations and discuss possible involvement in status negotiations, integration of minorities, anti-corruption, and financial sustainability. It was attended by 10 participants.

Why is the Establishment of an Independent Media Commission being delayed? On March 6, 2006, ATRC organized a public debate in Pristina to clarify the reasons for the delay of the establishment of the Independent Media Commission (IMC), attended by 16 participants. Participants stressed the need to speed up the process of establishing the IMC because of its great importance.

Civil Society Cooperation with the Office of President and the Office of Prime Minister: On March 28, 2006, ATRC organized a roundtable meeting in Pristina between local NGOs and representatives of the Office of the President and the Office of the Prime Minister in charge for civil society issues, attended by 18 participants. The meeting aimed to create new mechanisms of cooperation based on the civil society needs. Participants drafted several recommendations.

Civil Society Discusses Latest Political and Economical Developments in Kosovo: On March 10, 2006, ATRC in partnership with Riinvest Institute organized a roundtable discussion in Pristina with local NGO representatives to discuss the latest political and economic developments in Kosovo with Professor Muhamet Mustafa from Riinvest. The discussion was attended by 18 participants. Key areas where civil society could apply pressure were monitoring the implementation of laws and more actively fighting corruption.

The Role and Importance of Civil Society Participation in the Decision-Making Processes: On the June 14, 2006, ATRC in partnership with UN-HABITAT and the Office of Good Governance in the Office of the Prime Minister organized a roundtable discussion in Pristina, attended by 64 participants. The event initiated a discussion on civic engagement as one of the principles of good governance and an indispensable element of local strategic development planning. It helped to identify other aspects of good governance that were addressed in a joint conference on good governance in September 2006. Participants concluded that engagement of civil society is a precondition for good governance.

VAT and Customs Regulations Impacting Public Benefit NGOs: On October 5, 2006, ATRC in partnership with IREX and the International Center for Not-for-Profit Law organized a roundtable/conference in Pristina, attended by 51 participants. The conference brought together representatives of NGOs, government, and international agencies to discuss the rationale for, and impact of, removing VAT and Customs and Excise duty exemptions for Public Benefit NGOs, and also to develop a set of recommendations to resolve this critical issue. Participants concluded that Kosovo citizens get damaged in this situation and not non-government organizations and that the dialogue on this issue should continue.

The Importance of Civil Society in Combating Trafficking in Human Beings: In September 2007, 6 regional roundtable discussions were held in Pristina, Prizren, Mitrovica, Gjilan, Ferizaj and Peja, organized by ATRC in partnership with Catholic Relief Services (CRS) and attended by 124 participants. The roundtable discussions were geared specifically for Kosovo civil society organizations, aiming to discuss the role and importance of civil society in combating trafficking in human beings. Representatives of government, civil society, local shelters, MASHT, MPMS, KPS, IOM, and KFOR participated in the meetings.

Environmental Protection

Environment and Waste Management: On February 21, 2006, ATRC organized a roundtable discussion between local NGO representatives and the environmental engineer Jim McGill, who has been in the environmental business for 25 years designing cost effective environmental solutions, attended by 7 participants. The meeting addressed sensitive issues related to environmental issues in Kosovo. Local environment NGO representatives discussed solving environmental problems at the local level, preparing Kosovo businesses for compliance with environmental regulations through prudent use and reuse of resources, and minimizing waste generation.

The New Thermal Power Plant “Kosova C”: Economical Development or Environmental Pollution: On the January 19, 2007, ATRC organized a public discussion in Pristina, attended by 33 participants. Participants discussed the government’s plans to build a new power plant in Kastriot. Participants included Ardian Gjini, Minister of Environment and Spatial Planning, Agron Dida, Deputy Minister of Energy and Mines, opposition political parties, and civil society. Participants concluded that the plant was an old project from the 1970s and that it would have a severe negative impact on the environment. Government representatives said the project was essential for economic development in Kosovo and also argued that the modern thermal power plant would decrease air pollution. Representatives from the opposition parties and civil society expressed their skepticism.

Sustainable Kosovo: Capacity Building of Environmental Civil Society: On July 13, 2007, ATRC, in partnership with the Regional Environmental Center, organized an NGO information meeting in Pristina, attended by 36 participants. The meeting informed Kosovo NGOs about REC’s new project “Sustainable Kosovo: Capacity Building of Environmental Civil Society,” which aims to train NGOs dealing with environmental issues in Kosovo in designing development plans friendly to environment. REC representatives in Pristina outlined project objectives, activities, and expected results, as well as opportunities for environmental NGOs such as training, public awareness campaigns, and study visits outside Kosovo.

European Integration

Kosovo and European Integration after Status: On March 2, 2006, ATRC organized a roundtable discussion between local NGOs and Veton Surroi, leader of the political party ORA, to discuss Kosovo and European integration after status, attended by 28 participants. Surroi and civil society representatives linked Kosovo EU integration with efficient governance, functional democracy, and respect for majority-minority relations.

Kosovo in Europe: On May 16, 2006, ATRC in partnership with Youth Initiative for Human Rights organized a roundtable discussion between civil society representatives and Stephen Heintz, President of the Rockefeller Brothers Fund, to discuss the current situation in Kosovo and its future integration, attended by 34 participants. Participants concluded that Kosovo should go on with its reform and negotiations for final status, and that a lot of work needed to be done for communities across Kosovo.

The European Union’s Commitment to Kosovo: Views from Inside and Outside: On March 4, 2008, ATRC organized a panel discussion on the European Union’s mission in Kosovo, attended by 82 participants. The meeting provided information on the EU and its actions in Kosovo to youth and NGOs. The panel consisted of Hajredin Kuqi - Deputy Prime Minister of

Kosovo, Annika Weidemann - Deputy Head of the International Civilian Office/EU Special Representative Preparation Team in Kosovo, Khaldoun Sinno - Head of Political, Economic and EU Integration Section of European Commission Liaison Office to Kosovo, Karin Limdal - Public Information Advisor, European Union Planning Team for Kosovo (future EULEX Kosovo), and Muhamet Mustafa - Riinvest Institute. They provided an overview of a wide range of issues related to Kosovo and the EU, followed by questions from the audience.

Good Governance

Challenges of the Opposition towards Government and Negotiations for Kosovo's Final Status: On March 22, 2006, ATRC organized a roundtable discussion with NGO representatives to discuss challenges opposition politicians faced with respect to negotiations over Kosovo's final status with Hashim Thaqi, leader of the opposition Democratic Party of Kosovo (PDK), attended by 28 participants. The event brought together members of the negotiation team and civil society representatives, and also initiated new communication between politicians and the NGO sector. Most participants noted that NGOs and governing institutions should contribute to the general debate initiated by civil society on issues of concern to Kosovo citizens.

Government, Civil Society and Citizens as Partners in Strategic Approach to Development Planning and Management: On September 27-28, 2006, ATRC in partnership with UN Habitat and the Office for Good Governance of the Office of the Prime Minister organized a regional conference on good urban governance, attended by 281 participants. The conference provided an opportunity for experience sharing between Kosovo and neighboring countries on urban governance.

Political Party Platforms: Issues that could be translated into policies: On September 29, 2006, ATRC, in partnership with IREX and NDI, organized a conference in Pristina that brought together both political parties and NGOs to start a discussion on domestic policies that reflected citizen needs. It was attended by 30 participants. Participants agreed that Kosovo's political status was the axis of all political party election platforms (Albanian, Serb and other communities), with policies addressing other areas such as education, health, and economy were merely mentioned by political party election platforms, and underscored the need for parties to accelerate the process of policy development.

Translating Democracy into Good Governance from the Planning Perspective: In March and May 2007, ATRC in partnership with UN Habitat organized 3 roundtable discussions in Peja, Mitrovica, and Ferizaj, attended by 137 participants. The roundtables discussed citizens' participations of the decision-making process as one of key elements of civil society and democratic processes. Participants concluded that public participation in the decision-making process was an effective means of cooperation between government and the public to solve problems in these 2 towns, and that local infrastructure, shelter, poverty, urban environment, and security standards should be improved.

Public Discussion of Draft-Statute of Pristina Municipality: On March 6, 2008, ATRC in partnership with Pristina Municipality organized a public meeting where representatives of NGOs had the opportunity to comment and discuss the draft statute of the Municipality of Pristina. The meeting was attended by the Mayor of Pristina Isa Mustafa and members of the statute-drafting commission, as well as 35 participants.

Civil Rights

Violence against Journalists: On January 13, 2006, ATRC in partnership with the Balkan Investigation Reporting Network (BIRN) and the Association of Professional Journalists of Kosovo organized a public debate to discuss the causes of violence against journalists in Kosovo, police response to such cases, working circumstances of journalists, and institutional pressure on independent media. The event was attended by 29 participants. The Association of Professional Journalists of Kosovo identified 2 major problems concerning police behavior toward journalists: lack of trainings for police on how they should behave with media and Kosovo police refusal to be shown on TV. Kosovo Police Service representatives urged that journalists should have continuous contacts with police,

Advocacy in Practice: from the experience of an international activist: On January 12, 2007, ATRC organized a roundtable meeting in Pristina between the American human rights activist Alice Mead and civil society representatives, attended by 15 participants. Mead showed her documentary film "Kosova and the Death of Yugoslavia," and discussed advocacy issues with participants. Participants concluded that freedom is not only for a person – if all people are not free, they're not equal – and that advocacy is about being equal.

Informal Meeting about Limited Water Supplies Situation in Kosovo: On August 31, 2007, ATRC organized a meeting in Pristina, attended by 11 participants. The meeting resulted in the formation of a working group consisting of representatives of the Regional Environmental Center (REC), ATRC, USAID, Ministry of Environment and Spatial Planning, and KFOR. The working group agreed to organize a conference about the water situation in Kosovo and identify the problems and measures to improve the current situation.

Human Security Strategy for Kosovo: On March 4, 2008, ATRC in partnership with the Center for Study of Global Governance at London School of Economics (LSE) organized a brainstorming meeting with civil society activists and intellectuals in Kosovo in order to develop a human security strategy with members of the human security study group, attended by 22 participants. The study group reports to Javier Solana, EU High Representative for Common Foreign and Security Policy, in order to make sure the new EU mission in Kosovo together with KFOR gives priority to human security and deals with status issues in terms of their implications for human security.

Law on Access to Official Documents: On February 7, 2006, ATRC in partnership with the IREX Kosovo Media Assistance Program (KMAP) organized a roundtable discussion to address issues related to the implementation of the Law on Access to Official Documents, focusing on the development of mechanisms for implementing the Law, attended by 25 participants. Most participants noted that although 3 years have passed since the adoption of Law by the Kosovo Assembly, the Law's application has been delayed.

Citizen as Lawmaker for the New Constitution of Kosovo: On July 17, 2006, ATRC and KDI organized a roundtable discussion to reform and advance mechanisms to involve citizens in legislative and decision-making processes at the central government level, attended by 14 participants.

Workshop on Draft Brochure for the New Constitution of Kosovo: In August 2007, ATRC in partnership with AED organized 3 workshops in Pristina, attended by 50 participants, to discuss

a draft brochure about the new Constitution of Kosovo with members of the Juridical Association of Kosovo and Judges and Prosecutors from Gjilan Municipality.

Gender Equality

Is Status Women's Issue, as Well? On March 10, 2006, ATRC and the Gender Training and Research Center (GTRC) organized a public discussion to debate the issue of women's participation in negotiations for Kosovo's final status among civil society representatives, attended by 21 participants. Participants continuously stressed that Kosovo women must be involved in negotiations because of their political capacity and courage, and the contribution they made towards freedom.

Gender Equality, Violence against Women and Domestic Violence: On December 12, 2007, ATRC organized a public ceremony where 13 Municipal Gender Officers and 11 journalists received certificates for having successfully participated in trainings on the topics of gender equality, violence against women, and domestic violence. At the ceremony, attended by 16 participants, 2 journalists were recognized for their coverage of gender equality and domestic violence. The event aimed to publicly recognize the contributions of journalists who tackle violence against women.

Decentralization

Latest Developments in the Decentralization Process: In April and September 2006, ATRC organized 2 roundtable discussions in Pristina with the Deputy Prime Minister and Minister for Local Government Administration, Lutfi Haziri, to discuss civil society contributions to the decentralization process, and also to bring together members of the negotiation team and civil society representatives. The discussions were attended by 45 participants. The event informed citizens of the latest developments in the decentralization process and the role that civil society could play in this matter. Participants concluded that Kosovo would be an unstable country if ethnically separated.

Decentralization Process in the Deçan Municipality: On November 4, 2006, ATRC in partnership with the local NGO Epoka e Re organized a public discussion in Deçan, attended by 17 participants to discuss the decentralization process in Deçan with central and local government representatives. Minister of Environment and Spatial Planning Ardian Gjini, also a member of the negotiation team on the future political status of Kosovo, vowed that concerns of Deçan citizens would be considered and discussed with Lutfi Haziri, Minister of Local Governance Administration.

Political Development

Latest Political Developments in Kosovo: On May 12, 2006, ATRC organized a roundtable discussion in Pristina between NGO representatives and Ramush Haradinaj, leader of the political party AAK, attended by 17 participants, to discuss the latest political developments in Kosovo. On July 18, 2006, ATRC organized another roundtable discussion in Pristina about political developments in Kosovo in partnership with the Office of the President of Kosovo, attended by 32 participants. This meeting between civil society representatives and the President of Kosovo, Fatmir Sejdiu, covered the latest political developments in Kosovo, and the possible role of civil society in Kosovo's future.

Meeting with Ashraf Ghani, former Afghan Minister of Economy and Finance: On September 6, 2007, ATRC organized a roundtable meeting in Pristina between civil society representatives and Ashraf Ghani, former Afghan Minister of Economy and Finance, to discuss the current situation of Kosovo and its future vision, attended by 17 participants. The discussion focused on strengths and weaknesses of governing bodies, future issues of concern for Kosovo, and source of power in Kosovo.

Spatial Planning

Draft Document “Spatial Plan of Kosovo 2005-2015+”: In May and July 2006, ATRC organized 2 public discussions in Pristina with the Director of the Institute for Spatial Planning, Ilir Gjinolli, to discuss the draft document “Spatial Plan for Kosovo 2005-2015+” with civil society representatives, attended by 35 participants. Participants suggested revisions prior to the document being handed over to the government, emphasizing that it should promote the common interests of Kosovo residents, accelerate economic development, improve the quality of life, and simultaneously protect natural resources and cultural heritage.

Urban Development of Pristina City: On March 15, 2007, ATRC organized a roundtable discussion in Pristina with civil society representatives to discuss urban development in Pristina, attended by 24 participants. Participants focused the discussion on public participation in decision making about important urban issues affecting Pristina.

Minority/Ethnic Reconciliation

The Accomplishments in the Process of Returnees in the Obiliq Municipality: On December 23, 2006, ATRC organized a public discussion in Obiliq Municipality, attended by 28 participants, to discuss the strategy of the Ministry for Communities and Returnees on returning displaced families to their homes.

Youth Development

To Whom Serves and Belongs Youth and Sports Palace of Pristina: On December 14, 2006, ATRC organized a roundtable discussion in Pristina, attended by 27 participants, to raise the issue of a destination for youth and sports activities in Pristina, after the closure of Kosovo Youth Network’s offices at the Youth Center in Pristina by the management of the Youth and Sports Palace. Representatives from the Youth Department of the Ministry of Culture, Youth and Sports of Kosovo, Directorate of Culture in the Municipality of Pristina, Kosovo Youth Network, and Youth Center of Pristina agreed that the Youth Palace should serve the needs of youth and also other cultural and sports purposes.

Cultural Heritage

Protection of Cultural Heritage of Prizren: On January 12, 2007, ATRC organized a public discussion in Prizren, attended by 10 participants. Issues related to the protection of cultural heritage sites in Prizren were debated among citizens of Prizren, NGO representatives and municipal officials.

Ahtisaari Proposal, Final Status, Elections, and Constitution

Community Roundtables on the Ahtisaari Proposal: In February and March 2007, ATRC in partnership with the Academy for Educational Development (AED) organized 29 community

roundtables in 28 towns across Kosovo to inform citizens about Ahtisaari's comprehensive proposal for Kosovo's final status. The meetings were attended by 850 participants representing local and central government, NGOs, media outlets, and businesses. The roundtables were held in Pristina, Mitrovica, Prizren, Gjakova, Peja, Ferizaj, Novoberda, Kaçanik, Obiliq, Fushë Kosova, Shtime, Klina, Kamenica, Graçanica, Podujeva, Lipjan, Shtërpca, Istog, Suhareka, Rahovec, Viti, Skenderaj, Malisheva, Zveçan, Drenas, Leposavic, Vushtrri and Gjilan. Participants had the opportunity to gather information, make their concerns heard, and ask questions about the content of the Kosovo settlement proposal.

Town Hall Meetings about Kosovo Status Settlement Process: In May 2007, ATRC organized 5 town hall meetings to inform citizens about the Kosovo status settlement process, attended by 820 participants. The regional meetings were held in Pristina, Mitrovica, Peja, Ferizaj and Gjilan. The events informed the public about the outcome of status settlement. Panelists included members of the Kosovo Unity Team involved in negotiations and representatives of foreign diplomatic offices in Pristina.

Public Meetings on Kosovo's Final Status: In September and October 2007, ATRC and the British Office in Pristina organized 11 outreach meetings across Kosovo to provide access to up to date and accurate information on status discussions and related issues. The meetings were held in Drenas, Viti, Gjilan, Malisheva, Ferizaj, Novoberda, Gjakova, Mitrovica, Peja, Skenderaj, Podujeva and Dragash, and were attended by 1,060 participants. The meetings provide members of the public with the opportunity to discuss status-related issues with government and international community representatives.

Local Elections 2007: In October and November 2007, ATRC in partnership with Balkan Investigative Reporting Network (BIRN) and the Institute for Advanced Studies (GAP) organized 27 public discussions about local elections held on November 17, 2007. The discussions took place in Kaçanik, Viti, Ferizaj, Gjilan, Kamenica, Novobërda, Podujeva, Obiliq, Fushë Kosova, Gillogovc, Malisheva, Rahovec, Dragash, Suhareka, Prizren, Gjakova, Deçan, Peja, Istog, Klina, Skenderaj, Shtërpca, Shtime, Lipjan, Mitrovica, Vushtrri and Pristina, and were attended by 12,880 participants. The discussions educated voters on policy issues through informative election debates that pressed political parties for coherent political ideas and plans to realistically tackle Kosovo's social and economic problems. The events were broadcast on Kosovo's public TV station RTK and 27 local radio and TV stations all over the country.

Public Meetings on Kosovo's New Constitution: In January and February 2008, ATRC organized 42 public meetings to inform citizens of every Kosovo town about the new Constitution of their country. 2,836 people attended the meetings. During the first phase, in January and early February 2008, ATRC organized public meetings in 20 towns across Kosovo to provide members of the public with the opportunity to be informed about the Constitution process and its importance. The second phase involved a Kosovo-wide discussion about the draft Constitution through 22 public meetings.

Donor Presentations: Throughout KCSP, ATRC organized a series of Meet the Donor presentations with the following organizations:

- IREX/KCSP
- Balkan Trust for Democracy
- Olof Palme International Center
- Regional Environmental Center

- IREX Kosovo Civil Society Program
- Rockefeller Brothers Fund
- Swiss Contact

Results: Significant follow-on actions and results from public dialogue forums organized by ATRC included:

- Partnership between ATRC and the Kosovo Negotiation Team for Status Settlement established to inform citizens about the Ahtisaari proposal;
- Issues of concern raised by citizens during the community roundtable meetings on Ahtisaari's proposal handed over to the Unity Team of Kosovo;
- Recommendations on the Draft Law on Pension and Invalidity Insurance sent to the Government of Kosovo;
- Establishment of a working group to initiate and prepare legislation on NGO registration and funding;
- NGOs received additional grant funding from donors who presented their programs at meet the donor forums;
- Spatial Planning Institute consulted NGOs on Kosovo Spatial Plan;
- The public discussions on Kosovo's final status gave citizens of Kosovo access to accurate and up-to-date information on the progress of the status process during a politically sensitive and uncertain time. The debates generated extensive media attention, allowing messages delivered by the panellists to be widely disseminated. The public meetings also allowed citizens to vent their frustration with the status process, thus decreasing tensions raised by the delay of status settlement;
- Citizens participated in local election campaigns by asking direct questions to mayoral candidates at forums held throughout Kosovo. These forums drew around 13.000 participants and were broadcast on the public TV station RTK as well as 27 local radio and TV stations all over Kosovo;
- Recommendations from regional roundtable discussions about trafficking in human beings were handed over to the Partnership against Trafficking in Human Beings (PATH) and implemented by Catholic Relief Services and its partners;
- Citizens throughout Kosovo participated in the Constitution-drafting process through public discussions on the draft Constitution. These events also engaged marginalized groups in the Constitution-drafting process and ensured a broad-based sense of ownership;
- 36% of the suggestions made during public discussions on the draft Constitution were included on the final Constitution adopted by the national Assembly.

Partnerships

Kosovo: Under KCSP, ATRC formed new partnerships with various Kosovo and international organizations, institutions, and governmental bodies in an effort to link citizens with decision-makers. ATRC established 38 informal partnerships with government institutions to promote and strengthen NGO/government cooperation, including:

Partnering Government Institutions:
 Office of Good Governance in the Office of the Prime Minister;
 Office of the President;
 Ministry of Environment and Spatial Planning;
 Kosovo Institute for Spatial Planning
 Ministry of Social Welfare;
 Agency for Anti-Corruption;

Ministry for Communities and Returnees;
Ministry of Agriculture
Ministry of Energy and Mines;
Ministry of Local Governance;
Negotiation Team for Status Settlement;
Constitutional Commission; and
27 Municipalities of Kosovo;

ATRC established 33 partnerships with local and international NGOs/institutions, including:

Juridical Association of Kosovo;
Regional Environmental Center;
Organization for Democracy, Anti-Corruption and Dignity (COHU)
KODI;
Kosovo Democratic Institute;
Association of Pensioners of Kosovo;
Independent Union of Pensioners and Invalids of Kosovo;
Association of Pensioner Invalid Miners of Kosovo;
NGO Resource Center Prizren;
Mingos;
Forum Gjakova;
Riinvest Institute;
Youth Initiative for Human Rights;
Association of Professional Journalists of Kosovo;
Gender Training and Research Center;
NGO “Epoka e Re”
Kosovo Youth Network;
Catholic Relief Services;
Balkan Investigation Reporting Network;
Institute for Advanced Studies;
Women’s Safety and Security Initiative;
Academy for Educational Development;
UN Habitat;
British Office in Pristina;
International Center for Not-for-Profit Law;
National Democratic Institute (NDI);
Center for Study of Global Governance at London School of Economics (LSE);
IREX Kosovo Media Assistance Program;
United Nations Development Program (UNDP);
Olof Palme International Center;
Rockefeller Brothers Fund;
Balkan Trust for Democracy;
Swiss Contact;

Regional: During the 3 years of KCSP, ATRC also established 5 formal and 3 informal regional partnerships. These partnerships attest to ATRC’s professional reputation throughout the Balkans and beyond.

Marshall Memorial Fellowship: ATRC Executive Director Rreze Duli was a member of the panel for the Marshall Memorial Fellowship Program, which met in the Belgrade offices of the Balkan

Trust for Democracy from October 23-24 2006. Two representatives from Kosovo – one Albanian and one Serb – were selected to participate in the fellowship program.

NGO People in Peril, Slovakia: ATRC formed a partnership with the Slovak organization People in Peril to organize a 5-day conference on “How to Create Active Civil Society in Kosovo” that was held in Bratislava. 25 NGO representatives from Kosovo attended, including representatives of the Serb community.

Reuniting Europe by Strengthening and Connecting its Third Sector: This 3-year project is a partnership between ATRC and the Human Development Promotion Center (HDPC) that will last until 2010. In Montenegro, the Center for Democracy and Human Rights (CEDEM) is implementing the program in cooperation with the UK-based organization ACEVO. The purpose of the project is to increase political transparency and good governance in Kosovo, Albania and Montenegro by empowering the third sector and strengthening the demand for good governance

Euclid Network: In 2008, ATRC became a member of the Euclid Network – a European network of third sector leaders. The Euclid Network began as a partnership between the UK-based organization ACEVO and peer organizations in France and Sweden. It exists to develop, connect, and support civil society leaders, in order to create a more professional and effective third sector. Today, the Euclid Network has over 400 members in 16 countries across Europe, including Bosnia, Macedonia, Albania, Kosovo and Montenegro. The Euclid Network also has strong links with the European Commission. Speaking at a Euclid Network workshop in Lisbon last November, Prof. Maria Joao Rodrigues, former Special Advisor to the EC for the Lisbon Agenda, said that “Euclid Network is the best vehicle to promote innovation and professional development in the sector across Europe and a natural partner of the European Commission to develop the social and economic agenda of Europe.”

Regional Olof Palme Center International Network: ATRC has been a member of the Olof Palme International Network since 2007, and has participated in its regular annual meetings.

FOI net: ATRC has represented Kosovo as a member of the Freedom of Information network FOI net since 2005.

LSE Partnership: The London School of Economics Center for Global Conflict Research and ATRC organized brainstorming events on Kosovo Human Security. The outcome of this brainstorming was the initiative “Friends of Mitrovica.”

JS Foundation Consultancy: ATRC formed an informal partnership with Mr. Matej Poljanšek, CEO of the JS Foundation Consultancy based in Ljubljana, London, and Oxford. The first meeting between the ATRC Executive Director and the JS Foundation CEO was held in Brussels on May 10, 2008 to discuss further cooperation.

Technical and Organizational Support

Assessment: Over the course of KCSP, IREX/KCSP staff provided ongoing technical and organizational support to ATRC. Shortly after arriving in Kosovo in June 2005, IREX/KCSP CoP Barbara Hall met with the ATRC Board of Directors to present the KCSP strategy and approach and to gain Board support for ATRC’s new role and objectives. Discussion also focused on recruitment of a new Executive Director and other staff needed to support program

implementation, as well as concrete changes that would need to be made in order to develop ATRC into a full-service NGO training and resource center. The Board realized and accepted that it would mean a major shift in ATRC's mission and strategic direction, and appeared ready to move forward.

During the first 2 months of the program, IREX conducted an organizational assessment of ATRC to evaluate existing structure and capacity and identify key areas for improvement to meet the objectives of KCSP. The scope of the assessments covered areas of organizational structure, management, leadership and governance; operational systems and controls; financial management and fundraising; service delivery capacity; monitoring and evaluation; staff capacity and skill level, and external relations. Methods used to gather assessment data were organizational review meetings, document review, and interviews with Kosovo NGOs, advocacy networks and coalitions, and NGO support organizations.

The assessment revealed that ATRC would require major restructuring to become an effective, full-service NGO Training and Resource Center. Recommendations included revising ATRC's mission and statute, restructuring the Board, and recruiting, hiring, and training several new staff – an Executive Director, 4 in-house trainers and consultants, a Finance Manager, an Outreach Coordinator, an Information Services Coordinator, and a Database/Web-site Manager. The assessment noted that ATRC's dual role as both an active advocacy organization and an NGO support center represented a conflict of interest and contributed to a credibility problem for ATRC within Kosovo's NGO community, and emphasized that the Board and staff must be committed to creating a full-service NGO resource and support center with the mission of strengthening all Kosovar civil society rather than a select group of NGOs.

Technical Assistance: Throughout the first year of the program, IREX/KCSP staff provided intensive technical assistance and management oversight to develop ATRC's organizational, management and programmatic capacities. Support was focused on hiring and developing the capacities of a professional and dedicated staff; restructuring the Board of Directors; establishing a solid organizational structure and internal control, monitoring and reporting systems; development and implementation of strategic objectives to provide NGOs with training and consultancy services, communication and marketing support, informational services; and launching of public dialogue/roundtable events. IREX/KCSP and ATRC staff established strong working relationships, and significant progress was made in all areas of organizational development and programmatic performance. In February 2006, IREX's CoP officially handed over managerial, legal, and administrative control of ATRC to Rreze Duli. ATRC made a successful transition to working under the objectives of KCSP and positioned itself to play a leading role in the development of Kosovo's NGO/civil society sector.

IREX and ATRC signed a subagreement modification in October 2006 that expanded the ATRC scope of work to include responsibility for the KCSP Grants Program and revised the budget accordingly. During KCSP years 2 and 3, IREX/KCSP staff continued to provide management oversight to ATRC through regular team coordination meetings and individual consultation in order to help ATRC continue to provide quality trainings to the Kosovo NGO community while also assuming responsibility for the KCSP Grants Program. IREX/KCSP staff, and the IREX/KCSP CoP in particular, supported training team to develop training modules and provided regular feedback on training sessions and materials. IREX/KCSP staff also provided support for production of the ATRC newsletter, and specifically the translation of articles from English into Serbian. Continued support was also provided to further ATRC's organizational, staff, management and programmatic capacities. Finally, IREX/KCSP staff supported ATRC in preparing applications for funding from different organizations to diversify its funding base,

including a successful application to the Olof Palme Foundation to conduct a series of conflict resolution trainings.

IREX/KCSP technical assistance focused on grants management and administration to enable ATRC's successful incorporation of the KCSP Grants Program into its portfolio of services. IREX/KCSP staff worked closely with the new ATRC Grants Management Team on grant-making processes, procedures and systems and grantee reporting, monitoring and evaluation. Technical assistance included drafting new templates for subagreements, proposal screening, proposal summaries, and CTO requests, as well as policies and procedures for Grant Review Committee meetings and financial management of grantee funds. IREX/KCSP staff also accompanied ATRC staff on site visits to evaluate recommended grantees and provided additional proposal writing assistance to recommended grantees.

Organizational Development: IREX/KCSP staff provided extensive support to ATRC in the area of organizational development, which resulted in the following improvements over the course of KCSP:

- ATRC held weekly staff meetings for staff to give updates and develop weekly activity plans, and each ATRC department held regular staff meetings to define roles and responsibilities among department staff
- Meetings among ATRC departments were held on an as-needed basis, and ATRC staff from different departments assisted each other in order to accomplish tasks required
- IREX/KCSP staff supported ATRC staff in designing ATRC action plans. Each department worked based on its working plan that was part of the general ATRC work plan
- The ATRC staff proved itself dedicated and flexible in assuming responsibility for implementing activities that were not included in the work plan
- ATRC successfully completed all required audits, including 3 audits for KCSP and an audit for the Olof Palme Project. ATRC was also successfully evaluated by the NGO Registration and Liaison Office of the Kosovo Ministry of Public Services

KCSP Trainings: ATRC staff participated in 14 trainings as part of KCSP. IREX/KCSP hired Partners Albania to conduct a series of trainings for ATRC staff designed to develop their capacity in specific areas identified by the IREX/KCSP Cop and staff during their work with ATRC. In addition, ATRC staff members had the opportunity to participate in several other trainings that enhanced their capacity in such areas as strategic management and finance. These trainings included:

Partners Albania: Between September 2007 and January 2008, Partners Albania conducted 9 trainings for ATRC staff. The ATRC Training Team adapted the Partners Albania training methodology and training modules to its work with Kosovo NGOs. Trainings included:

- 2-day Marketing Communication and Public Relations workshop for the ATRC Training Team and 2 IREX/KCSP staff
- 2-day training on Impact Assessment and Reporting for 4 ATRC staff.
- 3-day Strategic Planning workshop, attended by all ATRC staff and IREX/KCSP staff, to develop the ATRC mid-term Strategic Plan
- 2-day training on Conflict Management and Negotiation for all members of the ATRC Training Team and 1 member of the Grants Team.
- 3-day workshop on Human Resources Management for 8 ATRC staff.

- 4-day workshop on Cooperative Planning attended by 3 members of the ATRC Training Team.
- 2-day workshop on Participatory Governance for all members of the ATRC Training Team.
- 1-day training on Anti-Corruption for 3 members of the ATRC Training Team.
- 3-day training on Participatory Budgeting for 6 members of the ATRC staff.

Media and NGO Relations: 8 ATRC staff participated in this 3-day training, which was conducted by IREX from September 27-29, 2006. The aim of the training was to provide basic concepts of how to strengthen relationships between NGOs and the media. ATRC staff used the knowledge gained in this training to develop a training module for local NGOs.

Public funding Strategies for Kosovar NGOs: ATRC Executive Director Rreze Duli participated in this training, held from November 5-11, 2006 in Hungary and organized by IREX and World Learning under USAID support. During the training, participants developed a strategy for NGO involvement in policy-making processes, a legal framework for government funding, and mechanisms for funding. The informal working group was active for 4 months before its priorities were put on hold due to the urgency of issues surrounding Kosovo's final status and independence.

Regional Preparation Training for REC: From December 14-16, 2006, a representative of the ATRC Training Team attended an REC conference in Hungary to gain an understanding of REC programming and project proposal design.

Basic Accounting: 3 ATRC staff members attended this 3-month AFAS course from October 1-December 30, 2007. The aim of the training was to improve NGO capacity to effectively apply financial management systems that encourage accountability and transparency.

Strategic Management for Leaders of NGOs: ATRC Executive Director Rreze Duli attended this training organized by Harvard University from March 25-29, 2008, in Athens, Greece. The program was designed for NGO leaders from Southeastern Europe, the Eastern Mediterranean, and the Middle East who demonstrated commitment to improving the performance of their organizations. The 4-day Executive Education program was designed and taught by Harvard faculty and researchers and offered at the Athens Information Technology (AIT) institute, in partnership with the Hauser Center for Nonprofit Organizations, the Kokkalis Foundation, the Kokkalis Program on Southeastern and East-Central Europe, and the John F. Kennedy School of Government Middle East Initiative. The ATRC Executive Director received a fellowship from the Kokkalis Foundation, and other costs were covered by IREC/KCSP.

Non-KCSP Trainings: In addition to the aforementioned KCSP trainings, ATRC staff participated in several other trainings during the 3-year program. These trainings included the following:

Olof Palme International Centre: ATRC staff attended several Olof Palme trainings over the course of KCSP, including:

- Conflict Management (December 12-13, 2006 – 7 staff)
- Negotiation (December 14, 2006 – 7 staff)
- Financial Reporting (January 29, 2007 – Finance Manager)

- Evaluation – Assessing results of development cooperation (November 2008 – Executive Director)

Kosovo Civil Society Foundation: European School for Integration- (2006-2007 – 4 staff)

Finance Intelligence Centre: Anti – Money Laundering & Counter Terrorism Financing (November 12- 16, 2007 – Finance Manager)

CISCO: IT Essentials: PC Hardware and Software (October 2006-January 2007 – 1 staff) and Web Programming (March-May 2007 – 1 staff)

Recommendations: ATRC staff gave positive evaluations of the Partners Albania trainings and other workshops mentioned above. However, they noted that the trainings would have been more useful if they had occurred earlier in the program. This was unfortunately not possible because of busy activity schedules. They also suggested that trainings should be held off-site rather than at the ATRC offices, where staff members were frequently interrupted by clients. However, this was not possible due to limited funding.

Financial Sustainability

One of the major goals of KCSP was to increase the financial sustainability of ATRC through facilitating diversification of funding sources. Over the 3 years of KCSP, ATRC managed attract substantial funding from other donors while generating additional funding from fee-for-services trainings and rentals of facilities and equipment. From May 2005 through April 2008, ATRC revenue totaled 1,441,764.05 Euros. IREX/KCSP funding accounted for 1,048,085.46 Euros. Of this, 562,628.89 Euros were for KCSP grants, while 485,456.56 Euros covered ATRC operational costs. Other projects provided ATRC with a total of 377,629.33 Euros in funding. Thus, KCSP funds accounted for 56% of the ATRC operational budget, while funds from other donors accounted for 43%% of operational costs. The 16,049.26 Euros derived from fee-for-service trainings as well as rentals of facilities and equipment accounted for 1% of operational costs.

Fee-for-Services Trainings: During the 3 years of KCSP, 13 organizations requested 15 fee-for-services trainings conducted by the ATRC Training Team. 255 participants from 94 organizations attended these trainings. Total income from fee-for-services trainings was 9,758.00 Euros. Trainings included:

- World Vision – Project Proposal Design, February 2, 2006, 210 Euros
- Mercy Corps – Communication Skills and Media Relations, May 4-5, 2006, 388 Euros
- NGO Forum Gjakova – Fundraising and Donor Relations, June 15-16 June, 2006, 460 Euros
- Youth Council KRR. of Prizren – Strategic Planning, Teamwork Management, and Reporting Skills, July 17-25, 2006, 900 Euros.
- Gjilan Municipal Assembly – Communication Skills, 9 March 2006, 270 Euros
- CBDC – The Role of NGOs in Development Society and Cost Analyses, September 2006, 340 Euros
- Harea – Monitoring and Evaluation, November 10-11, 2006, 720 Euros
- ABA-CEELI – Strategic Planning and Advocacy and Coalition Building, 4,400 Euros
- Red Cross and Red Crescent Societies – Advocacy and Coalition Building, 350 Euros
- International Commission on Missing People – Project Proposal Design, 720 Euros

- International Federation of Red Cross – Project Cycle Management, 600 Euros
- Rehabilitation Center of Victims of Torture – Advocacy, 320 Euros
- East-West Institute, fee for participant for 2 days (attended workshop series), 80 Euros

Facilities Rental: During the 3 years of KCSP, the ATRC training hall was used for 364 days.

- ATRRC used the training hall for 192 days
- ATRRC and its partners used training hall for 68 days.
- ATRRC rented out its training hall for 104 days.

ATRRC's total income from facilities rentals during the 3-year KCSP period was 6,291.26 Euros.

Non-KCSP Projects: During the 3 years of KCSP, ATRRC implemented 9 other projects funded by a variety of donors. Funding for these projects totaled 377,629.33 Euros. ATRRC's non-KCSP funding is summarized in Figure 11 below:

Figure 11.

Donor	Amount
UNHCR	105,527.59 €
BTD	19,985.00 €
FES	3,500.00 €
KFOS	762.10 €
AED	25,728.46 €
RFB	63,599.81 €
UNDP	15,236.00 €
CRS	2,403.50 €
British Liaison Office	72,300.99 €
Article 19	1,735.20 €
MAFRD	3,325.25 €
OPIC	63,525.43 €
TOTAL	377,629.33 €

IV. Effective and Sustainable Advocacy

***Objective 2:** Improve the capacities of a core group of civil society organizations to more effectively and sustainably advocate for the issues of the constituencies they represent.*

NGO Capacity and Needs Assessment

During the first few months of program implementation in 2005 IREX/KCSP staff conducted informal assessment of more than 40 NGOs, networks, and coalitions. Most of the meetings were with NGOs and groups who had previously benefited from FDI funding and/or ATRRC training programs; however, the IREX/KCSP team assessed and met with other networks and organizations as well. Discussions focused on assessing organizational capacities and identifying training/consultancy needs and future plans and directions. IREX/KCSP, with help from ATRRC, used collected information to develop specific trainings and organizational

development interventions. Throughout the program, IREX/KCSP staff continued to meet with and assist advocacy NGOs and coalitions.

Level of Capacity: Through its assessment IREX has identified several broad categories of NGOs, according to their level of development and sustainability:

a) *The first group of NGOs* was comprised of those who have never developed their own program and strategies but have rather adopted those of their major donor and are limited to the role of a project implementing organization. In this group we can place most of the NGOs trained and financially supported by Kosovo NGO Advocacy Program KNAP. Most of these organizations are aware that their past dependence on KNAP is resulting in great difficulties in the present. Without clear missions and objectives, they are not capable of leveraging support from other donors and cannot be considered competitive and innovative in the market. It is unlikely that most of NGOs will survive the present competitive environment without focused and organizationally relevant customized assistance.

b) *The second group of NGOs* was mostly driven by money. NGOs in this group have projects funded by several donors; however, the priorities and issues addressed by these NGOs are tied to donors' policies, agendas, and goals. They have trained staff and strong fundraising skills, but their mission and priorities are not necessarily driven by constituency needs and interests. Some NGOs also did not know how to do successful outreach to their constituencies and identify its needs.

c) *The third group of NGOs* was comprised of mainly youth NGOs and informal youth groups that work very closely with their constituents and are aware of the importance of their work. They have a good understanding of some of the most persistent issues such as corruption and lack of rule of law, but have no knowledge of how to best address these issues in their work. Although these NGOs represent a source of vitality and energy within the NGO sector, they have not been able to develop truly collaborative linkages with other groups that would enhance their impact.

Given the results of the initial assessment of the level of capacity development, IREX concluded that the majority of Kosovo NGOs develop projects and programs are based more on donor requirement and priorities than on organizational mission and long-term strategies or as a response to identified community and constituency needs and priorities. They had only limited understanding of their role in society and find it hard to identify, articulate and implement an organizational position within the civil society sector

Training and Consultancy Needs: During the assessment meetings, the following areas were identified as key areas for capacity development interventions:

1) Institutional Capacity:

- Strategic planning based on clearly defined missions
- Management and administrative systems and procedures
- Financial management
- Fundraising, local resource mobilization and sustainability
- Staff recruitment, development and retention
- Management and leadership skills development
- Transparency and accountability issues

- Advocacy skills development
- Volunteer recruitment and management
- Governance structures/board-management relations
- Marketing, media, and PR skills
- Proposal and report writing

2) External Relations:

- Building effective networks, coalitions and strategic alliances
- Cooperation with government and business community
- Effective media relations

Bellow is analysis of several NGOs that IREX/KCSP assessed:

COHU: A new NGO supported and assisted by IREX and ATRC. The organization is led by two freelance journalists who have taken an active role in anti-corruptions initiatives. COHU is increasingly influential organization dedicated to combating corruption. COHU members/founders who are young, and mainly come from a journalistic background have courage to tackle some very sensitive issues such the “Haradinaj Fund” was addressed through an open letter to the highest Kosovo officials. COHU’s funding has primarily come from IREX/KCSP but new proposals have been written and they have had a positive response for funding from NED and Helsinki Committee. During implementation of their KCSP grant, COHU established an Anti-Corruption Coalition comprised of 15 NGOs from different geographic regions of Kosovo Without funding, they organized a public debate on “Corruption in our Society” which was held at ATRC, and launched a campaign, through media and posters, raise awareness about corruption among government officials.

KDI: A relatively new organization; however KDI staff was part of NDI Citizens’ Participation Program for more than 5 years. The NGO has coordinators in 6 regions of Kosovo who work primarily on monitoring municipal and central level legislative assemblies. For the period of less than a year, KDI managed to obtain funding for their projects from 4 different donors, USAID/IREX, Balkan Trust for Democracy, NED and Olaf Palme Institute. KDI staff has good experience in programmatic work: monitoring, advocacy and NGO consultancy; however they lack adequate financial and administrative management. IREX regards KDI as a leading NGO that has the potential to come into greater prominence.

CDHRF: Among the first NGOs in Kosovo, established in 1989. The NGO mainly focused on human rights issues, but has been expanding its scope of activities to include electoral reform and other issues. Although this is one of the old-guard NGOs, CDHRF may be vulnerable to decreased amounts of donor funding as well as the development of a new breed of NGOs that are gradually emerging onto the Kosovo scene.

KIPRED: This think tank organization is primarily focused on research and policy development on decentralization of power, election legislation and other political and social issues. KIPRED organizes trainings mainly for political parties and occasionally for assembly members. The organization has recently produced some comprehensive reports on security issues and higher education. It has not been actively involved in any advocacy campaigns except for the one on electoral reform in cooperation with CDHRF. However, they have expressed an interest in advocating on those issues for which they produce analytical reports and recommendations.

KIPRED's staff is professional; majority of them have completed their studies abroad, obtaining Master and PhD degrees from international universities.

A summary report of the IREX/KCSP NGO Assessment can be found in Appendix 4.

Assessment of Advocacy Networks and Coalitions

Over the course of the program, the IREX/KCSP team met and worked with a large number of already existing advocacy networks. Some of these networks were organized in response to incoming foreign funding but without a clear vision and sustainable planning ahead. They were lacking a solid coalition structure and vision, in addition to at the time unclear political situation. On the other hand, IREX has found some networks that already had solid structure and needed specific assistance in order to become more viable and sustainable. IREX has worked with a range of these networks and has initiated some of them. Today, when Kosovo is an independent country and in the midst of its political, economic and social reorganizing, and after they received specific trainings from IREX and ATRC, some of these networks are having a second chance to prove themselves to their constituencies while others are getting more focused on particular issues and are already spearheading advocacy campaigns. Overall, the IREX/KCSP team has worked with some of these networks and their members to bring them to another more developed, focused, organized level of NGOs that are becoming more sustainable and able to perform constituencies outreach, identify primary issues, and advocate for change.

At the beginning stages of Kosovo Civil Society Program, the IREX/KCSP team met with a number of advocacy networks and coalitions; following is a summary of our findings from these meetings:

AvoKo: This coalition was composed of 10 member NGOs; however since the ending of KNAP financial support they were unable to organize themselves in cohesive network and are still struggling to find direction and strong leadership with sustainable vision. IREX did not consider AvoKo a viable network overall.

NDI-established networks: These networks have essentially been working on monitoring of local government assemblies and were involved in the Get Out the Vote Campaign. With the new mandate of NDI to concentrate on strengthening the Central Assembly, these groups became part of an NDI spin-off KDI [Kosovo Democratic Initiative] which was be registered as a local NGO. They received 2 grants under KCSP. Without on-going financial and technical assistance support from NDI, they need to cultivate major donor support to become viable.

Kosovo Youth Network: This is the largest network of youth NGOs in Kosovo. Officially it has more than 170 members, though not all of them are active. After going through some developmental challenges, KYN seems to have consolidated its capacities. Some new professional and motivated staff have been hired. As a large network, KYN's biggest challenge is to cogently articulate youth issues to different audiences and propose concrete solutions for which they can mobilize youth advocacy initiatives. They have established a good relationship with the Ministry of Youth and they cooperated on several projects; however they do not perceive each other as partners. KYN's main donors have been IRC, OSCE, ILO, Ministry of Culture Youth and Sports, and GTZ and they were a KCSP grantee under Partnership and Networking grants program round II.

Coalition Germia 2005: This network consisted of 8 NGOs and the Green Party of Kosovo who have come together to fight the illegal construction of a National Assembly building in the

Germia National Park. They were an active coalition that has organized protests, media campaigns, and have filed a suit to stop the construction at the Supreme Court of Pristina. This organization needed consultancy on coalition management and advanced advocacy to keep the momentum going. IREX met several times with KDI, now the lead organization of the coalition, to assess prior efforts to stop the above mentioned illegal construction and to strategize about future initiatives. Earlier attempts to resolve the situation through the courts was not successful, and the Coalition has since reached out to the Special Representative of the Security Council, the Ombudsperson for Kosovo, and the Parliamentary group of the political party ORA. With the positive intervention from these groups, a parliamentary debate on the issue was held during the first plenary meeting in January 2006. The issue has now moved beyond illegal construction of the building to irregularities in budget allocation and lack of transparency in the decision-making process. Given these broader issues, IREX and KDI were strategizing on ways to involve other Kosovo NGOs engaged in anti-corruption and public transparency issues in future coalition activities.

Kosovo Women's Initiative: This coalition was set up and funded by UNHCR to support women's economic and social empowerment and to assist returnees, displaced and war-affected women in rebuilding their lives and livelihoods. UNHCR funding ended in September 2005 and no other funding has been secured to ensure the continuation of the KWI network. Donors at this stage are reluctant to provide additional funding to KWI as it has often been criticized for not having a cost effective mechanism to provide financial support to women's groups; therefore it ceased its operations soon after the assessment report was compiled.

Kosovo Women's Network (KWN): This network was established in 2000 and is one of the most stable NGO networks. It has approximately 80 NGO members; however not all of them are active. KWN's mission is to support, protect and promote the rights and the interests of women and girls throughout Kosovo, regardless of their political beliefs, religion, age, level of education, sexual orientation and ability. The network conducted several advocacy campaigns addressing such issues as domestic violence, right to education, and women's political participation in decision-making processes. KWN has 3 permanent staff, all with adequate skills and experience. The network has finalized its code of conduct which all members are required to sign. KWN is supported by SIDA, OSCE, UNIFEM and other donors outside Kosovo.

AVONET is a promising advocacy network, but lacks the experience and capacity to tackle large issues or projects on their own. IREX and ATRC provided technical assistance to the network to strengthen organizational capacities, identify key advocacy priorities and develop strategic advocacy campaigns.

REFORMA Initiative IREX/KCSP assessed the status of Reforma coalition during the first year of KCSP implementation. Initially, The IREX/KCSP team reviewed Reforma's previous advocacy campaigns and discussed ongoing financial and technical assistance support for drafting and advocating adoption of a new municipal election law.

Reforma coalition members (CDHRF, KIPRED and KWN) are not natural allies, but had been brought together by NDI in 2003 to work on the adoption of and support for a new election law. The coalition was financially supported by FDI and Soros with technical assistance support from NDI, UNIFEM and IFES. Although Reforma did not succeed in its policy objectives, it did galvanize public support through advocacy campaigns and protests.

Strengths and weaknesses of the first Reforma Initiative: IREX/KCSP found the following strengths and weaknesses of Reforma:

- Reforma was criticized for a late start in initiating the campaign, while in fact attempts to change the law had started more than a year before but were kept at the debate level with a low public profile. When it came time to increase Reforma's profile and become more visible in the public arena it was difficult to do so
- There were tendencies from individuals to use the campaign for their own interests
- Reforma lacked a person to coordinate the initiative and the coalition members basically acted as individual organizations implementing different parts of the program rather than as a strategic, collaborative group
- The PR was not adequate or effective and efforts were made by others to increase media coverage
- Too much attention was focused on the international community and not enough pressure was put on political parties or local institutions.

On the positive side, Reforma did manage to bring together 200 NGOs in support of the initiative and has established a "brand name" in electoral reform. Each of the leading coalition members contributes to the program in their key areas of expertise: KWN leads the advocacy efforts, KIPRED provides the hard data and analysis and CDHRF mobilizes their membership in 30 municipalities.

During the 2005-2006, 2 coalition members (CDHRF and KIPRED) were participating as civil society representatives on the Council of the Central Election Secretariat to develop new electoral laws and processes. Reforma has submitted a new proposal to IREX for funding and technical assistance to advocate for the adoption of a new municipal election law that provides for: proportional representation, as a key principle for a post-war country, open electoral lists, adequate women's representation, adequate minority representation, direct election of mayors. IREX, through KCSP funding, supported the initiative with funding of up to \$25,000 and technical assistance. Kosovo Foundation for an Open Society has also expressed contributed to the Reforma funding pool. IREX's challenge in working with Reforma Initiative was assisting its members in creating more collaborative and organized way to work together for a common goal.

Support to Advocacy Oriented NGOs

Throughout the program, The IREX/KCSP team has provided technical assistance to advocacy groups and supported the development of coalitions and networks that over time, should have a greater impact on policy reforms. While there has been a noticeable increase in NGO involvement in public policy issues, as well as media coverage of their activities, the advocacy sector itself remained fragmented and rather isolated from each other. Although sub-sectors have not developed in Kosovo at as fast a pace as in other countries in the region, IREX laid the groundwork for this development by mediating, facilitating and providing consultancy to potential sub-sector leadership.

Both IREX and ATRC met with and provided assistance to NGOs and coalitions actively engaged in or planning advocacy initiatives such as: transparency and accountability of municipal government, anti-corruption, and freedom of information, disability rights, pension reform, anti-sexual harassment policy formulation, municipal regulation on protection of minors to mention the few.

In early 2007, many activities by civil society organizations and networks were delayed due to the Status negotiation process and special envoy Ahtisaari proposal which was introduced to

parties, Kosovo and Serbia Governments respectively, on February 10, 2007. It was also noted in 2007 and 2006 NGO sustainability index that during status negotiations civil society put itself on hold so as to not attract too much attention and cause distraction with advocacy initiatives that would somehow interfere with the prospects for independence. Also, government was fully engaged in the negotiation process and no time was given to any other issues. IREX was fortunate to be present in Kosovo during this crucial time when Kosovo was reaching its final days as the part of Serbia proper and becoming an independent country, still not recognized by Serbia, Russia, and several other major players at the international political arena. IREX's capacity to work in countries in such transitions was shown through its continues activities even during the period when many NGOs were awaiting the final status decision and slowing down their activities.

Following is a summary of activities carried out by the key advocacy organizations and coalitions with IREX's support over the course of the program.

Reforma Coalition: REFORMA undertook series of educational events, conferences and publications related to electoral reform during a 3 month period. The focus of these activities was to inform the public on the status of the draft electoral law, hold open discussion forums and advocate for the direct election of mayors. Given the uncertainty regarding dates and procedures for the next central and municipal elections, IREX worked with REFORMA to allow for flexibility in proposed activities in order to effectively respond to changing circumstances.

Germia Coalition: Although the Germia Coalition originally initiated its advocacy campaign to stop construction of a Parliamentary Protocol and Administration building in the protected Germia Park, the initiative took on a new, and more political, dimension as political parties took up the issue of potential irregularities in parliamentary budget allocations and lack of transparency in the decision-making process to construct the building.

KDI, lead NGO of the Germia coalition, successfully gained the support of Reformist Political Party "ORA" leader, Venton Surroi, to hold parliamentary hearings on the issue. The debate was held with accusations made by ORA that the Speaker had misused his position, that the budget for the building had not been approved by Parliament, and that the decision to go ahead with the construction had been made behind closed doors. While the ORA party called for investigative hearings, this was turned down and the majority of MPs voted that the issue should be brought back to the presidency of the Parliament who will draft a report on the matter.

COHU Anti-Corruption Initiative: The IREX/KCSP team provided technical assistance and mentoring support to COHU in the implementation of their KCSP Anti-Corruption grant (under the Partnerships and Networking Grants program). Consultancy sessions have focused on organizing anti-corruption roundtables with students, journalists and NGOs, the development of questionnaires to gauge perceptions on corruption in Kosovo, media advocacy to fight public, private sector and civil society corruption, and the initial development of an anti-corruption NGO coalition. These activities have been carried out during the course of the program. IREX and ATRC also provided additional support to COHU in coalition-building and management as the anti-corruption coalition become more established and focused.

COHU: During the quarter, IREX continued to provide technical assistance to COHU in implementing the KCSP funded project on anti-corruption as well as the BTD funded program on Clean Parliament. While this project did succeed in getting 26 potential candidates removed from political party lists, it also led to intimidation and threats against COHU and the illegal

monitoring of COHU records. IREX provided advisory support to COHU on these issues which helped to diffuse the problem.

Pensioner's Coalition: IREX was actively engaged, along with ATRC, in providing assistance for the establishment of a Pensioner's Coalition. Following an ATRC dialogue event on Pension Reform, the NGO KODI brought together a number of pensioner's groups to discuss their concerns. Follow-on meetings have been held and 7 NGOs have agreed to form a coalition for pension reform and rights. The group has established itself as "Pension Reform 2006" and with assistance from IREX, ATRC and KODI, has developed a draft mission statement and coalition goals and objectives.

Following their establishment, ATRC organized a series of meetings with key stakeholders to review and discuss the new draft law on Pension Reform. Participants had the opportunity to make recommendations on the law before it was debated in Parliament.

Association of Little People: To support the increased development of sub-sector advocacy groups, IREX has held meetings with the President of the Association of Little People, Ms. Hilmijeta Apuk. She was very interested in creating a network of NGOs involved in disability issues and has made attempts in the past to bring the groups together. There were at least 21 NGOs working in this field, but unfortunately they have been unwilling to cooperate and join forces.

At Lorenc Mazreku and Auqila: IREX/KCSP worked with NGOs At Lorenc Mazreku and 'Auqila' in Peja, an NGO working to establish a Park of Peace in cooperation with 5 other NGOs from Kosovo, Montenegro, and Albania. Collaborating NGOs have signed an MOU and organized joint education and awareness-building activities focused on protection of forests and increasing cross border cooperation. Organizations from 3 countries also lobbied their respective ministries to recognize Cursed Mountains as a national park.

Citizens Initiative for Protection of City of Prishtina:

Citizens Initiative for Protection of City of Prishtina is an informal group of residents of Sunny Hill that are advocating against the illegal construction of buildings in Sunny Hill and other neighborhoods of Prishtina. They have had numerous meetings with municipal officials, the Ministry of Spatial Planning, and have written letters to all local and UNMIK institutions including SRSG. The group also presented a petition with thousands of signatures to all relevant local and international organizations and media outlets calling for a stop to illegal construction. Some illegal construction was prevented due to this initiative; however, this still remains a big problem for the city of Pristina where organized urban planning still does not exist.

Conference "NGOs and Development of Political Party Platforms":

IREX and NDI organized a conference with representatives of NGOs and Political Parties to discuss pressing social, economic and political issues and NGO proposed solutions that could be incorporated into political party platforms. Over 70 participants attended the 1-day conference where the following NGOs presented priority issues and proposed recommendations for addressing them: Regional Environmental Center- policies for environmental protection; KCSP grantee Community Business Development Center-policies to reduce the administrative and tax burden on Kosovo businesses; Pensioner's Syndicate- policy recommendations to be included in draft law on Pension Reform; and KCSP grantee Kosovo Youth Network- policies for increasing support for youth issues. This was the first time that representatives from political parties and NGOs had come together to discuss concrete citizen-initiated proposals for solving some of Kosovo's major problems.

Kosovo Association of Blind and Partially Sighted People (KABPSP):

IREX/KCSP has been working on an almost daily basis with Association of Blind People to help them conduct an advocacy campaign to have the Central Election Commission (CEC) provide ballot paper templates for the blind and voting instructions on audio cassettes; in order to ensure independent, secret, and informed voting. IREX/KCSP has facilitated meetings for the association with OSCE, CEC, IFES and political parties. Despite verbal promises and after several meetings held with secretariat of CEC their request to provide templates in Braille was turned down with the justification that there is not enough time to prepare them and that deadlines are too tight. KABPSP has submitted a complaint to the CEC sub commission for appeals and complains which unfortunately responded negatively with justification that they have no power over decisions of CEC. KABPSP nevertheless continued voters' education of people with disabilities, in particular blind people.

The Association also organized series of roundtables with political parties to learn what their programs are regarding disability rights and issues as well as to request that all political party platforms are produced in Braille alphabet or on audio cassettes. 6 political parties: LDK, LDD, ARK, ORA and Bosnian coalition Vakaf attended the event. While the CEC representative was sympathetic to the issues, he urged the Association to continue its lobbying efforts with the CEC and OSCE. The roundtable was very well covered by media. All 3 national TVs had 2 to 3 minutes story on their main news. Representatives of Association of blind were also invited on live shows in RTV 21, Radio Kosova, Radio Blue sky others. Several articles about the issue have also published in main daily newspapers.

IREX continued to provide technical assistance to the Association to develop a strategic approach to press the new government for greater rights for the disabled (including adoption of the Draft Law on Rehabilitation and Employment of People with Disabilities), increased support to the blind, and printing of the Draft and Final Constitution in Braille. As a result of the advocacy initiative, including support from stakeholders, both versions of the Constitution were printed in Braille and distributed by the Association to branches throughout Kosovo.

Law on Access to Official Documents: Nominated by IREX/KCSP and supported by World Learning a group of 10 representatives from government, NGOs and journalists attended a 1-week training and study tour in Bulgaria on Freedom of Information. The initiative faces a stall mate due to the status issue and elections; however, NGOs continued with their work and continued reporting on government's failure to allow access to official documents. IREX held press event in May 2008 when Deputy PM Mr. Kuci announced that he would help with the implementation of the law.

UNDP: IREX was approached by UNDP to provide technical assistance to a new 2-year program to promote youth participation in decision-making, adopt and implement the Kosovo Youth Action Plan, and create a legal framework and infrastructure for volunteerism in Kosovo. AS a follow-up, IREX conducted a series of 5 2-day trainings in Mitrovica, Gjilan, Peja, Prizren and Pristina. The IREX/KCSP team designed the training agenda and conducted the first workshop in Mitrovica for 20 participants from youth NGOs in North and South Mitrovica.

Democracy in Action: During November and December 2007, IREX was heavily focused on the Kosovo Assembly and Municipal elections. Supported by IREX and IFES, the NGO Coalition "Democracy in Action-Election 2007" monitored the election process including political party campaigns, print and broadcast media, Election Day parallel vote tabulation; and conducted Get out the Vote Campaigns and voter education initiatives.

IREX/KCSP together with IFES provided substantial technical assistance to the Coalition. IREX worked with the coalition to train Long Term Observers (LTO) and Short Term Observers (STO) for Election Day monitoring and parallel vote tabulation. On the Election Day (November 17, 2007) 2300 observers were engaged in monitoring the election process and ballot counting. The coalition was the first to make public the election results in real time. A media center was established at the Grand Hotel which was utilized by journalist and media outlets. The 3 Kosovar national TV stations as well as Albanian and international media broadcasted live from the media center.

In addition to consultancy and advice, IREX also provided training for observers in Peja and Gjilan region and assisted KIPRED in distribution of election materials. On the Election Day, mobile teams of IREX and IFES monitored and provided assistance to STOs in the field.

On December 8th the second round for election of mayors took place in 24 municipalities. IREX continued to support the coalition "Democracy in Action" in monitoring the Election Day process, and 2 IREX staff served as points of contact in Prizren and Peja regions for observers to report any incident or irregularity taking place on Election Day. All of the original 9 founding members agreed to continue as a coalition that would work together in the following key areas: Democratic Practices (election reform, monitoring and observation, civic education), Good Governance (monitoring institutional transparency and accountability), capacity building for coalition members, and strengthening NGO and civil society participation in policy making, implementation and enforcement through advocacy initiatives.

Advocacy for Creating an Enabling Environment and Infrastructure for Volunteerism:

There were 3 2-day training workshops for 79 participants representing youth NGOs in Gjilan, Peja and Prizren on "Advocacy for Creating an Enabling Environment and Infrastructure for Volunteerism in Kosovo". The training was organized by UNDP in cooperation with IREX and delivered by IREX's CoP, Advocacy Officer and ATRC's Training Manager. Key topics included Foundations of Volunteerism and Advocacy, The Advocacy Process, Understanding Decision Making Systems and Processes, Designing an Advocacy Campaign for Formulating a Law on Volunteerism, Strategies and Tactics. The workshops concluded with development of a draft working plan and the creation of a coalition of NGOs who then took the lead in developing and implementing an advocacy campaign in their region.

Research on Trade Unions: At the request of USAID, IREX/KCSP gathered information on the status and work of some Trade Unions in Kosovo in order to determine if these groups should receive support from USAID or perhaps be supported under the KCSP. Meetings were held with: the Coalition of Independent Trade Unions of the Kosovo Energy Corporation, the Independent Trade Union of KEK, the Federation of Trade Unions of Kosovo (BSPK) and the Union of Education, Science and Culture (SBASHK). While most of the unions would require expert assistance in development of their associations, IREX feels that the Union of Education, Science and Culture could benefit from technical assistance and opportunities for grant funding through KCSP

USAID/World Learning Participant Training Program: To strengthen NGO development and cross-sectoral linkages, IREX/KCSP submitted 8 concept proposals to the USAID/ World Learning PTP for study tours in the areas of: public participation in municipal government activities, development of percentage philanthropy legislation, public financing of NGOs, leadership and advocacy training for youth NGOs, establishing a Kosovo women's fund, NGO-local government cooperation, fundraising skills for NGOs, and implementing freedom of

information legislation. Two of these proposals were approved during the year 1 and 2: public financing of NGOs and freedom of information legislation.

Cooperation Activities with other organizations: The IREX/KCSP team conducted numerous meetings with NDI, CRS, IREX Media and Partners for Democratic Change. KCSP staff has been working with the new NDI spin-off organization KDI to develop organizational structures, key objectives and identify potential donors. IREX Media and IREX/KCSP worked together to develop joint programs for NGOs and Media representatives.

In addition to above mentioned support, listed below are just sample activities that IREX conducted during the program in support of the Objective II:

- Assisting in the establishment and workings of the Pensioners Coalition to provide input into the draft law on Pension reform
- Providing on-going technical assistance to COHU to establish an anti-corruption coalition and develop advocacy strategies to combat corruption and organize public debates on corruption issues
- Support to KDI in drafting of grant proposals for additional funding to expand its advocacy activities to increase transparency and accountability in municipal and central level government institutions
- Technical assistance to REFORMA Coalition in grant proposal design for direct funding from IREX and organization of a conference on Kosovo Electoral Legislation
- On-going assistance and advisory support to the Code of Ethics Working Group in drafting a preliminary Code of Ethics
- On-going technical assistance and support to international and Kosovar NGOs to repeal the exclusion of public benefit NGOs from VAT exemption
- Consultancy to Pensioners Union, Citizens Initiative Against Illegal Construction, Handikos, New Millennium and AV1-T in clarifying proposal ideas for Partnership and Network Grants
- Participation in Anti-Corruption Conference organized by UNDP and Transparency International
- Participation in Anti-Corruption Workshop organized by UNDP, ATRC and the Kosovo Anti-Corruption Agency
- Support and consultancy to the multi-sectoral working group on public financing of NGOs.

V. Improving the Public Image of NGOs

Objective 3: *Improve the public image of the NGO sector by increasing NGO public relations skills, credibility, and legitimacy.*

Increasing NGO visibility and legitimacy

In an effort to increase NGO visibility and legitimacy during the implementation of the program, IREX's work under Kosovo Civil Society Program focused on following issues: Code of Ethics, NGO value added tax (VAT) and NGO law. The IREX/KCSP team drew on the IREX Media experience and expertise and throughout the program organized Press Events on above mentioned and similar topics. During the election process, IREX was asked by USAID to become more involved in election process and also to address issues related to newly drafted Constitution.

IREX responded to those request by setting up a coalition of NGOs who were active during 1- of the important Kosovo steps toward the independence.

In addition to the daily operational and grant managing assistance, IREX supported ATRC in organizing Public Dialogue events involving civil society, media and the government. More than 85 participants attended 4 roundtable discussions focused on Combating Corruption in Kosovo, Status Negotiations and the Role of Civil Society, Civil Society Representation on the Anti-Corruption Council and Kosovo's Social Security System, just to list few. In addition to dialogue events, increased visibility of the NGOs and NGO sector was generated through the ATRC Newsletter; civil society activities were promoted in the USAID Newsletter and coverage of NGOs in the press and broadcast media drastically increased.

Dialogue events were covered by the broadcast media including RTK, KTV, RTV21, Radio Kosova and Blue Sky Radio and 32 articles were written in the print media on the activities of KCSP-supported NGOs, particularly in the areas of anti-corruption and civil society's involvement in the status negotiations. In addition, 311 articles were published in the local papers about the activities of a diverse group of Kosovo NGOs and 77 news stories were broadcast on TV covering NGO and civil society issues and activities.

In addition, IREX/KCSP and IREX Media (KMAP) held a number of strategy meetings to discuss implementation of press club events and NGO/Journalist joint training programs. For example, IREX/KCSP and IREX/KMAP organized a roundtable to discuss the role of civil society and media in combating corruption in Kosovo. Speakers at **The Role of Civil Society and Media in Combating Corruption** roundtable included representatives from the Office of the General Audit, Office of the Public Prosecutor, Kosovo Anti-Corruption Council, Ombudsperson, and Kosovo Tax Administration. Forty participants attended from NGOs and the Media. Dialogue findings noted that while Kosovo does have anti-corruption laws in place, the laws are not being implemented or equitably enforced and that the mechanism intended to spearhead Kosovo's anti-corruption strategy, the Kosovo Anti-Corruption Agency, has not even been formally constituted 9 months after its formation was announced. Most of the blame focused on power struggle within political parties as to who should be represented on the Agency's Council.

In effort to increase NGOs visibility and legitimacy, IREX's work was focused at the development of an NGO code of Ethics, revision of the Law on Associations, and repeal of current VAT and customs regulations. The IREX/KCSP team provided ongoing assistance to NGOs and work groups and organized many public events and reached out to the government representatives in hope to draw their attention to issues facing Kosovo civil society. The most challenging period to work on these issues was in 2007 when public, government and private sector were focused on the status negotiations.

Code of Ethics

Activities related to the code of ethics issues started during early 2006. The initial attempts were not so successful due to Kosovar Institute for NGO Law (IKDO), closed in late 2005) lack of interest (primary partner for carrying of this activity). Fortunately, COHU NGO emerged as a leader of these activities, with IREX's help, and was pushing NGOs to overall be more accountable and transparent in their operations, services and management. Several round table discussions were held with NGOs who agreed that there needs to be common Code of Ethics and standards for the Kosovo NGO sector.

Following a roundtable event on corruption within the NGO sector organized by COHU and with panelists from FDI, IREX/KCSP, and the Association of Journalists, a small group of NGOs expressed interest in forming a working group to develop a code of ethics and standards for Kosovo NGOs. At the end of March 2006, a working group consisting of 9 NGOs plus ATRC's Executive Director, IREX's CoP and Advocacy Officer was officially established. To provide the group with additional assistance in drafting the Code, IREX brought in a consultant from ICNL who assessed the draft and provided examples of other Codes that have been developed and successfully promulgated by NGOs in the region.

The member group met on a regular basis, reviewed comparable Codes adopted in other countries, and drafted a preliminary Code for Kosovar NGOs. A series of 6 forums were held with NGOs in Gjakova, Prizren, Ferizaj, Gjilan, Peja and Mitrovica to solicit comments and recommendations. Consultant Kathy Shea of ICNL conducted a 1-day technical assistance workshop with the group and IREX focusing on 2 issues: options for implementing the code of conduct and the benefits and challenges associated with each option, and review of the draft code prepared by the group, provision by provision.

Unfortunately, the coordinator of the ad hoc working group, Anton Ndreca from COHU, moved to Sweden in November without informing the rest of the group or IREX; leaving a void in taking the initiative to the next stage. Although other members of COHU gave verbal expression of interest in continuing to coordinate the work of the group, this never materialized. As with some other NGO coalition initiatives, many NGOs are interested to participate in developing a Code of Ethics and a self-regulatory oversight body, however none of the organizations are ready to take the lead in this process. COHU circulated the draft code to NGOs, which was the last activity of this working group. ATRC's former Executive Director, Rreze Duli became new coordinator but the group unfortunately did not continue with its operation.

Success Story: *NGOs Fight Corruption and Promote Transparency in Kosovo Public Sector and NGO Sector*

Fighting corruption is one of the biggest challenges facing the newly independent country of Kosovo following its declaration of independence on February 17, 2008. Corrupt practices such as bribery, extortion, and nepotism are undermining public confidence in Kosovo's nascent government and NGO sectors at a time when Kosovar institutions must establish their legitimacy and competence after decades of control by the international community.

A coalition of 15 local NGOs led by the Organization for Democracy and Dignity (COHU) is tackling the problem of corruption in Kosovo with financial and technical support provided by IREX through the USAID-funded Kosovo Civil Society Project (KCSP).

COHU has focused its activities on 2 areas. First, COHU has highlighted the poor performance of the government's anti-corruption agency due to lack of funding and staff. COHU used the media and public forums to criticize the agency's lack of activities and encourage the government to make the agency functional. As a result, the government appointed an executive director and hired additional staff for the agency. Recently the agency conducted its first activity – registering the property and assets of senior government officials and other public employees.

In addition to fighting corruption in the public sector, COHU has actively promoted transparency and accountability among both local and international NGOs. COHU organized a public forum entitled "Corruption in Civil Society" at which local NGO representatives discussed issues of

transparency, the role of the civil society in combating corruption, public perceptions of corruption in civil society, and the role of donors in ensuring civil society transparency. Finally, COHU has established a working group (of which IREX is a member) to draft an NGO Code of Ethics, including soliciting NGO and public feedback on draft versions, gaining broad consensus on a final version, publicizing and promulgating the Code, and monitoring NGO compliance. The Code of Ethics is designed to build trust in civil society through establishing standards of NGO internal governance and operations. The working group is currently finalizing the Code after incorporating feedback solicited from NGOs throughout Kosovo. Public forums held to discuss the draft Code also led the NGO community to establish an NGO Assembly to help ensure compliance with the Code. COHU conducted trainings for other NGOs as part of its anti-corruption program to encourage the citizens to protest against corruption.

NGO VAT Issues

During the quarter, IREX was actively engaged in providing information and gathering support to launch an advocacy campaign to repeal an amendment to UNMIK Regulation 2001/11 that removed the entitlement to a rebate of Value Added Tax granted to non-governmental organizations, international and Kosovar, with public benefit status effective January 1, 2006. The amendment directly impacts the work of local and international humanitarian organizations that receive in-kind donations from abroad. It is interesting to note that the regulation continues to grant rebate entitlement to contractors for UNMIK, specialized agencies of the UN, KFOR, World Bank and inter-governmental organizations.

IREX was actively engaged in a number research, networking, and preliminary advocacy activities to repeal the regulation that takes away the entitlements of NGOs with Public Benefit Status to VAT and Customs exemptions. An NGO working group was established to address the issue and develop strategies for potential advocacy interventions. The group members included: IREX, Team Kosova, World Vision, Mother Theresa Association, Loyola Gymnasium, Handikos, Shtepia e Shpreses (the Protestant Church), Norwegian Church Aid, Ericshajlpen and ATRC. The working group reviewed all relevant legislation and assessment/recommendation reports from ICNL, and obtained the list of 377 NGOs with public benefit status active in Kosovo that will be used to gather additional support.

To move the process along, IREX sponsored a conference that brought together key stakeholders (including representatives from IMF, UNMIK, Ministry of Finance and Economy, Tax Administration, Customs Administration and Public Benefit NGOs) to discuss the rationale behind the new legislation and the negative impact it is having on the operations of NGOs and their beneficiaries. ICNL participated in the conference to provide a comparative analysis of how these issues have been handled by other countries in the region and recommendations for more favorable treatment for NGOs. In addition, IREX and the working group launched an intensive advocacy campaign to amend the regulation.

Conference: *The Impact of Current VAT and Customs Regulations on NGOs with Public Benefit Status*

Building on the momentum of the NGO VAT working group, IREX sponsored a 1-day conference in early October 2006 that brought together 51 representatives from the NGO sector, Kosovo government and international agencies to discuss the rationale for, and impact of, requiring NGOs with Public Benefit status to pay VAT and Customs taxes. USAID Mission Director and the civil society Advisor to the Prime Minister opened the conference with

introductory remarks stressing the critical importance of the issue and the need for all stakeholders to be involved in its resolution. During the first session, NGOs (including the directors of Mother Teresa Association, Team Kosovo, World Vision, and Handikos) presented cases demonstrating the negative impact the regulations were having on the provision of humanitarian aid to vulnerable populations. Majority of aid comes from donations from abroad and it is both morally unjustified and financially impossible for NGOs to pay 26% on donated goods brought into Kosovo. As a result of the regulation, NGOs explained that they have:

- Drastically cut back or totally closed their humanitarian assistance programs targeted at vulnerable groups;
- Tried to get around the regulation by asking UNHCR or KFOR to bring the goods into Kosovo in their shipments;
- Received feedback from their headquarters that Kosovo is unfriendly to NGOs and that funding and goods should probably go to more receptive and supportive environments;
- Received no benefit from their public benefit status.

In session 2, representatives from UNMIK Pillar IV, IMF, Ministry of Economy and Finance, Tax Administration and UMNIC Customs Service put forward the following reasons for not exempting NGOs with Public Benefit status from VAT and Customs taxes and duties:

- Kosovo's emergency phase is over and there is no need for further humanitarian support
- To exempt NGOs would hurt domestic producers
- The Kosovo Consolidated Budget needs the revenues collected on VAT and Customs duties
- Prior exemption policies were abused by unscrupulous NGOs
- There are insufficient mechanisms in place to monitor the work and operations of NGOs

In response, NGOs argued that:

- According to the World Bank report on Kosovo, more than 50% of the population lives at the poverty level
- Most of the goods that NGOs import are typically second hand donations, which do not compete with local producers
- The amount of m1-y that the Kosovo budget can derive from taxation of NGOs is very small
- It is the responsibility of the government to decrease the number of NGOs abusing the system by identifying and punishing those who have broken the law, rather than imposing a collective punishment on all NGOs with Public Benefit status

During the final session, Cathy Shea from ICNL presented an overview of alternative taxation policies for NGOs that have been implemented in other countries and also reviewed the EU Directive VI that tax-exempts certain transactions and activities conducted by NGOs. During the conference, representatives from the government informed the NGOs that a new Draft Law on VAT was being prepared and that it would be more favorable to NGOs.

Conference Follow-On Activities: Following the conference, IREX and the NGO VAT working group held almost weekly meetings and conducted the following activities to continue to build support for revision of the VAT and Customs Regulations:

- IREX contracted Gjylieta Mushkolaj as a consultant to provide technical assistance and expertise to NGOs working groups focused on legal, tax, and regulatory issues

- Through review of the new Draft VAT Law- the working group took out provision reinstating the rebate system as well as the provision that allows the Ministry of Finance to exempt certain NGOs, taking public benefit status out of the equation
- Working group Press Conference regarding negative consequence that the new draft law may lead to if adopted. Press Conference was carried by KTV and covered by the daily print media
- Submission of a letter to all Parliament members outlining NGO concerns in the new draft law
- Meetings with MPs on the Committee for Budget and Finance and members of parliamentary party groups to advocate for changes in the draft law
- Attendance at the first reading of the draft law. Although it passed the first reading, each of the 4 main political parties have requested amendments to be made
- Working group filed a request to participate in and give testimony at the public hearing which the Parliamentary Committee for Budget and Finance should be held sometime in January
- Agreement reached between the working group and Jeta Xhara to hold a TV debate on the VAT

Even after the conference IREX/KCSP continued to facilitate and advocate for the NGO VAT working group to repeal a regulation that takes away VAT and Customs duty exemptions for NGOs with Public Benefit status. 6 members from the working group testified at a public hearing of the Parliamentary Commission for Budget and Finance. Following their testimony at the Parliamentary Commission on Budget and Finance, the working group has continued their advocacy efforts to get support from political parties and Parliamentary Groups in changes of the VAT draft law. The group met with the 4 major political parties represented in Parliament of Kosovo, all of which have verbally agreed that NGOs should be exempted from VAT.

A TV show as part of series “Life in Kosova” was devoted to the NGO VAT issue. 3 members of the VAT Working Group have been invited in the TV debate all- with representatives of Custom and Tax Administration and were broadcasted during April 2007. At this time, negotiation process on Kosovo status and Ahtisaari’s proposal was taking place and it delayed and hindered the group to undertake some expanded advocacy activities; especially in drawing attention of the media which were very much focused on negotiation process and issues related to status.

Eventually, the parliamentary Committee for Economy and Finance made some changes in the draft VAT Law. However, those changes were not in the best favor of the PBOs. Article 3.5 of the draft Law exempts PBO from VAT; however, it requires from them that every twelve months obtain a certificate from Tax Administration of Kosovo. The certificate would be issued to PBO upon their request where they have to state the type and amount of goods they will receive, the donor, the beneficiaries, dates of arrival etc, which for many NGO would not only mean a lot of administrative and bureaucratic work, but often times it would be impossible to meet the requirement as humanitarian groups do their planning on a longer term basis.

In addition, IREX/KCSP organized a roundtable on “Tax and fiscal policy towards NGOs with PBS” where 19 NGO with Public Benefit Status participated. They agreed to support the coalition ‘Wellbeing for all’ in their efforts to change articles of the draft VAT Law and they all signed a joint statement which was sent to all heads of Parliamentary Groups and all members of Committee for Economy and Finance. As a result of the coalition’s advocacy work, there was increased political support to exempt PBS NGOs from VAT and amendments were made in the draft law before going to parliamentary vote.

After almost 1- year of lobbying and advocacy, the coalition ‘Wellbeing for all’ finally came close to succeeding in getting VAT exemption for NGOs with PBS. A compromise was reached with parliamentary committee on budget and finance. The latest version of VAT exempts NGOs with Public Benefit Status from VAT (PBOs do not have to pay taxes on imported goods as well as custom duties); however it still requires them to obtain the Certificate that issued by tax Administration.

NGO Law (Freedom of Association Law)

The legal environment for Kosovo NGOs was in decline before the declaration of independence. There is a wind of hope that NGO Law will be on the agenda of the newly formed government; however, given the lack of real legal structure for the country overall, this law has not been signed and implemented in its full form. During the Kosovo Civil Society Program implementation, IREX worked with a NGO working group and ICNL on NGO Law issues.

The working group on NGO Law received technical assistance from ICNL representative, Cathy Shea, who conducted workshops on the Law that was adopted by the Assembly in 2005 but never promulgated by the SRSG as it contained 4 last minute amendments that were adverse to the development of the NGO sector. These provisions include the requirements that all NGOs should be registered, that they must re-register every 2 years, the identification of umbrella organizations as a third form of NGO (along with foundations and associations), and the prohibition against NGOs giving loans. The working group met with the Minister of Public Services and agreed that the issue of the NGO Law needed to be addresses and the law revised.

The Working group of ‘Civil Society’ consisting of NGOs and government representatives, who participated in the IREX initiated and World Learning funded study tour to Hungary to learn about mechanisms of public financing for NGOs worked on issues related to the NGO Law and Law on Voluntarism and the Self Regulatory mechanism for NGOs (Code of Ethics), as well as any other legislation and regulation affecting Civil Society Organizations. They were trying to develop strategies for a more favorable NGO Law. The group analyzed the draft law and came with concrete recommendations for changes in the draft law. They have met with the Speaker of the parliament and with a parliamentary group to inform them about their recommendations and get their support for proposal changes in the draft law.

The IREX/KCSP team worked very closely with the working group as they lacked experience and expertise in advocacy. IREX team proved to be successful in providing technical support to the group and used its expertise in cooperating with the local government bodies, particularly the Ministry of Public Services. The group worked on its consolidation, internal structure and defining the mid term and short term goals on civil society sector development. 3 Presidents of the group were elected including East West Management Kosovo Director, ATRC Director and the NGO advisor to the President.

The Group approved its rules and regulations, prepared work plan and elected its chair committee. It translated ICNL’s recommendations for amending draft law about Freedom of Association, submitted the recommendations and met with Chairpersons of 4 Parliamentary Groups of the Kosovo Assembly who supported recommendations and promised to adopt them in the final draft law. ICNL’s recommendations included the following:

- **The necessary registration** – The paragraph about necessary registration of non-governmental organizations to be removed. The necessary registration violates the universal right for a free organization of citizens and violates the International Law and best practices of nongovernmental organization. This paragraph should be replaced with: NGO registration is a volunteering act of the citizens' rights to practice the right of free association. Any person does not need to register a NGO in order to practice the right for freedom of association.
- **Re-registration** – This paragraph risks financial sustainability, especially in relations with foreign donors and creates possibility for pressure on NGO and misinterpretation of law. Meanwhile, this is an unnecessary burden for NGOs and Government.
- **Compound organization/Networking** – Networking or leading organization determination as a third form of organization complicates the right of individuals to get organized and prevents other organizations such as municipalities and trade enterprises to establish their associations.
- **NGOs and Micro-finances** – Forbidding NGOs to give micro-credits violates the NGO right to undertake activities for economical development and activities that generate income. Law on NGO should allow this right and then the activity of NGOs dealing with micro-credits is regulated also with relevant laws for micro-finances' institutions and monitored by the relevant Ministry.

Participation of NGOs in the Legislative Process

NGO "KODI" supported by OSCE published results of a survey conducted on "Civil Society Participation in Legislation Process". Approximately 1000 respondents, mainly NGOs and Civil Society activists, participated in the survey. Major issues and recommendations that have come out from this report include: 1) Capacity of the civil society to engage in the policy generation process. 2) Enabling environment to include legal and Constitutional frameworks and access to information. 3) Legislative agenda, that will help identify how the need for policy is identified and by whom. 4) Democratic culture as a determining factor in the conduct of the civil society, government and the public at large.

Although Government and Parliament are obliged to consult with and invite civil society to participate in legislative drafting working groups, cooperation with diverse civil society representatives has been limited at best. Far too often, Parliament simply relies on a select and limited number of NGOs and think tanks to be present during the consultative processes. IREX discovered that 1- of the reasons for limited and selective civil society participation was simply that the legal offices did not have current lists of NGO experts disaggregated by specific field of expertise and most often just relied

Conference on "Parliament and Civil Society in Legislative Processes"

The European Commission as part of a project on Support to Kosovo Assembly organized a conference to strengthen cooperation between civil society organizations and members of Parliament. Parliamentary representatives from Belgium, France and Germany shared their experiences of engaging civil society in legislative drafting, and Kosovo participants had a chance to discuss the challenges faced and how cooperation could be improved. Many comments were raised to the effect that Kosovo members of Parliament do not have a clear understanding about the roles of NGOs and CSOs in policy making, while many NGOs are not aware of the legislative process and how policy making can be influenced. Among recommendations made at the conference was the creation of an informal civil society caucus in the Kosovo Parliament.

on the few civil society representatives they knew of or had worked with before. To encourage more diversity and inclusiveness, IREX has provided the Legal Office of the Prime Minister and the Parliamentary legal services office with list of NGOs working in specific sectors and provided assistance in identifying an increased number of experts from civil society that could be invited to participate in future consultations and working groups.

NGO/Media Press Club Events

At the beginning of the KCSP implementation, The IREX/KCSP team met with IREX Media team and discussed and agreed on organizing Press Club Events. These events enhanced better communication and cooperation between NGOs and media representatives. Below are summaries of some press club events that were held over the course of the program: IREX/KCSP and IREX/KMAP collaborated again in June to organize the first in a series of quarterly Press Club events.

Youth and Media: Eighteen representatives from youth NGOs and networks and print and broadcast journalists attended the event. Youth organizations expressed their concerns and dissatisfaction with the level of media coverage on youth issues; while the media discussed the inability of youth organizations to clearly articulate their messages and the advocacy work they were doing. At the conclusion of the event, youth leaders approached IREX/KCSP and ATRC staff to ask for assistance in improving relations with media and help with fundraising issues.

Higher Education in Kosovo-Issues and Challenges: Participants included representatives from 10 NGOs and 12 media outlets. Panelists leading the discussions were Leon Malazogu from KIPRED, Valentina Qarri from Academic Training Association, Bud Dedaj from WUS Austria, Sejdi Hoxhaj from the Students' Parliament, Bekim Kupina from Koha Ditore and. Sadik Zeqiri from Epoka e Re. The main issues identified and discussed were:

- Registration of new students: Participants recommended that the number of students who want to register should not be limited; however only outstanding and financially poor students should be granted scholarships while others should pay fees.
- Quality of Education at UP was regarded as poor in comparison with other countries in the region; the infrastructure and technology is outdated; and more attention should be given to teaching students marketable skills
- Political party involvement in the functioning of the university is harming the institution and affecting the quality of courses. In addition, student organizations are becoming increasingly politicized and are failing to represent the interests of students.
- Corruption exists within the higher education system and needs to be more effectively addressed
- The University is too centralized and should be split into 3 or 4 universities it needs to be decentralized and maybe split to 3 or 4 universities focusing on particular areas; e.g. social sciences, technology.
- Government and Parliament should take the issue of higher education more seriously and allocate increased funding for provision of quality education.
- The Agency for Accreditation was still not functioning. Without mechanisms to evaluate the quality education offered by private universities there is little impetus to increase competitiveness in higher education.

Health Education in Kosova; Role of Media and NGOs: 24 representatives of NGOs and media outlets participated in the discussion on the role that media and NGOs have played and

their contribution in educating public on health care issues. Ilir Begolli from Health Education Group appreciated the work that media has done so far in relation to health issues and at the same time considered it as one of the effective tools to use on public education reaching out broader number of people. The coverage on health issues through TV stations RTV 21 and KTV in particular were appreciated. Media representatives stated that both TV stations, KTV and TV 21 have weekly programs on health education, while a special attention to the most critical health issues raised to be addressed such as reproductive health and HIV/AIDS prevention campaigns including smoking and drugs abuse is required. Health care institutions and NGOs were urged to cooperate better with media and find the best ways to spread messages through. Government institutions were criticized for not paying attention to the above mentioned health issues.

NGO representatives complained that media has not covered enough important NGO activities conducted in relation to health issues. Dr. Minire Zuna mentioned medical services and other activities that NGO "Medica Kosova" has provided for women from Dukagjini area as very often they lack basic information on health care, and in some cases as lack of culture for regular check ups. Dr Zuna urged NGOs and media contribute to education of people for regular medical consultations. Kushtrim Koliqi from "Integra" also criticized media, claiming that you have to know the right people in order to get media attention and emphasized that media covers health issues only on certain international dates such as HIV/AIDS day on December 1st or similar. Lack of specialized journalist in field of health issues, lack of communication between media and NGOs and lack of sufficient funds for health education were found as some of the major constraints in addressing health education.

Illegal Construction in Pristina: Panelists included representatives from civil society, Ministry of Spatial Planning, Municipal Assembly of Pristina, and Media. The increasing urban chaos in Pristina lies in the failure of municipal institutions to implement relevant laws, issue license, preventing and if need be destroying illegal construction. Representatives of opposition parties in the municipal assembly accused the Director of Department of Urban Planning for allowing the urban chaos to continue and called for more pressure from citizens and civil society to stop and prevent illegal constructions.

Representatives of media emphasized that often times they have been intimidated and threatened because they published articles about illegal constructions. Representatives of the Citizens initiative for Protection of City of Pristina and other NGOs strongly appealed to government officials to stop destruction of city and of other towns of Kosovo. They also appealed to relevant bodies to further investigate the 2002 killing of the former Director of Urban planning in Pristina Municipality, Rexhep Luci.

The press club event received wide print and broadcast media coverage: RTK aired a 5 minutes story in their main news and written articles about the event appeared in all daily newspapers.

The Role of Media and NGOs in Election Process: 32 participants from NGOs and media outlets took part in the event and discussed their role in election process and importance of informing citizens and fair and transparent way. Leon Malazogu from Coalition "Democracy in Action-Election 2007(IREX/KCSP grantee) informed participants that coalition will monitor the election process including media; whether they are being biased and supporting one party more than another, the language they use etc. The Coalition will also observe the Election Day and conduct parallel voting tabulation which will be made available for the media throughout the counting process. Main concerns raised by media representatives as well as NGOs is the fact that there are 3 elections taking place on the same day and a large number of candidates which

makes it almost impossible to provide fair and equal space to all of them. Representatives of media and coalition agreed to cooperate and use each others sources throughout the election process. Members of the coalition have been interviewed by the media many times and have conducted press conferences which have been widely covered by both print and broadcast media.

The Role of Media and Civil Society in the Kosovo Constitutional Process: The Deputy Prime Minister, Rame Manaj, and Constitution Commission member Gjulieta Mushkolaj explained the background and process of drafting the Constitution and the next steps to be undertaken for soliciting public input once the Declaration of Independence has been declared and the Draft Constitution published. The event was attended by 35 civil society and media representatives. The participants' main concerns focused on the lack of transparency and limited civil society participation in the drafting process; as well as uncertainty regarding the timeframe and process for soliciting recommendations and suggestions from the public.

Study Tour-Public Funding Strategies for NGOs: Budapest, Hungary

During November 2006, 10 representatives from Kosovo NGOs and government participated in a 1-week study tour to Hungary to learn about regional funding strategies for NGOs. The program was initiated by IREX/KCSP and funded through the USAID World Learning Participant Training Program.

During the program, conducted by staff of ECNL, participants gained increased understanding of and exposure to successful regional models and mechanisms for direct and indirect public financing of NGOs and discussed the development of a preliminary framework and strategies for public financing of NGOs within the Kosovo context.

Participants: Isren Fejzullahu, Finance Manager RIINVEST Institute; Burim Ejupi, Training and Administration Manager Kosovar Institute for Policy Research and Development (KIPRED); Rreze Duli Executive Director, Advocacy Training and Resource Center (ATRC); Suzana Arni, Program Director Kosovo Civil Society Foundation (KCSF); Samet Dalipi Political Adviser for Civil Society to the President's Office; Jahja Lluka, Political Adviser for Social and Civil Society Issues to the Prime Minister's Office; Ardita Haxhnikaj, Acting Manager of the Legal Office Kosovo Tax Administration; Flora Fazliu, Specialist on Donor Coordination Budget Department Ministry of Finance and Economy; Gazmend Bajra, Consultant Grants Unit Treasury Department Ministry of Finance and Economy; and Haki Abazi, Director East West Management Institute.

Topics covered during the program included a comparative overview of government funding models/mechanisms for NGO activities at the central and local levels; policy considerations in providing support to NGOs; the legal framework; and sources and mechanisms of government support including: subsidies, grants, lottery proceeds, tax benefits for NGOs, philanthropy legislation, and promotion of tax incentives for corporate and individual giving.

Upon returning from Hungary, the group came together and informally established themselves as the "Civil Society Group". The group focused on developing potential models for public financing of NGOs in Kosovo and promulgation of a favorable NGO law.

IREX/KCSP and Kosovo 2007 Election

On September 19, 2007 the Coalition of NGOs **Democracy in Action-Election 2007** was formally established. Eleven NGOs signed an MOU; however the coalition was open for other NGOs that desire to join. KIPRED was the leading organization on the national level; Mother Theresa and Developing Together (DT) covered Pristina region; Community Building Monrovia(CBM) covered Mitrovica region al1- with Center for Civil Society Development (CCDS) that covered northern part; Eye of Vision covered Peja, Kosova Center for International Cooperation (KCIC) covers Gjilan, Initiative for Progress (INPO) covered Ferizaj; Kosova Democratic Institute (KDI) covered Prizren, Forum for Democratic Initiative (FDI) covered Gjakova, and Center for Social Development (CSD) covered Graçanica and other Serbian enclaves.

Coalition announced its foundation and their goal in a press conference. Two national TV Stations (RTK and TV21) reported about the coalition on their main news, in addition to the articles that were published in Kosovo local newspapers. The Coalition had 3 main objectives: 1) Monitoring of election processes, political party campaigns, media and parallel vote tabulation; 2) Civic Education and Get out The Vote Campaigns and 3) Analyses of Trends and Lessons Learned from the Electoral System.

Success Story: NGO Coalition Ensures Accountability and Transparency of Kosovo Election

On November 17, 2007, as the citizens of Kosovo voted in parliamentary and local elections organized for the first time by Kosovars rather than by the international community, a coalition of local NGOs played a key role in ensuring the transparency and accountability of the electoral process. The coalition of 10 NGOs, known as “Democracy in Action – Election 2007,” was led by the Kosovo Institute for Policy Research and Development (KIPRED) and supported by a grant from IREX as part of the USAID-funded Kosovo Civil Society Project (KCSP).

During the run-up to the elections, a team of 10 regional coordinators and 71 long-term observers monitored the campaigns and tracked media coverage. In addition, KIPRED conducted training for poll workers and commissi1-d independent policy research, including a survey on voter attitude towards politicians, political parties, and the voting process itself. Meanwhile, KIPRED’s coalition partners conducted extensive voter outreach across Kosovo, including producing “get out the vote” advertisements for television and in newspapers and distributing T-shirts, flyers, and packs of sugar to encourage the citizens of Kosovo to vote.

On Election Day, the coalition organized 2,548 observers to monitor voting at polls across Kosovo and conduct a parallel vote count. Their presence added accountability and transparency to the voting process and reduced the possibility of electoral fraud. For the



first time, the parallel vote count operated in real time thanks to the use of SMS messages. The coalition set up a Media Center, where results sent by SMS from election monitors in the field were posted on 2 large screens. The parallel vote results were broadcast live on all major national TV and radio stations, as well as on international channels such as CNN and the BBC. Many political party representatives who were interested in the parallel vote results stopped by the Media Center as well.

Coalition efforts were critical to the success of the elections, which the Council of Europe's election observation mission characterized as "generally in line with Council of Europe principles, as well as international and European standards for democratic elections" in a press release. The simultaneous parallel vote count was particularly effective in publicizing anticipated results early and thus reducing the possibility of fraud.

Following the election, the coalition prepared 2 publications – an analysis of general electoral trends and a final report on media monitoring. Both reports were presented on March 3, 2008, at a conference organized by KIPRED and "Democracy in Action – Election 2007". The conference was divided into 3 panels and was attended by key stakeholders, including representatives of the major political parties and officials from the Central Election Commission (CEC) that organized the 2007 election and the Organization for Security and Cooperation in Europe (OSCE) that organized previous elections and assisted the CEC with the 2007 election, as well as political and media analysts. The publications and conference spurred discussion that will continue as Kosovo plans future elections.

Discussion Forums on the Draft Constitution

From February 20 – March 1, 2008 IREX, in cooperation with the Constitutional Commission, organized a series of 10 discussion forums. Each event focused on a different Chapter or group of Chapters of the Draft Constitution and was professionally and neutrally moderated by an experienced Kosovar facilitator. Nine events were held in Pristina and 1- in Prizren attended by over 240 representatives from NGOs, special interest groups, public institutions and media including: KCSP grantees and other NGOs, associations of judges, prosecutors, lawyers, and representatives from TMK, KSP, Ombudsperson, Central Bank, General Audit. Participants had the opportunity to discuss provisions and articles directly with members of the Commission who had participated in drafting specific chapters and were encouraged to submit all comments and recommendations directly to the Commission for review.

During March, the Commission reviewed all comments and recommendations submitted by citizens, NGOs, professional associations and special interest groups; 36% of which were incorporated into 77 articles of the final version of the ICO certified and Assembly approved Constitution. In addition, KCSP grantee Kosovo Association of the Blind and Partially Sighted with advocacy support from IREX, succeeded in having both the Draft Constitution and Approved Constitution printed in Braille. This was the first time any official Kosovo document was published in Braille.

Success Story: *Kosovo Roundtables Empower Citizens to Shape Constitution*

As the world's newest country is carefully shaping its Constitution, the drafters are getting the rare benefit of community-level input. Through a series of IREX-organized roundtable discussions, citizens of Kosovo have been able to address the Constitution Commission directly, debating provisions and raising concerns regarding the draft version of this founding document.



Kosovo released its draft Constitution to the public after officially declaring its independence from Serbia on February 17. After 9 years under UN administration—following NATO’s intervention to end Serb ethnic cleansing of Kosovo’s Albanian population—the long-term status of Kosovo had finally been affirmed. And with the sensitive nature of this former Serbian province, it is essential for Kosovo to establish a firm foundation.

To aid the process, IREX is conducting a series of 10 roundtables on the Kosovo Constitution through the USAID-funded Kosovo Civil Society

Program. With a draft document now available, the Constitution Commission is soliciting public input. Each forum addresses a specific chapter of the Kosovo Constitution—including sections on the Assembly, President and Government, Fundamental Rights and Freedoms, Judicial and Prosecutorial System, the Security Sector, Local governance, Independent Institutions, and others. IREX’s strong links to local civil society forged through years of work in Kosovo have proven invaluable in encouraging broad participation in the roundtables.

During the roundtables, Kosovo citizens ask questions and make comments about the draft Constitution directly to members of the 21-person Constitution Commission, appointed by the President of Kosovo. The discussions also include NGOs, judges and prosecutors, Kosovo police service, Kosovo protection corps, ombudspersons, the business community, media, and representatives of local government.

Many participants expressed their belief that the draft document reflects the highest international standards, provides for the protection of the rights of all citizens of Kosovo, and lays the foundation for a democratic society based on the rule of law. However, citizens raised a variety of issues at the forums, such as whether presidential candidates should have to be born in Kosovo, whether the the Serb minority should be menti1-d specifically, whether right to life provisions would protect fetuses, and whether the Constitution does enough to ensure a clean and safe environment.

Public comments and suggestions will be incorporated by the commission into the final Constitution, which must be approved within 3 months of independence by both the Kosovo Assembly and the International Civilian Representative (ICR).

IREX involvement with the Constitution roundtables builds on its long history in Kosovo. IREX’s first experience in the region came in the late 1960s, when it began administering exchange programs with Yugoslavia, and IREX has maintained an on-the-ground presence since 1999. IREX began implementing media development projects in Kosovo in that year and continues to do so today through the USAID-funded Kosovo Media Assistance Program (KMAP). The Kosovo Civil Society Project (KCSP), also funded by USAID and administered by IREX, was initiated in 2005. KCSP has contributed to the development of a strong, indigenous, sustainable NGO sector, assisted local NGOs in advocating for the interests of their constituents, and enhanced the legitimacy of the NGO community in the eyes of the population.

VI. Conclusions/Recommendations

IREX overcame a variety of challenges to successfully implement KCSP and significantly improve the capacity of Kosovo civil society over the course of the three-year program. The grant-making program proved the most difficult component of KCSP to implement. After partnering with FDI and providing more than a year of technical and organizational support to its staff, IREX terminated its sub-agreement with FDI when it became evident that FDI was not performing up to the necessary standards to ensure successful implementation of KCSP's grant program.

The situation with FDI challenged IREX/KCSP staff as they assumed temporary responsibility for direct administration of the KCSP grants program. Workloads increased, and staff had to quickly learn about all the complex policies and procedures involved in grants management. IREX/KCSP staff rose to the occasion, demonstrating their dedication and adaptability as they worked hard to ensure a smooth transition from FDI to IREX management of the grants.

The termination of FDI also had a profound impact on IREX's other local partner, ATRC. Although the initial intent of KCSP was to bolster ATRC's existing capacity to serve as an NGO resource center, ATRC was able to expand its mission beyond providing training and resources to local NGOs to encompass grants administration as well. The knowledge and experience gained through administering the KCSP grants program from October 2006 through the conclusion of KCSP helped turn ATRC into a viable grant-making institution, capable of organizing transparent and fair grant competitions, supporting grantees throughout the application, project implementation, and reporting phases, and providing

The final narrative reports received from KCSP grantees provided IREX/KCSP and ATRC staff with recommendations on how to improve grants administration. Based on recommendations from KCSP grantees and ATRC, IREX suggests the following:

- Modify or reduce the number of copies required (seven hard copies and one electronic) since this may cause burdensome costs for NGO applicants
- Have applicants submit an initial concept paper and only require short-listed applicants to complete full applications in order to make the process more efficient
- Streamline reporting procedures and consider reducing reporting requirements since they overload the project staff of small NGOs and shift the focus from planning and implementation to consecutively drafting reports
- Provide clear guidance to grantees on how to write reports and what statistical data needs to get collected and reported on, requiring more understanding by both ATRC and grantees
- Require grantees to use the same PMEP database as ATRC and IREX
- Extend the period of administration for one round of grants from 1 to 2 months in order to allow more time for analyzing and properly evaluating projects, which unfortunately was not possible during KCSP due to the situation with FDI described previously, which necessitated an accelerated schedule for subsequent grant rounds
- The ATRC Grant Team should analyze and evaluate all received applications and after the evaluations process and create the short list of project proposals for GRC members to evaluate. The GRC members should receive only the short list of the projects recommended by ATRC
- Discontinue with the practice of launching consecutive RFAs, but rather launch a new round of grants only after the previous round is closed. ATRC staff felt the burden of

administering multiple grant rounds at once prevented them from devoting sufficient time and energy to monitoring and working more directly with the grantees. Again, this was not possible during KCSP due to the situation with FDI, which necessitated an accelerated schedule for subsequent grant rounds

In addition to administering the KCSP grants program, ATRC continued to provide trainings for NGOs across Kosovo. Over the course of KCSP, ATRC developed new training modules with assistance from IREX/KCSP staff, and also offered modules tailored to the needs of NGO sub-sectors as well as one-on-one consulting. Based on input from training participants and the ATRC Training Team, IREX recommends the following:

- The Training Team was overwhelmed by ad hoc requests that were not included in the annual work plans and was therefore unable to devote an optimal amount of time to planned activities. This could be alleviated by focusing on planned activities and accepting limited ad hoc training requests, if any.
- The sub-sector development component did not have clear guidelines, and the Training Team recommended enhanced capacity building and finance training as part of this component.
- Workshop series trainings attracted large numbers of participants. The Training Team recommended limiting the number of participants to 15-17 for more manageable workshops.
- The Training Team identified a need for advanced capacity building modules for NGOs that have completed the basic ATRC trainings but could benefit from additional support.

Under KCSP, IREX served as a catalyst to empower local stakeholders and coordinate existing expertise and resources around a common work plan. In addition to strengthening ATRC, IREX promoted civil society involvement concerning critical issues, from conducting parallel vote tabulation during the 2007 elections to participating in debates on the final status and new Constitution of Kosovo, to advocating for the Law on Access to Official Documents, to collaborating on an NGO Code of Ethics. Nevertheless, challenges remain. While the talent and resources are already present on the ground in Kosovo, there needs to be more effective coordination and mobilization around a shared agenda driven by local leaders and stakeholders, not international NGOs and western consultants. Although Kosovar CSOs are at times fractious, personality driven, and focused too much on grants and resources, they share an interest in effective policy planning and governance. Based on its experience administering KCSP, IREX recommends the following:

- Mobilization of local experts and legal activists to address legislative reform issues in a coordinated approach to each individual law
- Grant-funded monitoring and watch-dog activities, policy analysis, sector-based advocacy initiatives, and legislative reform projects, on a national and municipal level
- Mission-based advocacy support to organizations that demonstrate policy priorities based on constituent support and a clear mission
- Funding for civil networking and collaboration to eliminate some of the competitive dynamics involved with grants
- Locally driven capacity building customized to the individual needs of NGOs, with a team of local consultants serving as mentors that are individually assigned to NGOs based on their specialty (advocacy, management, PR, legal reform)

- Development of a community of Serb NGOs through mentoring and networking meetings to foster a community that advocates for its own priorities within the existing government structure

KCSP GRANTS PROGRAM OVERVIEW

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
	REFORMA	Advocacy/ Electoral reform	REFORMA (KIPRED and CDHRF) - "Electoral law reform" (Pristina): The REFORMA coalition informed the citizens of Kosovo about the electoral system and proposed changes to the current system and political processes in general. REFORMA also encouraged civic participation in electoral process, improved election laws, and increased the accountability of elected officials.	\$14,918.00	March 31, 2006	March 31, 2006	November 9, 2006
	Kosovar Institute for Policy Research and Development (KIPRED)	Election monitoring/ civic education	Kosovar Institute for Policy Research and Development (KIPRED) - "Integrity of elections in Kosovo" (Kosovo-wide): KIPRED monitored the election process, political party campaigns, media operations, and parallel vote tabulation. It also conducted civic education and "get out the vote" campaigns and provided analysis and lessons learned from the elections. KIPRED worked to establish a broad coalition of NGOs covering all regions of Kosovo to monitor the election process, research the new election framework and its effects, train NGOs and media members, organize televised debates and press conferences on the election, and publish an analytical paper on lessons learned.	\$49,884.00	September 21, 2007	September 21, 2007	February 22, 2007
	Partnership and Networking Grants Round I	Focus	Summary		Approval Date	Start Date	End Date
1	Balkan Investigative Reporting Network (BIRN)	Public information/ transparency and accountability/TV debates on current affairs	Balkan Investigative Reporting Network (BIRN) - "TV debates on current events" (Kosovo-wide): BIRN produced and aired 25 televised debates on current events in Kosovo with the goal of developing a culture of responsiveness, transparency, and accountability among public officials. The debates informed the citizens of Kosovo about current events during a critical period in their history as the country moved towards its Decembarleration of independence, and required public officials to defend their positions on the issues of the day to their constituents.	\$15,681.00	December 22, 2005	January 9, 2006	September 1, 2006
2	Youth Initiative Mitrovica (YIM) - (serb minority led NGO currently operating under the name CCSD)	Advocacy/ Public awareness/ Legislation on youth and minorities	Youth Initiative Mitrovica (YIM) - "Promotion of sustainable partnerships between municipal authorities and NGO sector through advocating for implementation of relevant laws at local and regional levels" (Mitrovica, Zvecan, Leposavic, and Zubin Potok Municipalities): YIM spearheaded an advocacy campaign for implementation of anti-discrimination and gender equality legislation in the municipalities of Mitrovica, Zvecan, Leposavic, and Zubin Potok. Through trainings, focus groups, and targeted media outreach, municipal departments and NGOs worked together to promote implementation of laws concerning youth, women, and minorities among local institutions, civil society actors, and representatives of minority communities. YIM also built up the capacity of local government departments responsible for implementing relevant laws that affect youth, civil society organizations, and marginalized communities.	\$11,168.98	December 22, 2005	January 9, 2006	March 12, 2007
3	Kosovo Democratic Institute (KDI)	Advocacy/ Municipal government transparency and accountability	Kosovo Democratic Institute (KDI): "Increasing accountability of elected officials through domestic watchdog organizations" (Pristina, Peja, Prizren, Mamusha, Gjilan, Ferizaj, and Obiliq Municipalities): KDI established a watchdog organization to monitor the work of seven Municipal Assemblies and their elected officials while promoting increased citizen participation in the municipal legislative process. The project also sought to inform citizens about the performance, transparency and accountability of their governing institutions and elected officials. Finally, KDI worked to encourage citizens to participate in municipal legislative processes through existing mechanisms such as public hearings, consultations, and debates.	\$14,876.00	December 22, 2005	January 9, 2006	September 11, 2006
4	Kosovo Development Center (KDC)	Interethnic cooperation/ Economic development	Kosovo Development Center (KDC) - "Integration of Serb minority group in Kosovo society" (Rahovec Municipality): KDC established a commercial, multiethnic agricultural cooperative in Rahovec Municipality. This cooperative provides access to services for improved market-responsive production, as well as superior organization of post-harvest processing, sorting, grading and selling. The project improved the efficiency and competitiveness of the local agriculture sector, while furthering the multiethnic dialogue in Kosovo society.	\$14,928.00	December 22, 2005	January 9, 2006	September 9, 2006
5	Community Business Development Center (CBDC)	Economic development	Community Business Development Center (CBDC) - "Building partnerships for economic development" (Gjakova Municipality): CBDC supported marketing and foreign investment promotion initiatives for commercial enterprises in Gjakova Municipality. The project focused on development of promotional materials as tools for encouraging investment, as well as coordinating efforts among local government institutions, NGOs, and businesses to attract foreign capital.	\$17,391.00	December 22, 2005	January 9, 2006	September 10 2006
6	Women's Association (VITA) - (Serb minority led NGO)	Advocacy/ Increased utilization of municipal court	Women's Association (VITA) - "Municipal court – the place for justice" (Strpce Municipality): VITA raised awareness of the role and functions of the Municipal Court in Strpce and increased use of judicial processes to resolve civil disputes. The project also distributed brochures in both Albanian and Serbian throughout all 16 villages of Strpce Municipality, informing the population about the importance of their local court in establishing and promoting individual rights. Finally, VITA instituted Court Open Door Days where interested citizens had an opportunity to visit the Municipal Court and get their questions answered by local judicial officials.	\$13,365.00	December 22, 2005	January 9, 2006	June 7 2007

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
7	Organization for Democracy, Anti-Corruption and Dignity (COHU)	Advocacy/ Anti-corruption	Organization for Democracy, Anti-Corruption and Dignity (COHU) - "Partnership in the corruption fight" (Kosovo-wide): COHU established a civil society anti-corruption coalition and promoted increased awareness of corruption throughout Kosovo. Such education pertained to practical manifestations of corruption, ways of preventing and fighting it, and the consequences and perils corruption poses to society.	\$13,288.00	December 22, 2005	January 9, 2006	January 9, 2007
ROUND TOTAL				\$100,697.98			
	Grassroots Advocacy Grants Round I	Focus	Summary		Approval Date	Start Date	End Date
1	Youth Center 'At Lorenc Mazreku' (ALM)	Advocacy/ Promoting a new policy for protecting of minors	At Lorenc Mazreku (ALM) - "Youth Center 'At Lorenc Mazreku'" (Peja Municipality): ALM launched an advocacy initiative aimed at implementing the Regulation on Protection of Minors in Peja. Major activities included a series of forums with pupils, parents, and bar owners about drug and alcohol abuse among young people and seven debates featuring representatives of the Office for Protection of Children's Rights, the Legal Office of the Municipal Assembly, and youth NGOs about implementation of the regulation. The project also conducted a public awareness campaign through leaflets and posters to inform citizens about the regulation.	\$3,645.92	April 27, 2006	May 5, 2006	April 14 2007
2	Women's Association Elena 'Gjika-Klina'	Advocacy/ Promoting a new policy for municipal regulation of cemeteries	Independent Women's Association 'Elena Gjika' - "Use of public space for cemeteries in Klina" (Klina): The Independent Women's Association conducted an advocacy initiative aimed at formulation, adoption, and implementation of a new regulation on use of space for public cemeteries. Major activities included public debates and forums with stakeholders, a public hearing in cooperation with municipal authorities to solicit citizen input into the draft regulation, and three public debates to be broadcast on local radio. The project also sought to publish and distribute 600 copies of an informative leaflet on cemetery regulation.	\$3,924.00	April 27, 2006	May 5, 2006	October 5 2006
3	Vision Towards Future (VDA)	Advocacy/Transparency and accountability of municipal government	Vision towards Future (VDA) - "Let's walk together" (Shtime Municipality): VDA supported ongoing democratic processes and promoted increased transparency and accountability within the Shtimje Municipal Assembly. Major activities included a survey of 100 citizens on perceptions of corruption within the Assembly, monitoring of all Municipal Assembly meetings over a four month period, and public discussions with citizens, selected officials, media members, and local NGOs to present the results of the first two activities. Finally, the project produced an analytical report with conclusions and recommendations for increasing transparency and citizen engagement in municipal decision making.	\$3,451.00	April 27, 2006	May 5, 2006	October 5 2006
4	Organization for Political InNovemberations (OPI)	Advocacy/ Increased Kosovar Albanian and Serb participation in municipal government decision making	Organization for Political InNovemberations (OPI) - "Multiethnic citizen participation in Kamenica" (Kamenica Municipality): OPI worked to promote increased multiethnic citizen participation in the decision-making processes of Kamenica Municipality. Major activities included holding a series of roundtables focused on citizen engagement, producing radio broadcasts in Albanian and Serbian with municipal authorities, OSCE representatives, political party leaders, and civil society actors as guests, and publishing and distributing 1,500 leaflets on citizen participation. OPI also produced a report on ways to strengthen citizen engagement in decision making processes for dissemination to municipal authorities.	\$4,319.00	April 27, 2006	May 5, 2006	October 5 2006
ROUND TOTAL				\$15,339.92			
	Partnership and Networking Grants Round II	Focus	Summary		Approval Date	Start Date	End Date
1	Urban FM	Advocacy/ Transparency and accountability	URBAN FM - "Kosovo town hall" (Kosovo-wide): The goals of this project were to strengthen citizen participation in local decision-making processes and to identify and address weaknesses of local governments, including corruption issues, in key municipalities. Major activities included research on transparency in municipal government, tax collection, and municipal budget management. The project also resulted in five televised debates with mayors and citizens in cities across Kosovo.	\$18,590.63	June 30, 2006	July 28, 2006	July 1, 2007
2	Kosovo Youth Network	Advocacy/ Policy change and increased budgets for youth services	Kosovo Youth Network (KYN) - "Transparency, youth, institutions and participation" (Kosovo-wide): KYN increased the transparency and accountability of local and central institutions regarding allocation of funding for youth programming and strengthened youth participation in relevant decision-making processes. Major activities included publication of data for 30 municipalities and the central government on funding dedicated to youth and organization of meetings with central and local government institutions to collect the data. KYN also organized 30 public debates to discuss its findings and solicit recommendations for improved mechanisms to support the youth sector, hosted a press conference to announce publication of its report and findings, and assembled a conference to present its conclusions and discuss recommendations for ensuring more transparent mechanisms for allocation of youth funding.	\$19,512.00	June 30, 2006	July 28, 2006	June 30 2007

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
3	Partners Kosova (PK)	Interethnic dialogue and reconciliation	Partners Kosova (PK) - "Strengthening interethnic relations through participatory planning" (Kastriot/Obiliq, Fushe Kosova/Kosovo Polje): This project improved the effectiveness of minority return and integration strategies in Kosovo by strengthening interethnic relations in Kastriot/Obiliq and Fushe Kosova/Kosovo Polje. Major activities included field assessments and the establishment of working groups in each municipality to identify obstacles to integration and increase local capacity to implement effective policies through advanced change and conflict management training. PK also conducted a participatory planning process that involved meetings between local governments, NGOs, and local majority and minority community leaders. Finally, the project organized a roundtable conference to share lessons learned with all stakeholders and present recommendations for the sustainability of the integration process. The event was widely covered by Kosovo media.	\$20,046.20	June 30, 2006	July 28, 2006	August 30 2007
4	Kosovo Center for Gender Studies (KGSC)	Advocacy/ New policy on sexual harassment	Kosovo Center for Gender Studies (KGSC) - "Anti-sexual harassment policy" (Kosovo-wide): KGSC conducted an advocacy initiative aimed at formulation, adoption and implementation of a policy against sexual harassment in public institutions. Major activities included establishing a broad coalition to draft the policy, spearheading a multi-dimensional advocacy campaign for adoption of the policy, and a leading a public awareness campaign in cooperation with Kosovo Women's Network to increase understanding of sexual harassment. The project also trained government officials and civil servants in sexual harassment policy issues and established clear mechanisms for reporting and enforcement.	\$19,563.00	June 30, 2006	July 28, 2006	ONGOING
ROUND TOTAL				\$77,711.83			
Partnership and Networking Grants Round III					Approval Date	Start Date	End Date
1	BIRN	Public Information/ Transparency and accountability/ TV debates	Balkan Investigative Reporting Network (BIRN) - "TV debate on current events" (Kosovo-wide): BIRN built on the success of its Round 1 Partnership and Networking project by broadcasting 24 additional debates on current events in Kosovo to encourage more open discussion among policymakers, government officials, and the public.	\$24,350.00	December 11, 2006	December 15, 2006	September 15, 2007
2	Advocacy Center for Progress (AVONET)	Citizen participation in municipal budget planning/ Municipal government transparency and accountability	Advocacy Center for Progress (AVONET) - "Citizens in Action" (Ferizaj Municipality): AVONET increased citizen participation in decision-making processes, specifically in the planning of the 2008-2009 municipal budget, and improved the accountability and transparency of the Ferizaj Municipal Government. AVONET conducted 10 public debates and 12 TV debates/talk shows and monitored the work of the Ferizaj Municipal Assembly and its committees. In addition, AVONET published performance scorecards, disseminated analytical reports, and conducted a survey of public perceptions of the Ferizaj municipal institutions, policy implementation, legislation, and the electoral system.	\$24,989.00	December 11, 2006	December 15, 2006	September 15, 2007, extended to December 31, 2007
3	Community Business Development Center (CBDC)	Advocacy/ Increased youth employment in Gjakova	Community and Business Development Center (CBDC) - "Successful youth employment in Gjakova Municipality" (Gjakova Municipality): CBDC improved employment opportunities for youth and disseminated information regarding job market requirements in Gjakova Municipality. CBDC also identified companies that were interested in employing 30 young people between 19 and 35 who were looking for job opportunities.	\$8,405.00	December 11, 2006	December 15, 2006	May 31, 2007
4	"Elita" Independent Cultural Information and Youth Center	NGO advocacy coalition building/ municipal government transparency and accountability	Independent Cultural Information and Youth Center 'Elita' - 'Increasing NGO Advocacy in Vitia Municipality' (Vitia Municipality): Elita helped develop a strong and sustainable civil society advocacy network in Vitia Municipality. The project increased the impact of civil society and NGOs in Vitia Municipality through establishing and building the capacity of a coalition of Vitia advocacy NGOs.	\$14,244.00	December 11, 2006	December 15, 2006	September 15, 2007
5	Forum for Civic Initiatives (FIQ)	Community development/ Safer communities	Forum for Civic Initiative (FIQ) - "Safer communities" (Kosovo-wide): FIQ encouraged citizens of Kosovo to become involved and take responsibility for making their communities safe. The project utilized the Safer Community Plan Model (SCP) which allowed citizens to identify and more effectively address their security concerns in order to establish and develop the capacity of Local Safety Councils.	\$17,826.00	December 11, 2006	December 15, 2006	June 15, 2007
6	Handikos	Advocacy/ employment rights for the handicapped	Handikos - "Increasing awareness to employ people with disabilities at the local level" (Kosovo-wide): Handikos conducted 21 trainings in seven regions of Kosovo for 70 disabled youth, 70 disabled women, and 30 municipal representatives. Handikos also organized seven roundtable discussions featuring disabled people and local officials on the topic "Employment of Disabled People". The goal of these focus groups was to improve the capacity of civil society to provide employment opportunities for disabled people.	\$17,339.00	December 11, 2006	December 15, 2006	September 30, 2007 extended to October 15, 2007
7	Kosovo Education Center (KEC)	Advocacy/ Anti-corruption training and awareness	Kosovo Education Center (KEC) - "Education, training and establishing monitoring structures to combat corruption" (Kosovo-wide): KEC conducted 10 two-day trainings for 300 government representatives, community leaders, and civil society leaders across Kosovo and held roundtables in seven different regions. The project also organized TV and radio debates in three municipal centers and an "Anti-Corruption week" in seven different regions.	\$23,140.00	December 11, 2006	December 15, 2006	September 15, 2007

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
8	NGO Mother Teresa	Interethnic cooperation	NGO "Mother Teresa" - "Civic dialogue" (Kosovo and Serbia): The NGO "Mother Theresa" conducted a conference on topics concerning youth, youth leadership, and women's issues. The conference was part of the NGO's ongoing efforts to form alliances among people of goodwill across ethnic divides and contribute to peace and security in the Balkans.	\$24,996.00	December 11, 2006	December 15, 2006	June 15, 2007
9	New Millennium-Pristin	Advocacy/ Transparency and accountability of Pristina Municipal Assembly budgeting	New Millennium - "Public money belongs to the public" (Kosovo-wide): New Millennium increased the accountability and transparency of local institutions towards their electorate and the taxpayers of Kosovo. The project included citizen's discussions, public debates in rural areas, roundtables, special meetings with the municipal departments, and a conference entitled "Transparency: the role of citizens in decision-making."	\$18,855.00	December 11, 2006	December 15, 2006	September 15, 2007 extended to November 15, 2007
10	Pensioners and Work Invalids Trade Union (SPPIK)	Advocacy/ Pension reform and social issues affecting pensioners	Pensioners and Work Invalids Trade Union of Kosovo (SPPIK) - "Social dialogue" (Kosovo-wide): SPPIK improved pensioners' access to social services and pensions. The project included hosting seven roundtables across Kosovo, writing articles in daily newspapers, publishing "Pensioner" magazine, organizing two Kosovo-wide conferences, and holding informational meetings with parliamentary groups, institutional representatives, and local and international NGOs.	\$16,679.37	December 11, 2006	December 15, 2006	June 15, 2007
ROUND TOTAL				\$190,823.37			
Partnership and Networking Grants Round IV		Focus	Summary		Approval Date	Start Date	End Date
1	Kosovo Judges Association	Transparency/ Anti-corruption	Kosova Judges Association - "Transparency and anti-corruption in the Kosovo judicial system" (Prizren, Peje, Gijlan, Pristina, and Mitrovica Municipalities): The Kosovo Judges Association educated the judiciary community about the importance of transparency in their work and the need to discourage and prevent corruption. The project included seminars in five municipalities on corruption and transparency in Kosovo's judiciary system from the perspectives of judges, attorneys, and prosecutors.	\$24,935.00	February 15, 2006	February 23, 2006	November 23, 2007, extended to January 2008
2	Hand to Hand - (serb minority led NGO)	Interethnic cooperation	Hand to Hand - "Women's Information Center" (Fushe Kosove/Kosovo Polje): Hand to Hand, an NGO focused on women's issues, encouraged cooperation among NGOs representing different ethnic groups through conducting meetings with other women's organizations, developing a questionnaire and scorecards for feedback purposes, and organizing roundtables about cooperation among groups focusing on women's issues in the ethnically mixed area of Fushe Kosove/Kosovo Polje.	\$7,255.00	February 15, 2006	February 23, 2006	September 23, 2007, extended to January 2008
3	Human rights Radio Network	Transparency/ Access to information in 6 municipalities	Human Rights Radio Network (HRRN) - "Transparency and public right to information for official documents" (Kosovo-wide): HRRN fostered the organizational ethos that civil servants and authorities are paid by tax revenue to serve the citizens of Kosovo. HRRN conducted six radio debates and one TV debate in Albanian and Serbian. Through radio announcements in both languages and through its web page, HRRN publicized debates and research findings on purchase, use, and maintenance of official vehicles.	\$24,935.00	February 15, 2006	February 23, 2006	November 23, 2007, extended to January 2008
4	Initiative for Protection of city of Pristina (IPCP)	Advocacy campaign against illegal construction in Sunny Hill	Initiative for Protection of the City of Pristina (IPCP) - "Campaign for preventing the degradation of the Sunny Hill neighborhood in the city of Pristina" (Pristina/Sunny Hill Neighborhood): IPCP developed a campaign to decrease the level of degradation in the city of Pristina, and especially in the neighborhood of Sunny Hill. The project included a two-day conference to outline the problems of urban development in Sunny Hill and determine necessary steps to rehabilitate the neighborhood. IPCP identified illegally-constructed buildings in Sunny Hill, overbuilt sites, occupied land that belongs to the municipality, and occupied sidewalks and public roads. IPCP also conducted trainings for Sunny Hill school pupils on protecting their neighborhood.	\$19,040.00	February 15, 2006	February 23, 2006	November 23, 2007, extended to January 08
5	Kosovo Democratic Institute (KDI)	Transparency in 6 municipal assemblies and committees	Kosova Democratic Initiative (KDI) - "Enhancement of principles for good governance" (Pristina, Prizren, Obiliq, Rahovec, Lipjan): KDI worked to enhance transparency, accountability and communication between municipal authorities and their constituents. KDI and its network of NGOs monitored the work of six municipal assemblies with the aim of informing citizens about the performance, transparency and accountability of their elected officials.	\$24,298.00	February 15, 2006	February 23, 2006	August 23, 2007 extended to January 2008
6	Women's Committee for Protection of Human Rights (serb minority led NGO)	Interethnic cooperation	Women's Committee for Protection and Human Rights - "Dialogue of the local communities in Kosovo: confidence, reconciliation and returns" (Pristina/Caglavica): This project promoted a permanent, de-politicized, and sustainable returns process and contributed to easing interethnic tensions by advocating for the basic right of everyone displaced by the conflict to return to their homes in Kosovo, regardless of ethnicity. The project involved two roundtables, three radio debates, and one conference on the topic "Living Together through Tolerance".	\$20,010.00	February 15 2006	February 23, 2006	August 23, 2007, extended to January 2008
7	DOCUMENTA	Interethnic cooperation	Documenta - "Fol: Speak Up" (Kosovo-wide): Documenta implemented the "Fol" (Speak Up) project to inform the citizens of Kosovo on the crucial issues of decentralization, final status settlement, and protection of minority rights. The project fostered open debate on issues such as state symbols. Documenta produced six documentaries related to the topics of Kosovo status talks, decentralization, negotiations, and minority rights that presented and analyzed both the Albanian and Serb perspectives.	\$24,980.00	April 11, 2007	April 13, 2007	September 12, 2007, extended to December 2007
ROUND TOTAL				\$145,453.00			

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
	Grassroots Advocacy Round II	Focus	Summary		Approval Date	Start Date	End Date
1	Agro Eko	Advocacy/ Environmental protection	Agro Eko - "Citizen's education in environment protection, especially along the Dobrusha River" (Gjilan): Agro Eko protected inhabitants of Gjilan living alongside the Dobrusha River. Agro Eko conducted a workshop with citizens and the Department of Waste and Water, two radio debates, and four meetings with citizens from the target area to increase water-quality awareness. Agro Eko also held 10 meetings with neighborhood council representatives on mobilizing citizens to demand transparency in order to solve the environmental problems of the Dobrusha riverbed.	\$5,000.00	March 12, 2007	March 16, 2007	July 16, 2007
2	Center for Counseling, Research and Psychological Protection (CCRPT)	Community development/ Preventing violence in schools	Center for Counseling, Research and Psychological Treatment (CCRPT) - "Prevention of violence in schools" (Ferizaj): CCRPT worked to prevent violence in schools by establishing healthy relationships among students, teachers, and parents. CCRPT conducted research on reasons behind the use of violence and student attitudes towards it in two Ferizaj schools. The project also involved meetings with school and public officials.	\$4,798.75	March 12, 2007	March 16, 2007	July 16, 2007, extended to January 2008
3	Eye of the Vision	Community development and advocacy/ Urban planning	Eye of the Vision - "Urban planning for Zatra neighborhood" (Peje/Zatra Neighborhood): Eye of the Vision increased participation of Zatra residents in the drafting and implementation of their urban plan. Eye of the Vision conducted three workshops on priorities for the Zatra neighborhood and formulated additional ideas. In cooperation with UN Habitat, the project developed and distributed three different questionnaires to 350 households on citizen priorities and summarized its findings in a research report.	\$3,980.00	March 12, 2007	March 16, 2007	August 16, 2007
4	Live Life	Advocacy/ Promoting the educational rights of the disabled	Live Life - "Disabled access to Prizren schools" (Prizren Municipality): Live Life promoted equal access to education for people with disabilities in Prizren. Live Life conducted two roundtables with NGO representatives, people with disabilities, and local officials, and held 15 public debates with citizens of Prizren Municipality. It also organized one TV advertisement focusing on access to education for people with disabilities, two TV debates between local officials and people with disabilities, and meetings with local officials representing the Departments of Education, Department of Urbanism, and Department of Spatial Development Planning.	\$4,581.00	March 12, 2007	March 16, 2007	July 16, 2007
5	Discovery Center (IRDC)	Community development/ Civic education/Urban planning	Discovery Center (IRDC) - "Discover Pristina" (Pristina): IRDC promoted active learning that encouraged people – particularly young people – to analyze their relationship with their home environment and their city's past, present and future through the Discover Pristina exhibition. IRDC conducted two educational outreach projects, printed Discover Pristina Magazine, and developed, installed, and offered tours of 11 educational exhibits.	\$4,913.93	March 12, 2007	March 16, 2007	July 16, 2007
6	OPI	community development/ Protection of human rights	Organization for Political Innovations (OPI) - "Improving living conditions of inhabitants of the Qendra neighborhood in Kamenica" (Kamenica): OPI improved living conditions for inhabitants of the Qendra neighborhood in Kamenica. OPI conducted seven meetings with municipal officials and eight meetings with civil society representatives. It organized roundtables on the topics, "Why should actions be taken to improve the sewage system in the neighborhood?" and "How should we solve the sewage system problems in the neighborhood?", and produced three radio shows on the topic "Improving citizens' lives."	\$3,113.00	March 12, 2007	March 16, 2007	August 16, 2007
7	Rromani Baxt - (RAE minority led NGO)	Community development/ Improving minorities' living conditions	Rromani Baxt - "Increasing active participation of the Roma community in decision making" (Prizren and Gjakova): Rromani Baxt established dialogue between the Roma community and local government, addressing issues related to improving the societal position of Roma. Rromani Baxt conducted two public meetings with citizens of Gjakova and Prizren, facilitated working groups in both areas, and held two roundtables with Roma intellectuals and local officials.	\$3,984.53	March 12, 2007	March 16, 2007	July 16, 2007
8	Women's Business Association (WBA) - (serb minority led NGO)	Advocacy/ Environmental protection/ Recycling of Plastic waste	Women Business Association (WBA) - "Public awareness campaign for PET recycling" (North Mitrovica and Zvecan): WBA promoted the recycling of plastic waste materials in North Mitrovica and Zvecan. WBA conducted three public debates, a multimedia campaign utilizing newspapers, local TV and radio stations, billboards, and posters, four workshops at local secondary schools, and four days of training for 24 secondary school students on conducting recycling workshops. These 24 secondary school students trained 350 primary school students.	\$5,000.00	March 12, 2007	March 16, 2007	July 16, 2007, extended to January 08
ROUND TOTAL				\$35,371.21			
	Partnership and Networking Grants Round V	Focus	Summary		Approval Date	Start Date	End Date
1	Handikos - (serb minority-led center)	Capacity building for disabled populations	Handikos - "Equal opportunities for people with disabilities" (North Mitrovica): Handikos established an inclusive, rights-based and equal opportunity environment at the local community level. Through computer training courses, the project gave disabled people marketable skills that will allow them to participate in the local labor market. Handikos raised local community awareness, initiated sustainable partnerships among people with disabilities in North Mitrovica, and held focus group meetings on equal employment opportunity between representatives of the disabled community and municipal authorities. Handikos also launched a media campaign to promote equal opportunity with the participation of local radio and TV stations. Inter-municipal exchange visits involved people with disabilities in social activities and recreational gatherings with other community members.	\$7,740.00	May 23, 2007	June 18, 2007	December 18, 2007, extended to January 2008

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
2	Institute for Research and development (IRD)	Citizen participation in decision making processes/ Community development	Institute for Research and development (IRD) - "Bringing citizens closer to their municipalities" (Obiliq Municipality): IRD improved the transparency and accountability of Municipal Assemblies, strengthened community trust in local authorities, increased citizen participation in decision-making processes, and encouraged partnerships between minority communities and local government in Obiliq Municipality. IRD organized meetings between citizens and local government officials in three Serb villages and one Albanian village. Four working groups coalesced, developed capacity to design petitions/projects, and presented them to Obiliq Municipality. The project also sought to make NGO work more visible, influence citizens to take public action in order to improve their lives, and promote partnership as a key for success.	\$17,097.76	June 1, 2007	June 18, 2007	February 18, 2008
3	AFAS	Transparency/ Anti-corruption	AFAS - "Support to NGO sector in Kosovo in preparation of financial statements" (Kosovo-wide): AFAS trained local NGOs to manage their resources efficiently and effectively. The project improved the ability of NGOs to apply financial management systems that encourage accountability and transparency and establish partnerships with local government institutions. AFAS also identified potential candidates from the NGO sector and government to participate in training sessions. A group of 15 participants from the NGO sector received 90 hours of training. A model of financial statements was prepared for use by both NGOs and government institutions dealing with NGOs, including the NGO Government Office. AFAS also worked to apply international financial statement standards to the Kosovo NGO sector.	\$24,000.00	June 1, 2007	June 18, 2007	January 31, 2008
4	Kosovo Center for Interenational Cooperation (KCIC)	Transparency/ Anti-corruption	Kosovo Center for International Cooperation (KCIC) - "With transparency towards progress" (Gjilan Municipality): KCIC worked to increase the transparency and responsibility of civil service institutions in Gjilan Municipality and encourage citizens to voice their opinions. KCIC placed "opinion boxes" in municipal offices, allowing citizens to express their opinions and make suggestions that were gathered and publicized through a newsletter. Two roundtables were organized with central and municipal government representatives and other relevant stakeholders. KCIC also produced radio and TV programs promoting the rights of citizens to express their opinions. A commission of NGO representatives, media members, and government leaders gathered, analyzed, and reported the opinions of citizens.	\$20,788.00	May 23, 2007	June 18, 2007	February 18, 2008
5	Assotiation of Contemporary Initiatives, Bosniak NGO network	Community Development	Association of Contemporary Initiatives, Bosniak NGO network - "Enhancement of integration and raising the awareness of Bosniak community in Kosovo" (Kosovo-wide): The Association of Contemporary Initiatives sought to improve the Bosniak community's cooperation with civil society in Prizren Municipality and the coordination among NGOs supporting Bosniak interests across Kosovo. The project worked to build up the confidence of Bosniaks regarding their future in Kosovo through monthly radio shows as well as regular meetings between NGOs serving the Bosniak community and representatives of Bosniak villages. In the Prizren region, the Association produced a brochure describing the work of Bosniak-serving NGOs and surveyed 350 members of the Bosniak community. The project also organized debates entitled "The position of communities within the new constitution of Kosovo" and "Bosniaks and their future in Kosovo."	\$16,511.80	May 23, 2007	June 18, 2007	February 18, 2008
6	Center for Social development - (Serb minority led NGO)	Minority (Serb and Roma) youth	Center for Social Development (CSD) - "Youth Development Center" (Gracanica): This project provided educational and activism opportunities for Serb and Roma youth through a modern Youth development center. At the center, minority youth met with representatives of NGOs and local authorities to discuss issues of concern. Major activities included English language and computer science classes, journalism courses, resume and job-application workshops, and health education on subjects like HIV/AIDS, smoking, drugs and alcoholism. The project organized seven roundtables on subjects like health, education, the NGO sector, public institutions, employment, and media. Finally, the Center promoted teamwork and volunteerism among minority youth as they interacted with representatives of KFOR and KPS.	\$19,810.00	June 1, 2007	June 18, 2007	January 18, 2008
7	Handicap Kosova	Community development/ Support to people with disabilities	Handicap Kosova - "Initiating and implementing of draft laws for people with disabilities" (Kosovo-wide): Handikap Kosova's goal was to increase cooperation between municipal governments and the organizations that deal with the issues of people with disabilities through promoting direct NGO participation in public decision-making processes. The project facilitated involvement of disabled people in the drafting process for Kosovo's Construction and Public Transportation Law. Major activities included conducting six one-day workshops and organizing TV roundtables in Pristina, Peja, and Prizren to discuss the recommendations that arose from the workshops. Handikap Kosova also drafted two legal documents based on recommendations from the workshops and organized a one-day conference in Pristina on the topic "Rights of Disabled People in Decision Making Processes."	\$13,975.00	June 15, 2007	June 18, 2007	January 18, 2008
ROUND TOTAL				\$119,922.56			

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
	Grassroots Advocacy Round III	Focus	Summary		Approval Date	Start Date	End Date
1	Agro Eko	Community development/ Provision of quality water in schools	Agro Eko - "School water quality in Gjilan Municipality" (Gjilan): Agro Eko sought to protect children's health by influencing decision-makers to provide higher quality water to schools. Agro Eko formed advocacy focus groups comprised of parents, school directors, students, representatives from Agro Eko, and representatives from the Public Health Institute, and organized a debate with the wider community in order to discuss the issue. Meetings were held at 15 different schools with schoolchildren, parents and school professionals. Agro Eko also planned a one-day workshop on finding financial support and planning a budget to resolve the issue.	\$4,520.00	August 20, 2007	August 23, 2007	December 23, 2007, extended to January 2008
2	Down Syndrome Association of Kosova	Disabled populations' access to school and integration	Down Syndrome Association of Kosova - "Who am I?" (Kosovo-wide): The Down Syndrome Association of Kosova worked to integrate children with Down Syndrome into preschools and primary schools. The project increased social acceptance of children with Down Syndrome through TV programs and lectures with professionals for parents, relatives, and health care workers.	\$5,999.00	August 20, 2007	August 23, 2007	January 23, 2008
3	Elena Peshkopia	Community development/ financing students' education	Elena Peshkopia - "Student scholarship" (Gjilan Municipality): Elena Peshkopia encouraged municipal officials to give annual scholarships to outstanding students from Gjilan Municipality. Activities included a series of meetings with relevant municipal officials, two debates with the youth network of Gjilan and education officials, two live radio programs, and a petition. Brochures were developed and two press conferences were organized. The project established scholarship selection committees with representatives of government, civil society, media, and other local interest groups.	\$3,854.00	August 27, 2007	August 29, 2007	December 29, 2007, extended to January 2008
4	"Elita" Independent Cultural Information and Youth Center	Community development / Citizen participation in decision making processes	Independent Cultural Information and Youth Center (Elita) - "Your Municipality – Influence and Rights" (Vitia): Elita enhanced the capacity of village councils in Vitia Municipality to serve as liaisons between citizens and municipal institutions. Through organizing trainings with representatives of villages, meeting with officials, forming multiethnic focus groups, producing information materials, and holding roundtables and TV debates, the project facilitated reforms in 20 targeted villages in Vitia Municipality.	\$4,969.00	August 20, 2007	August 23, 2007	January 23, 2008, extended to February 2008
5	Coalition for Democracy (KOD)	Community development/ Traffic safety	Coalition for Democracy (KOD) - "Walking without obstacles" (Ferizaj): KOD worked to resolve a local taxi parking problem. Taxis in Ferizaj had no assigned parking location, so they parked on sidewalks instead. This blocked sidewalks and obstructed pedestrian traffic. Through surveying Ferizaj citizens and taxi drivers and organizing press conferences and debates, KOD influenced local authorities to create a taxi parking area in Ferizaj.	\$4,260.00	August 27, 2007	August 29, 2007	December 29, 2007
6	Kosova Association of the Blind and Partially Sighted People	Civic rights of the disabled/ Electoral participation	Kosova Association of Blind and Partially-Sighted People - "Equality for all" (Pristina): The Association aided blind and partially-sighted people in voting in local and central elections. The project lobbied the Central Election Committee and political parties to use Braille ballots and voter education materials and acoustic technology to allow full participation of blind and partially-sighted people in the November 2007 election. Advocacy efforts included organizing a public debate, launching a TV and print media campaign, and meeting with political parties.	\$5,910.70	August 20, 2007	August 23, 2007	November 23, 2007, extended to January 2008
7	Parents and Teachers Council of Malisheva Municipality	Education	Parents and Teachers Council of Malisheva Municipality - "Education for all" (Malisheva Municipality): The Parents and Teachers Council involved the Malisheva community in decision-making processes concerning their education system and ensured the implementation of educational reforms. School directors, parliamentary groups, parents, and students contributed to discussions on scheduling and conduct in primary and secondary schools. In addition, the Council produced radio programs on the municipal educational system and organized an NGO meeting that brought together Malisheva education-focused NGOs to lobby the Municipal Assembly for educational reforms. The project also set up sustainable partnerships between the community NGOs and educational institutions.	\$3,218.00	August 27, 2007	August 29, 2007	January 29 2008, extended to February 2008
8	Youth Association for Human Rights (YAHR)	Community development/ traffic safety	Youth Association for Human Rights (YAHR) - "Provision on traffic safety measures for inhabitants of Robert Gajdiku Street who are threatened by vehicle traffic" (Lipjan Municipality): YAHR sought to improve relations between citizens and local government officials, raise the quality of services the local government provides its citizens, promote security for inhabitants of Robert Gajdiku Street, and increase awareness of the danger vehicular traffic poses to pedestrians. Project activities included meeting with residents and municipal officials, monitoring the Lipjan Municipal Committee for Politics and Finance, and encouraging citizen participation. In addition, YAHR organized trainings entitled "Access to traffic and streets" and produced leaflets promoting citizen awareness of vehicle traffic.	4,932.00	August 20, 2007	August 23, 2007	January 23, 2008, extended to February 2008
	ROUND TOTAL			\$37,662.70			
	Partnership and Networking Grants Round VI	Focus	Summary		Approval Date	Start Date	End Date
1	BIRN	Transparency/ Anti-corruption/ Conflict mitigation	Balkan Investigative Reporting Network (BIRN) - "Life in Kosovo" (Kosovo-wide): BIRN built on the success of its previous projects by producing a series of current affairs talk-shows meant to channel the kind of public frustrations arising in the period of status determination through civilized but unapologetic and direct discussions with politicians. Eighteen unbiased and impartial episodes dealt with issues such as accountability, equal representation of minorities, women and youth, and media development.	\$17,980.00	September 21, 2007	September 21, 2007	February 1, 2008

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
2	Kosovo Judges Association (KJA)	Transparency/ Anti-corruption	Kosovo Judges Association - "Strategy for a transparent and corruption-free judiciary system" (Kosovo-wide): The Kosovo Judge's Association drafted, approved and implemented a strategy for a more transparent, corruption-free judiciary system. Activities included organizing a three day workshop to draft the strategy with 20 judges, prosecutors, local and international lawyers, and representatives from the Prime Ministers office for Good Governance, civil society, and the media. A working group emerged to organize TV debates, host press conferences, and build consensus among the three major stakeholders – the judiciary, the government, and civil society.	\$16,729.00	September 21, 2007	September 21, 2007	February 1, 2008
3	Action for Non Violence and Peace Building (ANP)	Conflict mitigation	Action for Non Violence and Peace Building (ANP) - "Let's build bridges" (Gjilan): ANP educated youth on the causes and consequences of previous wars in the region and empowered them to prevent violent conflict in the future. Workshops of 20 young people dealt with issues of violence, prejudice, stereotypes, discrimination, national identity, and human rights. ANP also hosted trainings on non-violent communication, team work, and joint decision-making.	\$8,940.00	September 21, 2007	September 21, 2007	January 1, 2008
4	Production New Press - (Serb minority led NGO)	Community development	Production New Press (PNP) - "Let's talk about our society" (Caglavica): PNP worked to foster interethnic communication and create an environment for mutual understanding among Serbs and Albanians. The project increased awareness and improved perceptions of Kosovar government institutions among the Serb community and increased interethnic dialogue. Activities included organizing informal meetings and six debates between representatives of Kosovar government institutions and the Serb population, promoting the PNP website, and disseminating information to more than 1,000 email addresses in Kosovo and Serbia.	\$17,998.00	September 21, 2007	September 21, 2007	February 21, 2008
ROUND TOTAL				\$61,647.00			
	Partnership and Networking Grants Round VII	Focus	Summary		Approval Date	Start Date	End Date
1	Balkan Sunflowers Kosova	Community development	Balkan Sunflowers Kosova - "Films that changed the world" (Kosovo-wide): Balkan Sunflowers Kosova produced eight programs, including feature films and panel discussions, for the Kosovo public to raise awareness about issues of equality, freedom, national identity, economic development, justice, responsibility, and positive social change. Major activities included the broadcasts, panel discussions, in-school programming, and promotions aimed at schools and youth centers.	\$16,906.00	October 11, 2007	October 11, 2007	February 28, 2007
2	Initiative for progress (INPO)	Anticorruption/transparency	Initiative for progress (INPO) - "Fair and transparent procurement unit in Ferizaj Municipality" (Ferizaj): INPO sought to promote a more transparent and impartial procurement process in the Ferizaj Assembly by identifying procedural weaknesses and potential solutions, improving transparency and impartiality in decision-making, and combating corruption by creating mechanisms for institutional capacity-building. Major activities included monitoring procurement processes in the Ferizaj Municipal Assembly, studying audit reports and media articles, establishing working groups, roundtables, and TV debates to develop potential solutions, and organizing a public awareness campaign.	\$8,780.00	October 11, 2007	October 11, 2007	February 28, 2007
3	Organization of People with Disabilities (OON)	Community development/ Disability issues	Organization of People with Disabilities (OON) - "Place for Equal Opportunities" (Gracanica): OON drafted an action plan to increase the involvement of people with disabilities in local politics based on the official document "Framework of policies for people with disabilities in Kosovo." It also designed an advocacy campaign in order to increase public and decision-maker awareness of disabled peoples' rights. The project established links among NGOs, people with disabilities, and local institutions. Major activities included a radio show on the rights of people with disabilities, a public meeting to inform disabled people of their rights, and brochures and posters to increase awareness. OON also organized two roundtables with NGOs and local authorities and four training modules for NGOs, local institutions and others on the participation of disabled people in politics.	\$13,505.00	October 11, 2007	October 11, 2007	February 28, 2007
4	Association of Independent Intellectuals (SHIP)	Community development	Association of Independent Intellectuals (SHIP) - "Municipal strategy for agriculture development" (Decan and Junik Municipalities): SHIP developed a local strategy for agricultural development and submitted it to Decan Municipality for approval with the intention of increasing the interest of investors, the level of local employment, and the quality of agriculture. Activities included meetings with representatives of relevant local institutions, working groups of local experts, roundtables, radio debates, and drafting of the strategy.	\$10,580.00	October 11, 2007	October 11, 2007	February 28, 2007
5	Organization for Democracy, Anti-Corruption, and Dignity (COHU)	Anticorruption/transparency	Organization for Democracy Anti-Corruption and Dignity (COHU) - "Partnership to increase awareness on anti-corruption" (Kosovo-wide): COHU increased the level of cooperation among members of the Anti-corruption Network and Civil Society for a Clean Parliament Coalition, raised awareness of corruption, and created an interactive and common internet space where all partners and interested citizens can discuss the issue of corruption. Major activities included organizing public debates across Kosovo, televised debates in each municipality, and a Poverty Eradication Day leaflet describing poverty levels in Kosovo and government responses to the problem. An interactive web site was also launched, and COHU planted trees in eight cities on International Anti-Corruption Day.	\$16,486.00	October 11, 2007	October 11, 2007	February 28, 2007

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
6	New Millennium	Advocacy / policy change	The New Millennium - "Citizens' decision making" (Pristina): The New Millennium worked to create a favorable legal infrastructure to encourage citizen participation in Pristina. The project aimed to change Article 27 of the Pristina Municipal Statute and strengthen the role of citizens in decision-making by increasing cooperation between NGOs and municipal government. Major activities included a survey disseminated to 500 citizens of Pristina Municipality, a campaign on the importance of changing Article 27, 14 public discussions with citizens, municipal leaders, and civil society representatives, and televised debates with MA officials, deputies and well-known citizen representatives.	\$11,142.00	October 11, 2007	October 11, 2007	February 28, 2007
7	Project Media Opinion (ProMo)	Community development	Project Media Opinion (ProMo) - "Assuring of responsible governance through citizen participation" (Rahovec): ProMo's efforts developed Rahovec's agricultural sector, increased public interest in agriculture policy, and improved government transparency. Activities included press conferences, informational meetings, and interviews with farmers to ascertain their needs. ProMo also published an informational brochure, interviewed public officials, held television and radio debates, and delivered its findings in a final report.	\$14,610.00	October 11, 2007	October 11, 2007	February 28, 2007
ROUND TOTAL				\$92,009.00			
	Non-partisan Election-related Activities Grants	Focus	Summary		Approval Date	Start Date	End Date
1	Institute for Research and Development (IRD)	Elections/ Media outreach for the NGO Coalition	Institute for Research and Development (IRD) - "Media outreach for the NGO coalition "Democracy in Action – Elections 2007" (Pristina): IRD established a high-capacity server able to withstand up to 100,000 clicks per minute for one month, geared especially toward the weeks around the election when clicks are most frequent. The project ensured that timely information about election proceedings was available to journalists and published a brochure to inform NGOs and journalists about the new election legislation in Kosovo. IRD also organized five press conferences to inform citizens and media representatives about the election campaign, voting process, and accounting process.	\$10,000.00	October 29, 2007	October 29, 2007	December 12, 2007
2	Eye of the Vision	Elections	Eye of the Vision - "See you at the boxes" (Decan, Klina, Istok, and Peja Municipalities): Eye of the Vision increased citizen participation in the November 2007 elections in Decan, Klina, Istok and Peja Municipalities. Major activities included distributing promotional materials and sugar packages with 52 different messages encouraging participation in the election, placing phone calls urging citizens to vote, sending "get out the vote" emails and text messages, and organizing meetings between citizens and mayoral candidates.	\$8,090.79	October 29, 2007	October 29, 2007	December 12, 2007
3	"Elita" Independent Cultural Information and Youth Center	Elections	Independent Cultural Information and Youth Center (Elita) - "Raising awareness of residents for voting and participation in election" (Vitia Municipality): Elita promoted election turnout, particularly among youth and women and across ethnic lines. Major activities included an awareness campaign, public meetings with residents in five larger towns across Vitia Municipality, four rounds of public debates with various candidates, and radio and TV shows on the importance of participation and voting procedures.	\$2,510.00	October 29, 2007	October 29, 2007	December 12, 2007
4	Youth Association for Human Rights (YAHR)	Elections	Youth Association for Human Rights (YAHR) - "Creation of the environment suitable for successful 2007 elections in Lipjan Municipality" (Lipjan Municipality): YAHR sought to increase election participation, particularly among minorities, women, youth and people with disabilities, and to raise awareness of voting procedures. Major activities included meeting with citizens in 10 villages across Lipjan Municipality, printing and distributing informational brochures and posters, and forming six groups of citizens to assist voters in Lipjan's voting centers. The project also organized a mayoral debate on issues related to infrastructure, education, environmental protection, and human rights.	\$2,827.00	October 29, 2007	October 29, 2007	December 12, 2007
5	Gender Training and Resource Center (GTRC)	Elections	Gender Training and Resource Center (GTRC) - "Empowering women candidates in the local and general elections in Kosovo" (Kosovo-wide): GTRC promoted female voting and candidates. Activities included identification of female candidates in the local and general elections, preparation of candidate biographies, dissemination of brochures on female candidates, and women's meetings across Kosovo.	\$5,000.00	October 29, 2007	October 29, 2007	December 12, 2007
6	Communication for Social Development (CSD)	Elections	Communication for Social Development (CSD) - "Kosovo elections 2007 - yes or no" (Gracanica): CSD connected representatives of the NGO sector, minority political parties, and minority community members, and raised awareness about the importance of electoral participation. The project emphasized minority representation and minority voting. Activities included organizing a two-day seminar in Brezovica with 30 participants representing NGOs, youth, Roma, and civil society and three public debates focusing on the issues of minority communities.	\$5,985.00	October 29, 2007	October 29, 2007	December 12, 2007
7	Social Dialogue	Elections	Social Dialogue - "Use your vote" (Pristina): Social Dialogue worked to increase new voter participation and decrease the number of invalid/undercounted votes in the November 2008 election. Major activities included training sessions with target groups at universities, youth centers, and senior centers to encourage voter participation, educate them about their rights, and inform them about the new election system. The project also allowed voters to practice the process using ballots with fake names and parties and disseminated leaflets containing information on election procedures and individual rights and responsibilities.	\$11,938.00	October 29, 2007	October 29, 2007	December 12, 2007

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
8	Center for Research and Education (Rekos)	Elections	Center for Research and Education (Rekos) - "Voter education for elections process" (Hasi Region/Prizren Municipality): Rekos promoted voter turnout in the Hasi region of Prizren Municipality, particularly among women and youth. Major activities included youth outreach, 40 meetings of 30-40 women on voting policies and procedures, and four town hall meetings between voters and candidates.	\$6,072.00	October 29, 2007	October 29, 2007	December 12, 2007
9	Peace Doves	Elections	Peace Doves - "I vote for the first time" (Mitrovica): Peace Doves educated young voters, promoted responsiveness among elected officials to youth problems, and increased the number of rural voters by 3%. Main activities included training 12 volunteers for a door-to-door get out the vote campaign and producing and disseminating 5,000 flyers on voting procedures aimed at youth. Peace Doves organized 10 debates in 10 villages with village leaders and candidates, promoted the debates through radio programs, and urged people to vote with megaphone-wielding volunteers.	\$5,050.00	October 29, 2007	October 29, 2007	December 12, 2007
10	Advocacy Center for Progress (AVONET)	Elections	Advocacy Center for Progress (AVONET) - "Use your right- vote" (Ferizaj Municipality): AVONET promoted electoral participation and decreased the number of invalid votes through voter education in Ferizaj Municipality. Major activities included three public debates with rural youth and a representative of the Municipal Election Commission explaining voting procedures and the importance of voting, as well as informative TV projects illustrating how to vote. AVONET distributed brochures and posters and held an essay competition for high school students on the importance of voting.	\$ 4,822.53	October 29, 2007	October 29, 2007	December 12, 2007
11	Radio Youth Wave	Elections	Radio Youth Wave - "Youth in election 2007" (Kosovo-wide): Radio Youth Wave empowered young voters to become players in the political process and thus make the system more responsive to their needs and interests. Major activities included journalist research, radio debates on youth topics, and youth discussion groups.	\$5,000.00	October 29, 2007	October 29, 2007	December 12, 2007
12	Our Home	Elections/ Encouraging participation of the serb minority in election process	Our Home - "Kosovo Parliamentary and Municipal Elections 2007: get out the vote campaign for the Kosovo Serb community" (Serb communities in Lipjan, Plemetina, Gracanica, Novo Berdo, Partes, Ranilug, Vrbovac, Orahovac, Strpce, Zubin Potok and Zvecan): Our Home's goal was to increase Serb youth participation in the electoral process and promote campaign messages in the mainstream media that encourage Serbs to vote. Major activities included informal discussions with youth, door-to-door distribution of brochures, and production of radio broadcast materials in partnership with the multiethnic radio organization KOSMA.	\$20,089.45	October 29, 2007	October 29, 2007	December 12, 2007
13	Specter	Elections	Specter - "Community development" (Hani i Elezit): Specter promoted voter turnout and proper voting procedures among the residents of Hani i Elezit villages. Major activities included meetings between the inhabitants of Gurane, Paldenice, Bushe, Krivenik, Seqishte, and Dimce to discuss the electoral system and the importance of voting.	\$1,444.00	October 29, 2007	October 29, 2007	December 12, 2007
14	Youth Initiative for Human Rights (YIHR)	Elections	Youth Initiative for Human Rights (YIHR) - "Activist-based get out the vote campaign" (Prishtina, Prizren, Peja, Mitrovica, Gjilan, Ferizaj, Gjakova, Suhareka and Rahovec): YIHR increased the turnout of young voters in the November 2007 elections and promoted critical assessment of political programs through talking directly to young people, convincing them to take part in the elections, and broadcasting "get out the vote" messages in the mainstream media. Major activities included YIHR and its activist network "Nisma lme" organizing a campaign that invited young people to go out and vote through activities that involved direct contact and communication with young people, such as parties and street activities, promotional materials (posters, stickers, and flyers), and 10-second television advertisements shown during the last week of the campaign.	\$8,000.00	October 29, 2007	October 29, 2007	December 12, 2007
15	Women's Association (VITA) - (Serb minority led NGO)	Elections	Women's Association (VITA) - "The Vote's Power" (Strpce Municipality): VITA promoted voting participation among the general public with an emphasis on minorities, women, youth, first time voters, and disabled and rural populations through public information campaigns. The project also sought to increase number of Serb voters from Strpce Municipality through its get out the vote campaign and public information debate with representatives of 16 villages. A number of polling stations in 16 villages of Strpce Municipality were visited by members of VITA, who supervised voting procedures and worked to ensure a fair voting process for all demographic groups.	\$3,009.00	October 29, 2007	October 29, 2007	December 12, 2007
16	With Hand in Heart	Elections	With Hand in Heart - "Mission of Hope" (Mitrovica): With Hand in Heart informed the public, stimulated dialogue, and sought to increase the number of young voters by 5% in Mitrovica. Activities included disseminating 300 posters and 1,500 detailed leaflets throughout the city and hosting six televised debates with citizens and mayoral candidates. After the elections, citizens were invited to debate the performance of their elected leaders.	\$4,200.00	October 29, 2007	October 29, 2007	December 12, 2007
17	Kosova Association of the Blind and Partially Sighted People	Elections	Kosova Association of the Blind and Partially Sighted People: "Blind and partially sighted election participation" (Prishtina, Gjilan, Ferizaj, Prizren, Peje, Gjakove, Mitrovica): The Association raised the awareness of political parties about the needs and concerns of people with disabilities and educated people with disabilities – particularly the blind and partially sighted – about the election process and political platforms. It also increased popular support for people with disabilities. Major activities included organizing seven roundtable debates with political party representatives discussing proposed projects to help disabled people and call-in radio shows in seven regions with candidates and coalition members addressing citizen questions.	\$5,955.00	October 29, 2007	October 29, 2007	December 12, 2007

	NGO / Coalition Name	Focus	Summary	Amount	Approval Date	Start Date	End Date
18	Youth Association "Rinia"	Elections	Youth Association 'Rinia' - "All together for voting" (Kamenica Municipality): Rinia educated voters in remote areas of Kamenica Municipality, with the goal of increasing voter turnout, particularly among youth. Major activities included organizing debates between youth and candidates in 15 villages throughout Kamenica Municipality. Rinia also conducted three live radio shows featuring rural youth, mayoral candidates, and media members participating.	\$3,500.00	October 29, 2007	October 29, 2007	December 12, 2007
	ROUND TOTAL			\$113,492.77			
	GRAND TOTAL			\$1,054,933.34			

Trainings held from October 2005- April 2008

	Topic	Date	Place	NGO Participants	Municipal Reps	NGOs	Other Orgs	Program	Services
1	Project Proposal Design	18-Nov-05	Prishtina-ATRC	47		29		KCSP	Potential Grantee Org.
2	Project Proposal Design	21-Nov-05	Prishtina-ATRC	31		20		KCSP	Potential Grantee Org.
3	Project Proposal Design	22-Nov-05	Prishtina-ATRC	28		22		KCSP	Potential Grantee Org.
4	Project Proposal Design	23-Nov-05	Prishtina-ATRC	31		27		KCSP	Potential Grantee Org.
5	Project Proposal Design	24-Nov-05	North Mitrovica	11		10		KCSP	Potential Grantee Org.
6	Advocacy and Coalition Building	15-16-Feb-06	Prishtina-ATRC	24		23		KCSP	Workshop Series
7	Project Cycle Management	01-03-Mar-06	Prishtina-ATRC	25		21		KCSP	Workshop Series
8	Project Proposal Design	11-Feb-06	Brezovica	29			1	KCSP	Fee for Services
9	NGO Management	4-6-April-06	Prishtina-ATRC	14		14		KCSP	Workshop Series
10	Fundraising and Donor	12-April_06	Prishtina-ATRC	22		21		KCSP	Workshop Series

	relations								
11	Project Proposal Design	19-20-April-06	Prishtina-ATRC	22		19		KCSP	Workshop Series
12	Good Governance	03-May-06	Prishtina-	21		18		KCSP	Workshop
13	The Role of NGO in Development of Society and Democracy	25-May-06	Prishtina-ATRC	25		25		KCSP	Workshop Series
14	Project Proposal Design	7-8-Jun-06	Prishtina-ATRC	20		13		KCSP	Workshop Series
15	Communication Skills and media Relations	4-5-Ma06	Prishtina-ATRC	12		12		KCSP	Fee for Services
16	Fundraising and Donor relations	15-16-Jun-06	Gjakova	17		17		KCSP	Fee for Services
17	Project Cycle Management	6-7-Sep-06	Prishtina-ATRC	15		14		KCSP	Workshop Series
18	Project Proposal Design	20-21-Sep-06	Prishtina-ATRC	14		12		KCSP	Workshop Series
19	Strategic Planning	17-19-Jul-06	Prizren	28		14		KCSP	Fee for Services
20	Team Management and Reporting Skills	22-Jul-06	Prizren	24		13		KCSP	Fee for Services

21	The Role of NGO in Development of Society and Democracy	12-Sep-06	Gjakova	11	5	6	1	KCSP	Fee for Services
22	Cost Analyses	21-Sep-06	Gjakova	9	6	7	1	KCSP	Fee for Services
23	Advocacy and Coalition Building	4-5-Oct-06	Prishtina-ATRC	30		20		KCSP	Workshop Series
24	NGO Management	7-9-Oct-06	Prishtina-ATRC	21		19		KCSP	Workshop Series
25	Project Proposal Design	19-20-Oct-06	Prishtina-ATRC	32		30		KCSP	Workshop Series
26	Project Proposal Design	6-7-Dec-06	Prishtina-ATRC	29		26		KCSP	Workshop Series
27	Monitoring and Evaluation	10-11-Nov-06	Rahovec	6		4		KCSP	Fee for Services
28	Media and NGO Relations	20-21-Dec-2006	Prishtina-ATRC	18		16		KCSP	Workshop Series
29	Strategic Planning	15-17-Nov-06	Ohrid	18		1		KCSP	Fee for Services
30	Advocacy and Coalition Building	18-19-Dec-06	Skopje	14		1		KCSP	Fee for Services
31	Advocacy and Coalition Building	22-23-Dec-06	Skopje	10		1		KCSP	Fee for Services

32	Project Proposal Design	10-11-Jan-07	Prishtina-ATRC	35		31		KCSP	Potential Grantee Org.
33	Project Proposal Design	26-27-Feb-07	Prishtina-ATRC	27		25		KCSP	Potential Grantee Org.
34	Strategic Planning	31-Jan-1-Feb-07	Prishtina	11		1		KCSP	Sub-sector development
35	Strategic Planning	14-15-Feb-07	Prishtina	16		1		KCSP	Sub-sector development
36	Project Proposal Design	28-Feb-07	Gracanica	10		7		KCSP	Potential Grantee Org.
37	Project Proposal Design	29-Feb-07	North Mitrovica	6		5		KCSP	Potential Grantee Org.
38	Advocacy and Coalition Building	23-24-March-07	Prishtina-ATRC	23		16		KCSP	Sub-sector development
39	Coordination Workshop	13-Feb-07	Prishtina-ATRC	16		10		AED-Project	Other then KCSP
40	Coordination Workshop	14-Feb-07	Prishtina-ATRC	12		8		AED-Project	Other then KCSP
41	Conflict Management	6-7-March-07	Gjilan		19		3	Olof Palme-Project	Other then KCSP
42	Conflict Management	13-14-March-07	Gjilan	23		20		Olof Palme-Project	Other then KCSP
43	Conflict Management	15-16-March-07	Prishtina		9		1	Olof Palme-Project	Other then KCSP

44	Conflict Management	20-21-March-07	Prishtina	17		14		Olof Palme-Project	Other then KCSP
45	Conflict Management	27-28-March-07	Peja	32		15		Olof Palme-Project	Other then KCSP
46	Conflict Management	29-30-March-07	Peja	31		3		Olof Palme-	Other then KCSP
47	Project Proposal Design	10-11-April-07	Prishtina-ATRC	33		32	1	KCSP	Workshop Series
48	Basic Financial Management	12-Apr-07	Prishtina-ATRC	21		19		KCSP	Workshop Series
49	Advocacy and Coalition Building	17-18-April-07	Prishtina-ATRC	20		18		KCSP	Workshop Series
50	Good Governance	09-May-07	Prishtina-ATRC	34		29		KCSP	Workshop Series
51	Media and NGO Relations	15-16-May-07	Prishtina-ATRC	28		23		KCSP	Workshop Series
52	Advocacy and Coalition Building	5-6-Jun-07	Prishtina-ATRC	23		20		KCSP	Workshop Series
53	Basic Financial Management	12-Jun-07	Prishtina-ATRC	33		32	1	KCSP	Workshop Series
54	The Role of NGO in Development of Society and Democracy	20-Jun-07	Prishtina-ATRC	13		10		KCSP	Workshop Series

55	Project Proposal Design	19-20-April-07	Prishtina-ATRC	14		10		KCSP	Sub-sector development
56	Advocacy and Coalition Building	24-25-April-07	Prishtina-ATRC	11		6		KCSP	Sub-sector development
57	Project Proposal Design	26-27-April-07	Prishtina-ATRC	16		11		KCSP	Sub-sector development
58	Advocacy and Coalition Building	3-4-May-07	Prishtina-ATRC	10		7		KCSP	Sub-sector development
59	Basic Financial Management	29-May-07	Prishtina-ATRC	10		8		KCSP	Sub-sector development
60	Good Governance	30-May-07	Prishtina-ATRC	13		8		KCSP	Sub-sector development
61	The Role of NGO in Development of Society and Democracy	26-Jun-07	Prishtina-ATRC	10		7		KCSP	Sub-sector development
62	Monitoring and Evaluation	27-Jun-07	Prishtina-ATRC	7		6		KCSP	Sub-sector development
63	Basic Financial Management	08-May-07	Prishtina-ATRC	10		8		KCSP	Sub-sector development
64	Project Cycle Management	7-8-Jun-07	Prishtina-ATRC	32		19		KCSP	Sub-sector development
65	Project Proposal Design	14-15-Jun-07	Prishtina-ATRC	11		8		KCSP	Sub-sector development

66	Good Governance	29-Jun-07	Prishtina-ATRC	8		4		KCSP	Sub-sector development
67	Strategic Planning	12-14-Jun-07	Prishtina	25		1		KCSP	Sub-sector development
68	Project Proposal Design	28-Jun-07	Prishtina-ATRC	7		3		KCSP	Sub-sector development
69	Conflict Management	3-4-April-07	Ferizaj	24		16		Olof Palme-Project	Other than KCSP
70	Conflict Management	5-6-April-07	Ferizaj		20		3	Olof Palme-Project	Other than KCSP
71	Conflict Management	10-11-May-07	Prizren		20		3	Olof Palme-Project	Other than KCSP
72	Conflict Management	17-18-May-07	Prizren	18		9		Olof Palme-Project	Other than KCSP
73	Conflict Management	22-23-May-07	Mitrovica	28		15		Olof Palme-Project	Other than KCSP
74	Conflict Management	24-25-May-07	Mitrovica		15		2	Olof Palme-Project	Other than KCSP
75	Conflict Management	31-May-1-Jun-07	Gjakova	18		13		Olof Palme-	Other than KCSP
76	Conflict Management	7-8-Jun-07	Gjakova		25		2	Olof Palme	Other than KCSP
77	NGO Management	3-5-Jul-07	Prishtina-ATRC	28		21		KCSP	Workshop Series
78	NGO Marketing	25-26-Sep-07	Prishtina-ATRC	24		18		KCSP	Workshop Series

79	Conflict Management	15-16-Sep-07	Peja	23		7		Olof Palme-Project	Other then KCSP
80	Project Cycle Management	16-17-Oct-07	Prishtina-ATRC	28		23		KCSP	Workshop Series
81	Advocacy and Coalition Building	14-15-Nov-07	Prishtina-ATRC	21		18		KCSP	Workshop Series
82	Advocacy and Volunteerism	6-7-Dec-07	North Mitrovica	20		20		UNDP, IREX and ATRC	Sub-sector development
83	Advocacy and Coalition Building	20-Oct-07	Kacanik	26		1		KCSP	Fee for Services
84	Project Proposal Design	19-20-Nov-07	Prishtina-ATRC	15		11	1	KCSP	Fee for Services
85	Project Cycle Management	29-30-Nov-07	Banja e Pejes	24		1		KCSP	Fee for Services
86	Gender Equality and Violence against Women	26-27-Oct-07	Prishtina-ATRC	11		10		UNDP-Project	Other then KCSP
87	Gender Equality and Advocacy	5-6-Nov-07	Prishtina-ATRC	13		13		UNDP-Project	Other then KCSP
88	Negotiations	17-18-Oct-07	Gjakova	9	21	7	3	Olof Palme-Project	Other then KCSP
89	Negotiations	30-31-Oct-07	Istog	5	19	5	3	Olof Palme-	Other then KCSP

90	Negotiations	6-7-Nov-07	Gjilan	17	16	15	3	Olof Palme-Project	Other then KCSP
91	Negotiations	13-14-Nov-07	Mitrovica	21	9	16	2	Olof Palme-Project	Other then KCSP
92	Negotiations	29-30-Nov-07	Ferizaj	19	7	9	3	Olof Palme-Project	Other then KCSP
93	Negotiations	6-7-Dec-07	Prishtina-ATRC	9	6	5	3	Olof Palme-Project	Other then KCSP
94	Negotiations	11-12-Dec-07	Prizren	8	21	7	4	Olof Palme-Project	Other then KCSP
95	Advocacy and Volunteerism	17-18-Jan-08	Gjilan	17	16	11	3	UNDP, IREX and ATRC	Sub-sector development
96	Conflict Management and Negotiations	29-30-Jan-08	29-30-Jan-08	33		30		KCSP	Workshop Series
97	NGO Marketing	12-13-Feb-08	Prishtina-ATRC	35		33		KCSP	Workshop Series
98	Advocacy and Volunteerism	20-21-March-08	Peja	27		27		UNDP, IREX and ATRC	Sub-sector development
99	Advocacy and Volunteerism	20-21-March-08	Prizren	24		24		UNDP, IREX and ATRC	Sub-sector development
100	Conflict Management	25-26-March-08	Malisheve	11		11		Olof Palme-Project	Other then KCSP

101	Advocacy and Volunteerism	03-04-April-08	Prishtina	31		14		KCSP	Sub-sector development	
102	Conflict Management	03-04-April-08	Prizren		15		3	Olof Palme-Project	Other then KCSP	
103	Advocacy	08-Apr-08	Prishtina	6		1		KCSP	Fee for Services	
104	Conflict Management	17-18-April-08	Prishtina	16		13		Olof Palme-Project	Other then KCSP	
				1886	249	1344	47			
	104 Trainings held			Total number of participants: 2161				Total number of organizations: 1391	Note	

Note: 15 trainings held from fee for services, 9 trainings held for potential grantees, 22 trainings held from sub-sector development, 29 trainings held from workshop series and 28 trainings held from other projects

Consultancies held from October 2005-April 2008

	NGO	Person/s present	Sector	Consultant	Date	Duration (hours)	Topic
1	FLOW	Burim Azemi	Youth	Ilir Hoxha	04-Dec-05	1	Project proposal design
2	GER	Adem Kurpali	Youth	Ilir Hoxha	04-Dec-05	1	Organizational development
3	FLOW	Burim Azemi	Youth	Ilir Hoxha	05-Dec-05	1	Project proposal design
4	Nardi	Violeta Shehu	Children and Youth, multiethnic sector	Donika Salihu	06-Dec-05	1	Project proposal design
5	Association of blind people in Prishtina	Makfire Xhemajli & Bajramshahe Jetullahu	Handicapped	Ilir Hoxha	07-Dec-05	1	Organizational development
6	Nardi	Violeta Shehu	Children and Youth, multiethnic sector	Donika Salihu	08-Dec-05	1	Fundraising
7	Not established	Bashkim Grajqevci	Youth	Merita Barileva	13-Dec-05	1	Project proposal writing

8	Kreativa	Kllara Idrizi and Ilirjana Dobrosi	Improve Interethnic relations through creativity	Merita	30/01/2006	1	Project proposal
9	Cohu	Avni Zogiani, Anton Ndreca	Fight Anti – Corruption	Ilir, Merita	02/02/2006	1	Future cooperation and training possibilities.
10	Kosovo Development Center - KDC	Avni Kasumaj, Muharrem	Economic development	Ilir, Merita	10.02.2006	1	Future Cooperation
11	FLOW	Burim Azemi	Youth	Donika Salihu	09-Jan-06	1	Project proposal design
12	VITA Strpce - FDI grantee	Anica Milkovic	Women	Ilir Hoixha and Donika Salihu	30-Jan-06	1	Introduction meeting and initial need assessment
13	HDPK	Agim Vatovci	Disabled	Ilir Hoxha	30-Jan-06	1	Project proposal design
14	Youth Initiative Mitrovica - FDI grantee	Tamara Miskovic	Youth	Ilir Hoixha and Donika Salihu	03-Feb-06	2	Introduction meeting and initial need assessment
15	Norma	Valbona Salihu	Women	Donika Salihu	13-Feb-06	2	Project Proposal Design
16	Cohu	Anton Gashi, Avni Zogiani	Anticorruption	Ilir Hoxha	14-Feb-06	1	Organization Development
17	OJQ Per Grate e Dukagjinit	Zana Radoniqi	Woman	Ilir Hoxha ,	16-Feb-06	1	Project Proposal Design

18	PIPS	Leonora Kryeziu & Fikrete Cocaj	Education	Ilir Hoxha ,	21-Feb-06	2	Strategic Planning
19	Cohu	Anton Ndrecaj & Avni Zogiani	Anticorruption	Ilir Hoxha	22-Feb-06	2	Organization Assessment
20	VITA	Anica Milkovic and 2 Directors of the Board	Women	Donika Salihu	08-Mar-06	3	General issues about organization-needs assessment
21	MINGO & NDD Network for Democratic Development	Lulzim Hoti	Network for Youth Initiative	SHqipe IREX, Merita	14.03.06	2	Future cooperation
22	Kosovo Democratic Insitution - KDI	Kushtrim Kaloshi, Ismet Kryeziu, Vjollca Dushi, Musa Berisha, Enkelejda Arifi	Democracy	Merita	27/02/2006	2	Assessment
23	Kosovo Development Center - KDC	Ismet Isufi, Avni Kasumaj, Muharrem Jupa	Economic development	Merita	24/02/2006	2	Assessment
24	Youth Initiative Mitrovica YIM name changed to: Center for Civil Society	Tamara	Youth	Donika Salihu	29-Mar-06	2	Selection of topics for training on "Advocacy for 3 laws"

	Development-CCSD						
25	Youth Initiative Mitrovica YIM name changed to: Center for Civil Society Development-CCSD	Dragan Milicevic and Tamara-management	Youth	Donika Salihu	15-Mar-06	2	General issues about organization-needs assessment
26	Little People	Hilminijeta APuk	Assistance to little people	SHqipe IREX, Merita	14.03.06	3	Future cooperation
27	CBDC	Staff	Business	Donika Salihu	24-Feb-06	2	General issues about organization-needs assessment
28	YIM	Tamara	Youth	Donika Salihu	22-Feb-06	4	“Role of Civil Society in Building Democratic Society”- training module and needs asesment first section
29	SHARI net	Naser Bresa	Environment	Ilir Hoxha ,	20-Feb-06	1	Project Proposal Design
30	KCSF	Suzana Arni, Venera Hajrullahu	Think Tank	Ilir Hoxha , Brabara Hall	15-Feb-06	2	Organization Development

31	BIRN	Elmaze Gashi	Media	Ilir Hoxha	13-Feb-06	1	Project Proposal Design
32	Prishtina Institute for Political Studies	Leonora Kryeziu	Education	Ilir Hoxha	06-Feb-06	2	Project proposal design
33	CBDC Gjakova- FDI grantee	Halil Kaja	Economic development	Ilir Hoixha and Donika Salihu	31-Jan-06	2	Introduction meeting and initial need assessment
34	HDPK	Agim Vatovci	Disabled	Ilir Hoxha	27-Jan-06	3	Project proposal design
35	HDPK	Agim Vatovci	Disabled	Ilir Hoxha	2 hours	2	Project proposal design
36	FLOW	Burim Azemi	Youth	Ilir Hoxha	06-Jan-06	2	Project proposal design
37	Birn	Jeta Xhara, Elmaze Gashi	Investigative Journalism	Ilir, Merita	06/02/2006	1	Future cooperation and training possibilities.
38	KDI	Kushtrim Kaloshi	Monitoring local and central governance	Ilir, Merita	01/02/2006	2	Future cooperation and training possibilities.
39	Women's Wellness Center / Safe House (WWC/S.H.)	Lumnije Decani	Domestic Violence (Gender)	Barbara Hall, Donika, Merita	17/01/2006	2	Grant seeking opportunities- Anti-trafficking initiative
40	Shari NET	Sylejman Maxhuni, Hilmi Hajra	Education	Ilir,	15/03/2006	1	Project Design

41	Shari NET	Naser Bresa,	Environment	Ilir	15/03/2006	2	Project Design
42	Cohu	Alban Bokshi, Albin Matoshi, Anton Ndrecaj,	Anticorruption	Ilir, Barbara, Rreze	27/03/2006	3	Support in activity development
43	Youth Services Ferizaj	Alban Gashi, Nexhmendin Loki, Esat Dauti, Destan Halimi, Valmir Shala, Xhon Xheladini, Arben Kozhani, Kevsere Ramadani, Kushtrim Kokollari, Erton Bega	Youth	Ilir, Donika	31/03/2006	4	Strategic Planning
44	Liria	Luljeta Kuci	Women	Donika Salihu	21-Apr-06	2	Project proposal Design
45	KDI	Kushtrim Kaloshi	Think Tank	Gani Asllani	10/05/2006 and 12/05/2006	8	Finance administration
46	Dora e Shpreses	Sinavere Spahiu	Women	Donika Salihu	13-Apr-06	2	Project Proposal Design

47	Liria	Luljeta Kuci	Women	Donika Salihu	03-May-06	1	Project proposal Design
48	VITA	Anica Milkovic	women	Donika Salihu	19-May-06	4	Project implementation
49	Vizioni I Ardhmerise	Jeton Zylfaj	Youth	Donika Salihu	30-May-06	2	Project implementation
50	Cohu	Avni Zogiani, Anton Ndreca	Anticorruption	Ilir Hoxha, Barbara Hall, Rreze Duli	06/02/2006	2	Project Proposal Revision, Organization Development
51	Cohu	Avni Zogiani, Anton Ndreca	Anticorruption	Ilir Hoxha	28/04/2006	2	Project design
52	Dora e Shpreses	Sinavere Spahiu	Women	Donika Salihu	07-Apr-06	2	Project design
53	DRINI	Halil Ahmeti	Culture	Donika Salihu	03-May-06	2	Project Proposal Design and Fundraising
54	Youth association for Human rights	Bekim Krasniqi	Protection and promotion of Human Rights	Merita Barileva	21-Apr-06	2	Project Proposal Design
55	Liria	Luljeta Kuci	Women	Merita Barileva	28-Apr-06	2	Project Proposal review
56	VITA	Anica Milkovic	women	Donika Salihu	15-May-06	1	Fundraising

57	Kosovo Development Center	Muharem Jupa (KDC) 11 members of AGROKOP including the director.	Development	Ilir Hoxha	22-23/05/2006	16	Strategic Planning
58	Youth Services Ferizaj - YSF	10 members of Youth Services Ferizaj (see list attached)	Development	Ilir Hoxha	29/05/2006	5	Strategic Planning
59	Kosovo Youth Network	Alban Krasniqi	Youth	Ilir Hoxha and Donika Salihu	30-May-06	2	Youth sector development
60	Cohu	Avni Zogiani, Albin Matoshi	Anticorruption	Ilir Hoxha	30/05/2006	2	Project Proposal Revision/redisgn
61	Youth association for Human rights	Bekim Krasniqi	Protection and promotion of Human Rights	Bekim Krasniqi	21-Apr-06	4	Project Proposal Revision
62	Shoqata e Ekologeve Pz	Naser Bresa,	Environment	Merita Barileva	25/04/2006	1	Project Design
63	Kualiteti I Jetes	Xhemile Rrusha Shehu,	Human rights, ecology, gender	Merita Barileva	11-May-06	2	Fund raising, organizational strengthening
64	MDRI	Isuf Halimi, Dea, Zamira Hyseni	Disabled people with Intellectual and Psychiatric limitation	Merita Barileva	13-Apr-06	2	Revision of the Project proposal
65	Not yet registered	Xhavit Buzhala		Merita Barileva	19/05/2006	1	Consultign about the registration for an NGO

66	Top Radio	Violeta Dema	Women support	Merita Barileva	29-Jun-06	1	Services that ATRC provides and how to incorporate with ATRC services.
67	Liria	Luljeta Kuci	Women	Merita Barileva	21-Apr-06	2	Project Proposal review
68	KWN	Besa Shema	Women	Gani Asllani	31-Jul-06	2	Financial Maintenance
69	Handicap	Gezim Abazi	disability	Donika Salihu	02/08/2006	1	Fund raising
70	VITA	Anica Milkovic	women	Donika Salihu	05/09/2006	2	ATRC corporation of training to their project
71	Kreativa	Klara Baraku Idrizi	women	Donika Salihu	07-Aug-06	2	project proposal and fundraising
72	SPPIPK	Mustafe Reznqi	Pensioners and disabled	Kushtrim Islami	05-Sep-06	2	Writing Project Proposal
73	YNP, WA-7 Sept, WBA	Skender Rama, Branimir Dimitrijevic	Environment	Kushtrim Islami	11-Sep-06	1	Project Proposal Design
74	Union of Pensioners - miners and disabled people	Naser Avdiu	Pensioners and disabled	Kushtrim Islami	05-Sep-06	2	Project Proposal - Logical Framework Approach

75	Urban FM	Dardan Islami	broadcast	Aferdita Surroi	26-Sep-06	2	ATRC services corporation in development of Urban FM staff
76	Shoqata e Minatorëve Pensionist e Invalid të Kosovës-Prishtine	Naser Avdiu	Pension	Rreze	02.Jan.2007	2	Strategic Planning
77	Sindikata e Pensionistëve dhe invalideve të punës	Fatmir Fehmiu	Pension	Rreze	03.Jan.2007	2	Fundraising and Advocacy
78	“Sindikata e Pensionerëve, Ferizaj”	Vesel Berisha	Pension	Rreze	04.Jan.2007	2	Fundraising and Advocacy
79	Sherbimet Rinore, Frizaj	Erton Bega, Nexhmedin Lokaj	Youth	Donika	04.Jan.2007	2	Cooperation with ATRC and operational plan.
80	Gradjanski Glasnik	Jelena Bjelica		Aferdita	05. Jan.2007	1	Grant Giving
81	Shoqata për të drejtat e grave dhe fëmijëve - Bleta	Hazbije Mustafa		Aferdita	11. Jan.2007	1	Grant Application Form
82	Sindikata e pensionerëve dhe invalideve të punës	Fatmir Fehmiu	Pension	Rreze	11.Jan.2007	2	Organizing the debate

83	Sindikata e pensionereve dhe invalidëve te punës	Fatmir Fehmiu	Pension	Safeta, Gani	11.Jan.2007	2	Finances Issues
84	Sindikata e pensionereve dhe invalidëve te punës	Fatmir Fehmiu, Mustafë Pasha Reznqi	Pension	Arsim Kosumi	09.Jan.2007	2	Technical assistance
85	Paqja me natyren	Naim Shaqiri		Arsim Kosumi	11. Jan.2007	1	Technical assistance
86	Urban FM	Dusi	Media	Aferdita	11. Jan.2007	1	
87	Rrjeti Rinor	Rexhep Gojnovci	Youth	Kushtrim	09. Jan. 2007	2	Project Proposal Design-Grant Application Form
88	Flow	Burim Azemi	Youth	Kushtrim	12. Jan.2007	2	Project Proposal Design-Grant Application Form
89	Juristet e pavarur te Kosoves	Bashkim Asllani		Nora	11. Jan.2007	2	Project Proposal Design
90	Sindikata e pensionereve dhe invalidëve te punës	Fatmir Fehmiu	Pension	Rreze	12. Jan.2007	2	Advocacy
91	Shoqata e Invalideve	Shkendije Kurtaj	Union	Safeta, Gani	10. Jan. 2007	2	Finances Issues

92	Juristet e pavarur te Kosoves	Bashkim Asllani		Nora	16. Jan. 2007	1	Project Proposal Design
93	GVDF " Nita "	Muhamet Halimi	Youth, Children	Kushtrim	19. Jan. 2007	2	Project Proposal Design-Grant Application Form
94	Rromani Baxi	Naser Bubani, Hysni Qylaqi	Community relations	Kushtrim	19. Jan. 2007	2	Project Proposal Design-Grant Application Form
95	Mileniumi I Ri	Faton Morina	Union	Safeta,Gani	17. Jan.2007	2	Finances Issues
96	Sindikata e pensionereve dhe invalidëve te punës	Fatmir Fehmiu	Pension	Rreze	16. Jan. 2007	2	Media Relations
97	Sindikata e pensionereve dhe invalidëve te punës	Fatmir Fehmiu	Pension	Rreze	17. Jan.2007	1	Media Relations
98	Sindikata e pensionereve dhe invalidëve te punës	Fatmir Fehmiu	Pension	Rreze	18. Jan. 2007	1	Media Relations
99	Sindikata e pensionereve dhe invalidëve te punës	Fatmir Fehmiu	Pension	Arsim Kosumi	18. Jan. 2007	1	Technical assistance

100	Balkan sunflower	Rand Engel		Rreze	15. Jan. 2007	1	Fundraising
101	Sindikata e Pensionereve te kosoves	Fatmir Fehmiu	Pension	Donika	25. Jan. 2007	1	Strategic Planning
102	Shoqata e Gjykatësve të Kosovës	Ymer Huruglica	Judges	Afërdita	23. Jan. 2007	1	Budget Planning
103	Rukotvorci			Afërdita	26. Jan. 2007	1	Project Proposal Design
104	Ruka Ruci	Nevenka Rikalo	Union	Afërdita	26. Jan. 2007	2	Project Proposal Design
105	Rukotvorci			Afërdita	26. Jan. 2007	2	Project Proposal Design
106	Ruka Ruci	Nevenka Rikalo	Union	Safeta, Gani	26. Jan. 2007	2	Finances Issues
107	Committee for Protection of Human Rights	Snezana Karagjiq	Union	Safeta, Gani	26. Jan. 2007	2	Finances Issues
108	SPPIPK	Syl Meta	Pension	Safeta, Gani	29.Jan.07	2	Finance Reporting
109	SPPIPK	Syl Meta	Pension	Safeta, Gani	30.Jan.07	2	Finance Reporting
110	SPPIPK	Syl Meta	Pension	Safeta, Gani	31.Jan.07	2	Finance Reporting

111	BIRN	Krenare Gashi	Media	Safeta, Gani	29.Jan.07	2	Finance Reporting
112	BIRN	Krenar Gashi	Media	Safeta, Gani	31.Jan.07	1	Finance Reporting
113	KEC	F		Safeta, Gani	01.Jan.07	2	Finance Reporting
114	HANDIKOS	M	Disabled People	Safeta, Gani	01.Jan.07	2	Finance Reporting
115	ELITA	m2		Safeta, Gani	01.Jan.07	1	Finances Issues
116	Mother Tereza	Zef Shala, Prena Palokaj	Humanitarian	Safeta, Gani	01.Jan.07	1	Finance Reporting
117	CBDC	Halil Kaja		Safeta, Gani	02.Jan.07	1	Finance Reporting
118	SPPIPK	Syl Meta, Fatmir Fehmiu	Pension	Arsim Kosumi	05.Feb.07	1	Technical assistance on computer work
119	SPPIPK	Syl Meta, Fatmir Fehmiu	Pension	Rreze	05.Feb.07	1	Organizing the conference
120	ELITA	Ibrahim Sabedini		Arsim Kosumi	06.Feb.07	2	Technical assistance on computer work
121	FIQ	Emine		Safeta, Gani	05.Feb.07	1	Finance Reporting

122	FIQ	Ferdinand Nikolla		Safeta, Gani	06.Feb.07	2	Finance Reporting
123	FIQ	Ferdinand Nikolla		Safeta, Gani	07.Feb.07	2	Finance Reporting
124	Mileniumi i Ri	Faton Morina		Safeta, Gani	07.Feb.07	1	Finance Reporting
125	Mileniumi i Ri	Faton Morina		Safeta, Gani	08.Feb.07	1	Finance Reporting
126	Mother Tereza	Prena Palokaj		Safeta, Gani	08.Feb.07	2	Finance Reporting
127	Mother Tereza	Prena Palokaj		Safeta, Gani	06.Feb.07	2	Finance Reporting
128	AVONET	Vjollca Dushi, Bedri Pajaziti		Safeta, Gani	08.Feb.07	1	Finance Reporting
129	Shoqata e të verbërve dhe me të pamurit e kufizuar- SHVPDK.	Shkendije Kurti		Gani	08.Feb.07	2	Reporting on taxes and Pension contribution
130	Shoqata e të verbërve dhe me të pamurit e kufizuar	Shkendije Kurti		Gani	09.Feb.07	2	Reporting on taxes and Pension contribution

131	AIP	Sibel Buqinca	Think Tank	Gani	12.Feb.07	1	Finances issues
132	Mother Tereza	Prena Palokaj		Gani	15.Feb.07	2	Reporting on taxes and Pension contribution
133	Agro Consaltino-Group	Afrim Sharku		Kushtrim	15.Feb.07	2	Information regarding training workshops- 2007
134	Mother Tereza	Prena Palokaj		Safeta, Gani	19.Feb.07	2	Cash request
135	Mileniumi I Ri	Faton Morina		Safeta, Gani	20.Feb.07	1	Cash request
136	AVONET	Vjollca Dushi, Bedri Pajaziti		Safeta, Gani	21.Feb.07	2	Final report
137	ELITA	Emrush Azemi, Ibrahim Sefedini		Safeta, Gani	22.Feb.07	1	Finances issues
138	GVDF " Nita "	x		Kushtrim	21.Feb.07	2	P.P.D. and Grant Application Form
139	Handicap	Gezim Abazi		Kushtrim	20.Feb.07	2	Needs for women pensioners
140	Gruaja 2000	Fatmire Begolli		Rreze	26.Feb.07	1	PPD

141	Merita Dragaj-Prishtine	Merita Dragaj-Prishtine		Rreze	27.Feb.07	2	Construction of an organization
142	Sekcija Zena Grada Obilica	Merima Dubova		Gani and Safeta	26.Feb.07	1	Reporting on taxes and Pension contribution
143	Community Center Development	Igor Aritanovic		Donika	28.Feb.07	1	providing training materials for PPD training
144	AVONET	Shaban Shabani		Gani and Safeta	26.Feb.07	2	Cash request
145	Kosovo Judges Association	Lumnije Krasniqi		Gani and Safeta	27.Feb.07	2	Finances Issues
146	Lidhja e pensionereve dhe invalideve te Kosoves	Ilaz Kurteshi		Kushtrim	27.Feb.07	1	PPD
147	SHVPDK	Shkendije Kurtaj		Gani and Safeta	01.March.07	2	Finances Issues
148	ELITA	Emrush Azemi, Ibrahim Sefedini		Gani and Safeta	02.March.07	2	Finances Issues
149	Forum Civil Frieden Dienst	x		Aferdita	01.March.07	1	Advocacy
150	Lidhja e pensionereve dhe invalideve te Kosoves	Ilaz Kurteshi		Kushtrim	01.March.07	1	PPD

151	SPPIPK-Prishtine	Fatmir Fehmiu		Kushtrim	02.March.07	2	PPD
152	Asocijacija Savremenih Inicijativa-Prizren	Atif Basani	Ljudska prava, kultura, obrazovanje	Aferdita	09.March.07	1	PPD
153	Lirija	x		Nora	15.March.07	1	PPD
154	ANP	Gazmend Murseli	-	Donika	13 March.07	1	PPD
155	ANP	Gazmend Murseli	-	Nora	14 March.07	1	PPD/ Budget
156	ANP	Gazmend Murseli	-	Gani	14 March.07	2	PPD/ Budget
157	Qendra Rinore, Udruzenje Zena, Vizioni Rinor	Jasmina Nisic, Sadulla Ahmeti, Naim Agaj	Minority	Donika	14 March.07	1	PPD
158	SPPIPK	Vesel Berisha	Pensioners	Kushtrim	12 March.07	2	PPD
159	Communication for social development	Igor Artonovic		Aferdita	12.March.07	1	PPD
160	Asocijacija Savremenih Inicijativa-Prizren	Atif Basani	Ljudska prava, kultura, obrazovanje	Aferdita	13.March.07	1	PPD

161	Comunication for social development	Igor Aritionovic		Aferdita	13.March.07	2	PPD
162	Asocijacija Savremenih Inicijativa-Prizren	Atif Basani		Aferdita	14.March.07	1	PPD
163	Gradjanski Glasnik	Jelena Bjelica		Aferdita		1	PPD
164	Kosova Association of Mineworkers and Pensioners	Naser Avdiu		Aferdita, Kushtrim		2	Strategic Planning
165	Kosova Association of Mineworkers and Pensioners-Prishtine	Naser Avdiu		Aferdita, Kushtrim		2	Strategic Planning
166	Kalabria-Prishtine	Sevdije Bunjaku		Nora	21.March.2007	1	PPD
167	SPPIPK-Prishtine	Syl Meta		Safeta	21.March.2007	1	Finance reporting in excel spreadsheet
168	IQMQP-Prishtine	Zijadin Gashi		Safeta	22.March.2007	2	Employer contract for this project

169	Independent Association of Pensioners	Syl Meta		Aferdita and Kushtrim	27.March.2007	2	PPD
170	League of Mineworkers and Pensioners of Kosova,	Naser Avdiu		Aferdita and Kushtrim	28.March.2007	2	Strategic Planning
171	SHGJK	Lumnije Krasniqi	Union	Safeta Xhekoviq	26.March.2007	2	Finances Issues
172	Ruka Ruci	Nevenka Rikalo, Milanka Bojkovic	Union	Safeta Xhekoviq	26.March.2007	2	Finances Issues
173	SZO	Snezana Karaxheic, Merima Dubova	Union	Safeta Xhekoviq	29.March.2007	3	Finances Issues
174	SHGJK	Lumnije Krasniqi	Judges	Kushtrim	03.April.2007	2	Strategic Planning
175	Kosova Association of Mineworkers and Pensioners- Prishtine	Naser Avdiu	Pensioners	Aferdita, Kushtrim	03.April.2007	2	Strategic Planning
176	Assosiation of Judges		Other	Kushtrim Islami	03.05.2007	2	Strategic Planning
177	Forumi i pekthyesve profesional te Kosoves		Other	Rreze	03.05.2007	2	Fundraising

178	Elita		<u>Arsim Kosumi</u>	04.05.2007	1	IT
179	Forumi i pekthyesve profesional te Kosoves	Other	<u>Nora Susuri</u>	15.05.2007	1	Project Proposal Design
180	Forumi i pekthyesve profesional te Kosoves	Other	<u>Aferdita Surroi</u>	16.05.2007	1	Fundraising
181	Yjet e galaktikes	Children and Youth	<u>Donika Salihu</u>	23.05.2007	2	NGO Management
182	Shoqata per mbrojtjen e konsumatorit	Other	<u>Kushtrim Islami</u>	31.05.2007	2	Other
183	Down Syndrome	Disability issues	Donika Salihu	05. 06. 2007	1	Advocacy and Coalition Building
184	Neonatal	Health	Kushtrim Islami	06.06.2007	1	Grants related consultation
185	Down Syndrome	Disability issues	<u>Donika Salihu</u>	06.06.2007	1	Project Proposal Design
186	Neonatal	Health	<u>Aferdita Surroi</u>	07.06.2007	2	Project Proposal Design
187	Down Syndrome	Disability issues	<u>Donika Salihu</u>	07.06.2007	3	Project Proposal Design
188	Assosiation of Judges	Other	<u>Kushtrim Islami</u>	11.06.2007	2	Strategic Planning

189	Forum of professional translators	Other	<u>Donika Salihu</u>	12.06.2007	3	Project Proposal Design
190	Neonatal	Health	<u>Nora Susuri</u>	20.06.2007	2	Project Proposal Design
191	Romani Romanji	Minority and ethnic reconciliation	<u>Donika Salihu</u>	26.06.2007	3	Project Proposal Design
192	Rr.K.K.	Disability issues	<u>Kushtrim Islami</u>	29.06.2007	1	NGO Management
193	CBDC	Economic development	<u>Safeta Xhekovic</u>	28.06.2007	3	Financial Management
194	Assosiation of Judges	Other	<u>Safeta Xhekovic</u>	29.06.2007	1	Financial Management
195	Documenta	Other	safetaxhekovic	03.07.07	1	Financial Management
196	Rromani Baaxt	Other	safetaxhekovic	03.07.07	1	Financial Management
197	Neonatal	Health	<u>Nora Susuri</u>	05.07.2007	2	Project Proposal Design
198	Agro Eko	Farming and agriculture	<u>Kushtrim Islami</u>	05.07.2007	2	NGO Management
199	SHVDPK	Disability issues	<u>Kushtrim Islami</u>	11.07.2007	3	Grants related consultation

200	Down Syndrome Kosova	Disability issues	<u>Aferdita surroi</u>	11.07.2007	1	Project Proposal Design
201	Down Syndrome Kosova	Disability issues	<u>Aferdita surroi</u>	12.07.2007	1	Project Proposal Design
202	Balkan Sunflowers	Children and Youth	<u>Aferdita surroi</u>		1	Project Proposal Design
203	SHVPDK	Disability issues	<u>Kushtrim Islami</u>	20.07.2007	2	Grants related consultation
204	Initiative for Peace	Peace and conflict resolution	<u>Nora Susuri</u>	24.07.2007	2	Project Proposal Design
205	Media Center	Media	<u>Kushtrim Islami</u>	25.07.2007	1	Grants related consultation
206	SHVPDK	Disability issues	<u>Kushtrim Islami</u>	25.07.2007	2	Project Proposal Design
207	Drini	Community building and renewal	<u>Kushtrim Islami</u>	30.07.2007	2	Project Proposal Design
208	Shoqata e gjykatesve	Legal assistance	<u>Kushtrim Islami</u>	30.07.2007	2	Grants related consultation
209	Neonatal	Health	<u>Kushtrim Islami</u>	30.07.2007	2	Grants related consultation
210	Kooperativa e student.	Children and Youth	<u>Kushtrim Islami</u>	31.07.2007	2	Grants related consultation

211	USSD	Community building and renewal	<u>Kushtrim Islami</u>	31.07.2007	1	Grants related consultation
212	Neonatal	Health	<u>Kushtrim Islami</u>	31.07.2007	2	Project Proposal Design
213	Dom Nade	Community building and renewal	<u>Kushtrim Islami</u>	31.07.2007	1	Project Proposal Design
214	Blind Assosiation	Disability issues	Donika Salihu	30-Aug-07	3	Project Proposal Design
215	Drini I Pardhe	Other	Donika Salihu	31-Jul-07	1	Project Proposal Design
216	IHZH- Instituti per Hulumtim dhe Zhvillim	Other	<u>Safeta Xhekovic</u>	29-Aug-07	2	Financial Management
217	Romani Baax	Other	<u>Safeta Xhekovic</u>	30-Aug-07	1	Financial Management
218	Handicap	Disability issues	<u>Safeta Xhekovic</u>	31-Aug-07	2	Financial Management
219	CSD	Social security	<u>Safeta Xhekovic</u>	aug	1	Financial Management
220	Association of Blind Persons	Disability issues	<u>Kushtrim Islami</u>	Aug	1	Project Proposal Design
221	Down Syndrome Kosova	Disability issues	<u>Aferdita Surroi</u>	7/08/2007	1	Project Proposal Design

222	Agropharm	Farming and agriculture	Aferdita Surroi	04-Sep-07	1	Project Proposal Design
223	SZO- Sekcija zena grada Obilica	Women's issues	Safeta Xhekovic	04-Sep-07	1	Financial Management
224	IHZH- Instituti per Hulumtim dhe Zhvillim		<u>Safeta Xhekovic</u>	05-Sep-07	1	Financial Management
225	Prime- Minister Office	Other	<u>Aferdita Surroi</u>	14-Sep-07	3	Other
226	SHGJK	Legal assistance	<u>Kushtrim Islami</u>	21-Sep-07	2	Strategic Planning
227	Celnaja	Children and Youth	<u>Donika Salihu</u>	26-Sep-07	2	Strategic Planning
228	KEC	Education	<u>Kushtrim Islami</u>	26-Sep-07	1	Communication with Media and Public Relations
229	YAHR	Children and Youth	<u>Safeta Xhekovic</u>	25-Sep-07	1	Financial Management
230	Handicap Kosova	Disability issues	<u>Safeta Xhekovic</u>	11-Sep-07	2	Financial Management
231	Handicap Kosova	Disability issues	<u>Safeta Xhekovic</u>	13-Sep-07	1	Financial Management
232	Ruka Ruci	Women's issues	<u>Safeta Xhekovic</u>	10-Sep-07	1	Financial Management

233	Ruka Ruci	Women's issues	<u>Safeta Xhekovic</u>	12-Sep-07	1.5	Financial Management
234	SZO- Sekcija zena grada Obilica	Women's issues	<u>Safeta Xhekovic</u>	14-Sep-07	1	Financial Management
235	KEC	Education	<u>Safeta Xhekovic</u>	13-Sep-07	2	Financial Management
236	CSD	Minority and ethnic reconciliation	Safeta Xhokovic	05-Oct-07	1	Financial Management
237	Handikos Mit	Disability issues	Safeta Xhokovic	05-Oct-07	1	Financial Management
238	Blind Assosiation	Same as above	<u>Safeta Xhokovic</u>	04-Oct-07	1	Financial Management
239	HRN	Media	<u>Safeta Xhokovic</u>	05-Oct-07	1	Financial Management
240	Elita	Other	<u>Safeta Xhokovic</u>	04-Oct-07	2	Financial Management
241	Birn	Same as above	<u>Safeta Xhokovic</u>	04-Oct-07	1	Financial Management
242	Downsyndrom Kosova	Same as above	<u>Safeta Xhokovic</u>	04-Oct-07	1	Financial Management
243	CSD	Minority and ethnic reconciliation	Safeta Xhokovic	10-Oct-07	1	Financial Management

244	Elita	Other	<u>Safeta Xhokovic</u>	09-Oct-07	1	Financial Management
245	EKO-Klina	Environment	<u>Kushtrim Islami</u>	11-Oct-07	1	Project Management
246	Keshilli Rinor I Rahovecit	Children and Youth	<u>Donika Salihu</u>	17-Oct-07	1	Fundraising
247	Keshilli Rinor I Rahovecit	Children and Youth	<u>Nora Susuri</u>	18-Oct-07	1	Project Proposal Design
248	CSO-Gracanice	Other	<u>Safeta Xhokovic</u>	15-Oct-07	1	Financial Management
249	Mileniumi I Ri	Children and Youth	<u>Safeta Xhokovic</u>	16-Oct-07	1	Financial Management
250	Downsyndrom Kosova		<u>Safeta Xhokovic</u>	16-Oct-07	1	Financial Management
251	YAHR	Other	<u>Safeta Xhokovic</u>	17-Oct-07	1	Financial Management
252	ASI	Other	<u>Safeta Xhokovic</u>	17-Oct-07	1	Financial Management
253	Keshilli Rinor I Rahovecit	Children and Youth	<u>Rreze</u>	23-Oct-07	1	Fundraising
254	Keshilli Rinor I Rahovecit	Children and Youth	<u>Nora Susuri</u>	23-Oct-07	1	Project Proposal Design

255	Ekovizioni	Environment	Aferdita	8.11.2007	1	Project Proposal Design
256	KEC	Education	Kushtrim Islami	15.11.2007	1	Fundraising
257	SHGJK	Other	<u>Safeta Xhekovic</u>	12.11.2007	2	Financial Management
258	HRN	Media	<u>Safeta Xhekovic</u>	12.11.2007	1	Financial Management
259	ANP	Other	<u>Safeta Xhekovic</u>	13.11.2007	2	Financial Management
260	NEW PRESS	Economic development	<u>Safeta Xhekovic</u>	13.11.2007	1	Financial Management
261	SHGJK	Other	<u>Safeta Xhekovic</u>	14.11.2007	1	Financial Management
262	INICIATIVA PER PROGRESS	Other	<u>Safeta Xhekovic</u>	15.11.2007	2	Financial Management
263	COHU	Other	<u>Safeta Xhekovic</u>	15.11.2007	1	Financial Management
264	MILENIUMI I RI	Children and Youth	<u>Safeta Xhekovic</u>	16.11.2007	2	Financial Management
265	PROMO	Other	<u>Safeta Xhekovic</u>	16.11.2007	2	Financial Management

266	YAHR	Other	<u>Safeta Xhekoviq</u>	20.11.2007	1	Financial Management
267	MILENIUMI I RI PN VI	Other	<u>Safeta Xhekoviq</u>	20.11.2007	1	Financial Management
268	MOTHER THERESA	Other	<u>Safeta Xhekoviq</u>	20.11.2007	2	Financial Management
269	PARENTS	Other	<u>Safeta Xhekoviq</u>	21.11.2007	2	Financial Management
270	PROMO	Other	<u>Safeta Xhekoviq</u>	22.11.2007	1	Financial Management
271	SHIP	Other	<u>Safeta Xhekoviq</u>	22.11.2007	2	Financial Management
272	SZO	Other	<u>Safeta Xhekoviq</u>	22.11.2007	1	Financial Management
273	Ekovizioni	Environment	<u>Aferdita</u>	27.11.2007	1	NGO Management
274	YAHR	Other	<u>Safeta Xhekoviq</u>	27.11.2007	2	Financial Management
275	REKOS		<u>Gani Asllani</u>	27.11.2007	1	Financial Management
276	YAHR	Other	<u>Safeta Xhekoviq</u>	28.11.2007	1	Financial Management

277	Me dore ne zemer		<u>Gani Asllani</u>	28.11.2007	2	Financial Management
278	KPAM		<u>Safeta Xhekovic</u>	29.11.2007	1	Financial Management
279	KCIC		<u>Safeta Xhekovic</u>	29.11.2007	1	Financial Management
280	OON- Gracanica		<u>Safeta Xhekovic</u>	30.11.2007	1	Financial Management
281	COHU	Other	<u>Safeta Xhekovic</u>	30.11.2007	1	Financial Management
282	KODI		<u>Safeta Xhekovic</u>	05.11.2007	1	Financial Management
283	QKHTP		<u>Safeta Xhekovic</u>	05.11.2007	1	Financial Management
284	IQMQP		<u>Safeta Xhekovic</u>	06.11.2007	1	Financial Management
285	ASI		<u>Safeta Xhekovic</u>	06.11.2007	1	Financial Management
286	Elena Peshkopia		<u>Safeta Xhekovic</u>	07.11.2007	1	Financial Management
287	DownsyndromKosova		<u>Safeta Xhekovic</u>	08.11.2007	1	Advocacy and Coalition Building

288	Liria		<u>Safeta Xhekovic</u>	08.11.2008	1	Financial Management
289	QKHTP		<u>Safeta Xhekovic</u>	09.11.2007	1	Financial Management
290	IQMQP		<u>Safeta Xhekovic</u>	09.11.2007	1	Financial Management
291	Handicap Kosova		<u>Safeta Xhekovic</u>	01.11.2007	1	Project Proposal Design
292	YMCA		<u>Safeta Xhekovic</u>	02.11.2007	1	Financial Management
293	Mother Teresa		<u>Safeta Xhekovic</u>	02.11.2007	1	Financial Management
294	Cohu	Other	Safeta Xhekovic	03.12.2007	1	Financial Management
295	SHIP	Other	Safeta Xhekovic	03.12.2007	1	Financial Management
296	SHGJK	Other	<u>Safeta Xhekovic</u>	04.12.2007	1	Financial Management
297	PARENTS	Other	<u>Safeta Xhekovic</u>	04.12.2007	1	Financial Management
298	Handicap	Disability issues	<u>Safeta Xhekovic</u>	05.12.2007	1	Financial Management

299	KCIC	Other	<u>Safeta Xhekovic</u>	05.12.2007	1	Financial Management
300	Elita	Other	<u>Gani Asllani</u>	06.12.2007	1	Financial Management
301	IQMQP	Other	<u>Safeta Xhekovic</u>	06.12.2007	1	Financial Management
302	CSD	Other	<u>Safeta Xhekovic</u>	06.12.2007	1	Financial Management
303	ANP	Other	<u>Safeta Xhekovic</u>	07.12.2007	1	Financial Management
304	Promo	Other	<u>Safeta Xhekovic</u>	07.12.2007	1	Financial Management
305	Agro Eko	Farming and agriculture	<u>Safeta Xhekovic</u>	07.12.2007	1	Financial Management
306	Folea	Women's issues	Nora Susuri	10.01.2008	1	Project Proposal Design
307	Unika-Cesu	Health	Aferdita Surroi	8.01.2008	2	Project Proposal Design
308	Ship		<u>Safeta Xhekovic</u>	8.01.2008	1	Financial Management
309	CSD- Gracanica		<u>Safeta Xhekovic</u>	9.01.2008	1	Financial Management

310	Handicap		<u>Safeta Xhekovic</u>	10.01.2008	1	Financial Management
311	IQMQP		<u>Safeta Xhekovic</u>	11.01.2008	1	Financial Management
312	Nasa Kuca		<u>Safeta Xhekovic</u>	11.01.2008	1	Financial Management
313	Down Syndrome Kosova	Disability issues	<u>Safeta Xhekovic</u>	14.01.2008	1	Financial Management
314	CSD- Gracanica		<u>Safeta Xhekovic</u>	14.01.2008	1	Financial Management
315	Elita		<u>Safeta Xhekovic</u>	15.01.2008	2	Financial Management
316	The New Millennium		<u>Safeta Xhekovic</u>	16.01.2008	1	Financial Management
317	New Press- Cagllavica	Media	<u>Safeta Xhekovic</u>	16.01.2008	1	Financial Management
318	Elita		<u>Safeta Xhekovic</u>	17.01.2008	1	Financial Management
319	BSK		<u>Safeta Xhekovic</u>	18.01.2008	1	Financial Management
320	Promo		<u>Safeta Xhekovic</u>	21.01.2008	1	Financial Management

321	OON- Gracanica		<u>Safeta Xhekovic</u>	22.01.2008	1	Financial Management
322	SHGJK		<u>Safeta Xhekovic</u>	22.01.2008	1	Financial Management
323	The New Millennium		<u>Safeta Xhekovic</u>	23.01.2008	1	Financial Management
324	New Press- Cagllavica		<u>Safeta Xhekovic</u>	24.01.2008	1	Financial Management
325	Elena Peshkopia		<u>Safeta Xhekovic</u>	24.01.2008	2	Financial Management
326	INPO		<u>Safeta Xhekovic</u>	25.01.2008	1	Financial Management
327	OON- Gracanica		<u>Safeta Xhekovic</u>	28.01.2008	1	Financial Management
328	KCIC	Other	<u>Safeta Xhekovic</u>	29.01.2008	1	Financial Management
329	The New Millennium		<u>Safeta Xhekovic</u>	29.01.2008	1	Financial Management
330	Cohu	Other	<u>Aferdita Surroi</u>	31.01.2008	1	Other
331	SPDU	Job training and work place issues	Kushtrim Islami	13/02/2008	2	Fundraising

332	Shoqata e gjykatesve	Other	Aferdita Surroi	13. 02.2008	1	Project Proposal Design
333	Nardi	Education	<u>Nora Susuri</u>	13.02.2008	1	Communication with Media and Public Relations
334	Elita	Other	<u>Arsim Kosumi</u>	20.02.2008	1	IT
335	Promo		<u>Safeta Xhekovic</u>	04.02.2008	1	Financial Management
336	New Press- Cagllavice		<u>Safeta Xhekovic</u>	05.02.2008	1	Financial Management
337	Avonet		<u>Safeta Xhekovic</u>	06.02.2008	1	Financial Management
338	HRN	Human rights and civil liberties	<u>Safeta Xhekovic</u>	07.02.2008	1	Financial Management
339	Afas	Other	<u>Safeta Xhekovic</u>	11.02.2008	1	Financial Management
340	CSD		<u>Safeta Xhekovic</u>	12.02.2008	1	Financial Management
341	IQMQP		<u>Safeta Xhekovic</u>	13.02.2008	1	Financial Management
342	Asi		<u>Safeta Xhekovic</u>	14.02.2008	1	Financial Management

343	Avonet		<u>Safeta Xhekovic</u>	15.02.2008	1	Financial Management
344	Elena Peshkopia		<u>Safeta Xhekovic</u>	15.02.2008	2	Financial Management
345	Cohu	Other	<u>Safeta Xhekovic</u>	18.02.2008	1	Financial Management
346	DSK		<u>Safeta Xhekovic</u>	19.02.2008	1	Financial Management
347	Mileniumi i Ri		<u>Safeta Xhekovic</u>	20.02.2008	1	Financial Management
348	Agro Eko	Farming and agriculture	<u>Safeta Xhekovic</u>	20.02.2008	1	Financial Management
349	Birn		<u>Safeta Xhekovic</u>	21.02.2008	1	Financial Management
350	Elena Peshkopia		<u>Safeta Xhekovic</u>	21.02.2008	2	Financial Management
351	Elita		<u>Safeta Xhekovic</u>	22.02.2008	1	Financial Management
352	IQMQP		<u>Safeta Xhekovic</u>	22.02.2008	2	Financial Management
353	ATRC/Project on Constitution-Finance by British Office		<u>Aferdita Surroi</u>	25.02.2008	2	Other

354	Agro Eko	Farming and agriculture	<u>Safeta Xhekovic</u>	26.02.2008	1	Financial Management
355	Mileniumi i Ri		<u>Safeta Xhekovic</u>	27.02.2008	1	Financial Management
356	Avonet		<u>Safeta Xhekovic</u>	28.02.2008	2	Financial Management
357	KCIC		<u>Safeta Xhekovic</u>	29.02.2008	1	Financial Management
358	INPO		<u>Safeta Xhekovic</u>	29.02.2008	1	Financial Management
359	Shoqata e Ekologeve te Kosoves	Environment	Kushtrim Islami	05-Mar-08	2	Project Proposal Design
360	Grupi i Politologeve te Kosoves	Good Governance	Kushtrim Islami	13-Mar-08	2	Project Proposal Design
361	Assosiation of Judges	Other	<u>Safeta Xhekovic</u>	11.03.2008	1	Financial Management
362	IHZH		<u>Safeta Xhekovic</u>	12.03.2008	2	Financial Management
363	Balkan Sunflowers		<u>Safeta Xhekovic</u>	13.03.2008	1	Financial Management
364	OON- Gracanica		<u>Safeta Xhekovic</u>	14.03.2008	2	Financial Management

365	Drejtesia Sociale	Social security	<u>Kushtrim Islami</u>	20.03.2008	2	Fundraising
366	Ekonomistet e rinj Shqiptar	Economic development	<u>Nora Susuri</u>	17.03.2008	2	Project Proposal Design
367	Elita		<u>Safeta Xhekovic</u>	03.03.2008	1	Financial Management
368	Dokumenta		<u>Safeta Xhekovic</u>	04.04.2008	1	Financial Management
369	KPAM		<u>Safeta Xhekovic</u>	05.03.2008	1	Financial Management
370	SZO		<u>Safeta Xhekovic</u>	06.03.2008	1	Financial Management
371	SHIP		<u>Safeta Xhekovic</u>	07.03.2008	1	Financial Management
372	Promo		<u>Safeta Xhekovic</u>	17.03.2008	1	Financial Management
373	Balkan Sunflowers		<u>Safeta Xhekovic</u>	18.03.2008	1	Financial Management
374	KCIC		<u>Safeta Xhekovic</u>	19.03.2008	1	Financial Management
375	New Press- Cagllavica		<u>Safeta Xhekovic</u>	20.03.2008	1	Financial Management
376	ATRC/Project on Constitution-Finance by British Office		<u>Aferdita Surroi</u>	20.03.2008	2	Other
377	Merita Shehu	Health	Donika Salihu	19-Apr-08	1.5	Other
	377 Consultancy events				585 Consultancy hours	

Remark: From consultancy nr. 167 to consultancy nr. 377 there was no possibility to register the names of the persons who were representing the NGOs because the M&E Database didn't include this information.

Appendix 1:

IREX-KCSP NGO Assessment

NGO Evaluation

Period covered: July –October 2005

I. Environmental NGOs

Regional Environmental Center REC

Executive Director Zeqir Veselaj

REC is an international organization established in 1990 with the support of USA (former President Bush), European Commission and Hungary. The REC chart was signed by 26 countries. REC has offices in 18 countries of Central and Eastern Europe.

REC mainly deals with two types of projects: a) regional projects which are administered by HQ in Hungary and implemented through field offices in the countries; b) local projects that are administrated and implemented by field offices.

In Kosova REC has been operating since 2000. So far it has implemented around 28 project and over one million euros. Its main beneficiaries as well as partners are Government institutions (both national and local) mainly Ministry of Environmental and special planning, and local NGOs. REC has given small grants to around 40 local NGO (around 253 000 euros). Main donors of REC are European Agency for Reconstruction, SIDA, Netherlands' Government, British Office, ALLAN Foundation (Netherlands based organization)

REC projects are mainly focused on:

1. Institutional strengthening
2. Environmental education and awareness (through local NGOs)
3. Public participation
4. Assistance in Policy making

Their next project is to help Ministry of Environment to draft the Law on noise.

Staff has been changed recently. The new ED has started job three months ago. He used to work for the Ministry of Environment and has corporate with REC in the past. Also other project related staff has been changed. They received orientation training in Hungary. ED is interested to send his staff to other trainings organized in country. Their main need for the moment is training in fundraising

They use to corporate with around 40 local NGOs in the past, now there are only 5 to 10 NGOs active. He suggested that these NGOs mainly need training on sustainability of organization, management, and fundraising. (www.sharrinet.com webpage of local environmental NGOs)

Ngo "Mileniumi I ri" (New Millennium) Nehat Bllacaku Executive Director Address Rruga Leke Dugagjini Bl nr 3 Dardania Prishtine tel 044 394 533 email nehat_orgmr@hotmail.com)

Established in 2003 New Millennium's goal is to influence and participate in public policy through advocacy campaigns. In the past they use to be more focused in environmental issues

Structure- New Millennium has a board of 5 members, the Assembly with 35 members that meet once a year. It has 5 staff members with full time jobs. Staff has received several trainings both in country and abroad in the filed of; public policies, good governance, advocacy, NGO Management, project proposal writing etc. Trainings in Kosovo have been provided by NDI, ATRC, and KCSF etc.

Projects- Since establishment Millennium has implemented 7 projects. Last year they have implemented a project supported by FDI on policies on procurement. They organized trainings/seminars with representatives of media, NGOs and procurement officers in Ministries of Government. They have also organized a conference on the "Role of Media and Civil Society in public policies" With REC-SIDA they had a project "All together for a better environment" This project was also supported by Ministry of Environment. In corporation with OSCE they had a project "5 years with NATO" (not very clear what was this project all about). They have been monitoring municipal assembly and its committees as part of NDI project.

Donors- FDI, OSCE, REC, SIDA, Ministry of Environment, Mother Teresa Association etc.

Needs- New Millennium has an office space and equipment, however maintaining the office (rent, running cost) is one of their big challenges.

Future plans- Millennium is planning to work on a project on enforcement of Regulation approved by Municipal Assembly (law enforcement)

New Millennium is one of the organizations that have established **Coalition 'Germia'**.

II. Women NGOs:

"Fortesa" Kamenice Sanije Jahiri (044368955 email: sanije2000@yahoo.com)

Fortesa is women NGO established in 1999.

Structure- It has a board of 5 members and 4 staff member (three of the paid full time one of them project based)

Projects implemented- it has implemented many projects with different donors. Currently Fortesa has established two small businesses: one hairdresser and one workshop for sugar packaging (supported by KWI). 10% of incomes of these businesses still go for covering of NGO activities. Other projects include: Support for women in rural areas (USOP), creating a chicken farm for women heads of families (Marcy Corps), Corporation of NGOs with decision makers, Domestic Violence- women's rights (IRC), Political parties work form women (KWN-OSCE), Different humanitarian projects (CIC)

Donors- USOP, KWI, KWN, OSCE, IRC, Marcy Corps, Doctors without Borders

Training received- from NDI (advocacy, strategic planning, monitoring etc), Oxfam (Domestic Violence, women participation in decision making) IRC, OSCE (Civil Society Academy), ATRC

Needs- capacity building/training for new staff. (The Director is a trainer herself and she states that in most parts she has trained her staff herself)

Plans for the future- increase capacity of her organization, get more involved and mobilize women in rural areas. The Municipal Council has given them (and the Serbian women NGO Kosovska Devojka) six office rooms free of charge; they only have to refurbish them.

Fortesa is member of KWN, KWBN and TriOrg.

NORMA Women's Organization of Lawyers

Norma is a professional NGO providing free legal advice in the field of civil rights to those who can not pay for such services, primarily but not exclusively to the women. In the past their focus was mainly oriented towards legal protection of women to whom they provided free legal advice and upon request they represented specific cases in the court.

The human rights lectures/workshops were also organized for women to increase their knowledge of the rights in the field of inheritance, property, child custody, the freedom of movement for women, etc.

1. Norma has received two grants from FDI:
 - "Realization of Legal Rights for Family Members of Missing Persons" and
 - "Monitoring Divorce Cases and Child Custody in the District Courts and Centers for Social Welfare".

For first project Norma received 5,200 Euro and 19,000 Euro for the second one.

2. Norma has participated in ATRC training named "Introduction in Advocacy". Participating in training was compulsory for all those who want to apply for FDI funding.
3. This group has been funded by different donor organization including KWI-Oxfam GB, KWI- UNHCR, and OSCE and later EAR and Partners Kosovo for projects related to the provision of the free legal support for civil cases.
4. All group members, 7 lawyers and 2 technical staff, have been exposed to a variety of training, but have specifically identified weak management as a frail element in their work. They would also like to further advance their knowledge in the field of advocacy since this will help in their efforts to make changes and work to enforce recommendations made to different legal authorities.
5. Norma has been registered as NGO immediately after the war and has operated based on the provisions stated in the organizational statute. They have a board of 3 members and the assembly of 12 which meet on monthly basis. Having a status of an association, the Norma's assembly is the highest organization's body that brings the decisions and decides on the organizational directions, while board's role is mainly consultative. Norma is planning to extend/widen the role of the board and change the board members. According to what Norma representatives said, the proposition for changes in the board would be discussed in the next assembly meeting planned for September.

"Flaka" Lipjan- Melihate Dedushi (044375 410, email: melidedushi@hotmail.com)

Women's NGO Flaka is established in 1997 and operates in Lipjan Municipality

Structure- It has 46 members, the board has 4 members and there are 6 full time staff members currently.

Project_ after the war they have organized courses on computers, sewing, language courses etc mostly for women of Lipjan Municipality. Other projects include; Education Campaign "Student-Teacher Relation" for students of age 14-15 years old, an advocacy campaign on behalf of three villages of Lipjan Municipality to get their water system and sanitation system. With the technical support of NDI they have monitored the municipal assembly (project funded by FDI) and have published periodical reports, and last month they published a scorecard. They also implemented a project with GOAL-ARC on Inter ethnic Dialogue. They have been involved in other campaign such as with KWN on involvement of women in decision making positions, with NDI-ATRRC on GOTV etc.

Donors- Oxfam and UNHCR, KWI, OSCE, KNAP-FDI, GOAL, ARC etc.

Needs- mainly technical assistance on fundraising, strategic planning, how to use media etc.

“Kosovsak Devojka” Serbian Women NGO – Olivera Ivanovic
(devojkakosovka@yahoo.com)

Kosovska Devojka is one of the very few Serbian women NGOs in Kamenica established in 2000. Their goal is to serve women in Kamenica municipality mainly Serbian but they aim to be multi ethnic

Projects- they have organized different training courses for women such as; hairdressing, sewing, computer courses etc. Other projects include, voters' education, stop violence against women etc. Some of the projects have been joined with NGO Fortesa

Donors- Caritas Austria (set up the office) UNMIK Kamenica, IRC. KWI, IOM, UNICEF, KCSF, KNAP-FDI etc

They have also very good corporation with Municipal Council

Needs- KD needs more office space (it has been provided by municipality but needs to be refurbished), training for new staff, and their volunteers

Plans – advocate on behalf of handicapped people, cooperate more with other NGOs (including non Serbian NGOS)

Women's Wellness Center in Peja Lumnije Degabni, Executive Director (044111678)

The program and the Center were established by IRC Sexual and Gender Based Violence Project. In 2001 Center became a local NGO with the support of IRC. The main donors of the WWC are CFD (Women for Peace a Swiss organization) Global Fund for women and Municipal Assembly in Peja. (WWC has never received any funds from UNIFEM)

Main Services that this center provides for women and young girls are different training courses on; English language, journalism classes, sewing, art camera, education courses that include reproductive health, violence against women, legal issues for women etc.

Part of the work of the Center is confidential and can not be known to public (this has mainly to do with victims of violence). WWC has successfully advocated to establish a Unit of Domestic Violence with Kosovo Police Service. Corporation with Police is very good. WWC also organized the traditional week against Violence against women called the week of “white ribbons”. The WWC has participated in drafting the Regulation on First contact with victims of domestic violence. The working group consisted of Center for Social Welfare, Kosovo Police Service, Department of Health and representatives of NGOs)

Needs of the Center. The center has been promised a piece of land by Municipal Council where they plan to build the Safe House. They need money to start building it (around 35 000 euro). They have contacted Global Fund for Women that may partly fund the refurbishing and furniture they will obtain from local donations (mainly companies).

They also need expertise and experiences on Safe House management, a study visit to any similar Safe Houses (especially in Norway) will be very useful.

III. Youth NGOs

Mangos- Monrovia Initiative for NGO Support- Luzon Hot Monrovia tell 044 355 478
email ngomitrovica@yahoo.com

Mingos has been established by OSCE in 1999. In 2000 the project was handed and registered as a local NGO

Structure- Mingos has a board of 7 members which meet time to time depending on needs. Board is functional, is the body that takes decision. Mingos has 5 staff members that work full time. They have a great number of volunteers whom they stimulate in different ways.

Projects- One of the Mingos goals is to help other NGOs and different young informal groups especially in rural areas. Recently they had organized a protest against pollution of river Iber and are working on monitoring of implementation of "Law on waters". Currently they are working in two projects; the Voice of youth an EU funded project that aims to help to organize young people from rural areas. Second project which is implemented in partnership with Marcy Corps is cross border cultural exchange. This project involves Serbian NGOs. In corporation with OSCE and JDC Mingos has open "Interethnic dialogue and Recourse Center"

Donors- OSCE covers the running cost of the Resource Center. The other big donor is European Union; they have also had some projects with Soros Foundation.

Needs- Partnership with other similar organizations in the region and exchange of experiences with them. They also need to extend and involve more youth from rural areas.

Future plans- They plan work with youth from rural areas, to help them register as formal NGO, build their capacity and support them to organize and run monitoring and advocacy campaign.

Pellumbat e Pages (Peace Doves) - Ali Ahmeti (tel 044 174 679 email aliahmeti@yahoo.com) established in 2000 by UMCOR originally as a network of youth organization in Mitrovica that included youth NGOs and Political Party youth forums. It had 21 members that formed the decision making body (kind of the assembly or board) UMKOR had offered all kinds of technical as well as financial assistance. 20 trainings in different topics were provided (each session was almost 10 days log)

Parallel to Peace Doves a Serbian similar association was also created by UMKOR called "ZRAK" with whom Peace Doves (PD) had regular meetings every second week. This was the first start of an inter ethnic dialogue in Mitrovica. They had created internet centers both in south and north Mitrovica, to enable youth of two communities communicate with each other. PD had initiated creation of several other youth organizations that have also been financed by UMCOR

Some of the founder members of PD later had either gone abroad to continue studies or graduated here and found jobs so in 2003 PC was restructured. Currently there are 11 members of the board between the ages of 16 to 30 years old.

Projects of PD- The Internet Center (40 000 euro), trainings (40 000). PD were the first ones to organize "week of youth" which later became traditional "month of youth" and is organized under auspicious of Ministry of youth. In 2002 supported by Ministry of Youth they organized a campaign against smoking. They have also implemented two projects with OSCE: Standards and Citizens and Bridge connects people

Donors- UMKOR was the main donor since 2000. They also had projects with OSCE and Ministry of Youth

Needs- PD have no office space, they have all other equipments but currently have no budget to pay rent for the office.

Future plans- they intent to further restructure the organization. PD have encouraged and helped creation of many youth organization, in a near future they will help to establish a youth NGO of Ashkali minority, and also support creation of NGOs that help marginalized groups

Youth Center Kamenica- Sedullah Ahmeti

Established in 200 offers different services to youth from 15 to 25 years old.

Structure- it has 5 board members and 8 staff members currently (in the past it use to have more staff). Youth Center has also 11 youth groups in villages with whom they collaborate closely. Among services they offer are: trainings on different fields, internet services and computer courses, language courses.

Projects- 3 multiethnic festivals (2001, 2002, 2003), 3 Balkan Conferences with youth from Kosovo, Serbia and Montenegro, Macedonia, Bosnia, Bulgaria etc, 7 multiethnic youth camps, action for cleaning the river (every year)

Donors- America refugee Council (they have set up offices, equipment etc), CIDA, UNICEF, USAID, UNMIK Kamenica, UMCOR, Care International, IRC, REC, USOP, KNAP-FDI, OSCE

Needs- establishing youth group in rural area and helping them to self sustain, train them on communication skills, advocacy etc (some of the trainings can be provided by youth center staff)

Plans for the future- continue offer current services for youth of Kamenica, increase number of members of the Center, organize advocacy campaign (they have no particular issue for the moment) establish relationship between youth groups and private businesses.

Youth center is member and one of the founders of TRiOrg and KYN; they are planning to initiate creating of a Regional Network of NGOs.

Youth Center ‘At Lorenc Mazreku’ in Peja. Center Coordinator Rudolf Krasniqi 044 199430

It has been established in 1999 with the help of Caritas Venice that is the main donor so far.

Structure- Center has a board of 11 members. The president of the board is the Priest of the Peja church. Board members are not paid; each of them is responsible for one sector. Center has only one paid staff who is involved in other project, the rest are engaged time to time in volunteer bases.

Projects/Services - The Center offers different services for youth and children such as: music courses, computers, language courses, sports, kindergarten for kids from 3 to 6 years old. Those services are offered to members of the center. Any one can be a member of this center they have to pay a fee of 8 euros per month, and for children until 14 years is 5 euros.

Center has not been involved in many projects beside services that they have offered for youth. However they have cooperated with NDI Citizens Participation Project and have monitored the municipal assembly work. They have corporate very closely with Ministry of Youth and Municipal Department of Youth. Currently they are involved on organization of Month of Youth. They are also in negotiation with Department of youth and will offer support and training to the newly establish “Parliament of youth” in Peja

Relation with Department of Youth in Peja and the Center are very good.

Donors- Main and only donor so far is Caritas from Venice. They have had some small project from Department of youth (up to 100 euro). They also generate a small amount of money from membership fee and services (such as renting the sports hall etc)

Youth center is member of Kosovo Youth Network as well as Network of Christian youth organizations. They have very good corporation with many youth organizations in Peja as well as other cities. Youth Organization in Pjea very often use premises and other services that The Center offers (usually for free)

Initiative for Future of Youth- is established in June 2005. The founder member of this new organization use to be members of Civil Group of NDI since 2002 and have received many trainings mainly from NDI (advocacy, communication with media, strategic planning etc). Two members of this organization use to be member of Youth Services in Ferizaj. They had implemented in corporation with Institute for Public health a project funded by USAID to educate youth on HIV/AIDS. They are partners with several youth organization in the region such as from Serbia, Croatia, and Italy with whom they exchange experiences. Most of their work is volunteer.

IV. Human Rights Organizations

Civil Rights Program Kosova- Zydije Shehu Executive Director (address Prishtine Pejton City Radovan Zogovic street nr 10, tel: 038 243n 610/611 ext 108 email: zudije@crpkosovo.ipko.org)

CRPK initially has been a project of Norwegian Refugee Council. In 2002 it is created as a local NGO from the current staff of NRC. Until December 2004 they have worked under umbrella and financed by NRC. Since January 2005 they work as an independent local organization.

Structure- CPRK is a local multi ethnical organization whose mission is to offer free legal assistance and counseling mainly to returnees and to displaced people. They have 29 staff members 20 of them are lawyers/attorneys. Their main office is in Prishtina, they have offices in Prizren, Peja, Mitrovica, (2 offices), Gjilan and have sub offices in Graqanica and Zveqan. CPRK has also mobile teams that offer services for their clients. Project/Services; CPRK services include free legal assistance and consulting on property rights, pension rights, heritage procedures, documents, labor disputes, advocacy etc.

They have worked on a project that was supported by FDI analyses of the document of inheritance procedure". CPRK has worked with UNHCR in their human rights and minority protection and legal issues, and have helped them to draft legal documents. Currently they are working with Roma Ashklali people in *Roma Mahalla* in Mitrovica (recently visited by SRSG and Prime Minister)

CPRK cooperates and has good relation with several similar organizations in the region. Mainly they are organizations hat have been established or supported by Norwegian Refugee Council. Currently they are working with Government on drafting the Law on selling the property. They have filed to the Government a request to publish Civic Books and now are in the process of monitoring evaluation of their request fro government side. CPRK together with CDHRF have been invited as representatives of Civil Society in Kosovo to work on MOU for refugees and asylum that was initiated by Stability Pact of EU for countries of Balkan; Serbia, Montenegro, Albania, Bosnia and Kosovo.

Donors- Norwegian Refugee Council and Ministry of Foreign Affairs in Norway have been main donor and has covered most of the running cots. Other donors include UNHCR, FDI etc

Needs- to hire new staff (no budget currently for that though) and offer trainings for current as well as new hired staff. Staff member have received several training however still they need training on certain field. Soon they plan to organize trainings for the whole staff on advocacy since in the future they plan to also focus on advocacy campaigns.

Future Plans- to improve services. CPRK aims to be able to implement project and sell their services in other countries outside Kosovo. Some of the cases that CPRK has been working on have been taken as examples from other organizations. CPRK has been invited in a world conference on Protection Civil Rights and Children rights that has

taken place in Zimbabwe. In September the ED of CPRK will participate in a world conference in Geneva on Civil Rights and Refugees.

Clubhouse “Deshira”. It is an NGO that provides services for mentally disable people. Currently it has three staff members (employees), 104 members (people mentally disable who are the direct beneficiaries of the program) that enjoy services of clubhouse “Deshira”. Services that they offer are mainly rehabilitation, friendship and different courses such as computer, English language, internet use etc. Membership is voluntarily and no time limited.

The board of organization consists of 10 people including members of the clubhouse, families of embers and other professional (like physiatrists). Board members meet at least three times per year, each project should be approved by the board.

Donors/Funds: Organization is mainly funded by International Center for Clubhouse Development with headquarter in New York. They have also received some small grants from Ministry of Health, DANIDA (Danish ministry of foreign affairs) Community Development Center (CDF), IFES Washington, Soros etc. Their annual budget is around 20 000 to 22 000 euro.

Projects: Some of the projects they have been working on are: a) Advocacy Campaign to protect the rights of people with disabilities: obtain pensions for them (each member of Deshira receives pension from government). b) Integration of these people in the society through employment; 9 people have been employed from World Vision to maintain the Handikos building in Hajvali, each of them received 60 to 80 euro per month, one person have been employed part time at PTK. c) a project to enable people with mental disabilities to vote themselves (funded by IFES)

Other project include integration of these people in the society; 2 people have been married and created families after they have joined Clubhouse “Deshira”, many of them have reduced use of medicines

NGO “Deshira” has a good corporation with University of Prishtina- Department of Psychology through an internship program for students of this department. Students have offered a great help to the organization and especially to members of the clubhouse through consulting and advising as well as helping integration of these people in social life. “Deshira”has also good corporation with different other similar organization such as Hendikos, Ofakos etc.

Needs of the NGO “Deshira”- Besides funds/donations for its future activities, NGO “Deshira” needs training and especially technical assistance in n advocacy and fund raising. They have received several trainings including training in Advocacy skills, however they still need more assistance especially when it comes to practice advocacy. Plans fro the future- besides continuing their current activity they plan to open a similar clubhouse in Ferizaj in 2006.

Handikos- regional branch in Ferizaj covers Shtime, Kaqanik as well. Their mission and goal remains offering help and promoting rights of handicapped people and helping them to integrate fully in the social life. Besides implementing projects from Hendikos Headquarters, Hendikos in Ferizaj has conducted several activities in their own, one of them is monitoring of Municipal Assembly.

Main donors of Hendikos are: Finish Government, Balkan Akcia. Time to time they receive a small amount of money from private donors as well. This year they have applied of Municipal Government to finance 50% of their running coast, they have not received anything this year but they hope in 2006 running cost will be covered by municipality.

V. NGO recourse Centres

NGO Recourse Center in Peja

The Center has been established originally by OSCE- Department of Democratization in 2000. At the beginning it was entirely financed by OSCE. Later on it was partly handed over to a local NGO to Council for Defense of Human Rights and Freedom and was partly financed still by OSCE (the annual budget use to be around 22 000 euro). In 2004 the NGO RC became an independent organization. However the main funder of the center had remained OSCE that has financed through a project of Civil Society Development (with a budget of around 10 000 euro per year).

Activities -The Center provides different services for NGO primarily but sometimes to municipality and other government bodies (it is mainly the meeting room) Since it was established until end of 2003 NGO RC has offered space (office) for NGOs, conference room, computer use, internet, telephone, fax, photocopy and all sorts of these things. In addition to that NGO RC has helped newly formed NGOs to get registered and has provided the basic training on NGO Management, financial management, project proposal writing etc. NGO RC has organized and conducted training in other fields as well for NGOs. IN 2003 in conjunction with ATRC they had organized training on Advocacy skills and Gender awareness.

The activities and services of NGO RC have decreased since 2004 mainly due to the lack of budget. (Currently the NGO RC has no funding and is waiting for approval of a project by OSCE which is going to be granted through the NDD (Network for Democratic Development- a Network of NGO RC in Kosovo)).

In 2004 NGO RC started to generate some small income through services it provided. It was mainly through renting the conference room (however in most of the time the room was given in use for free to NGOs), NGO registration fee (50 euro) photocopy etc.

In 2004 supported by Itersos (Italian organization) they organized 12 sessions of round tables each in different topic.

Organizational Structure NGO RC has a board which in fact consists of two staff member of the Center (the coordinator and program officer) and another external person. The Coordinator of the Center has started a new job with Intersos and is in the process of handing over to the new Coordinator who is a current staff of NGO RC. However he is planning to remain as a consultant to NGO RC.

Needs- The NGO RC needs are very much linked to needs of NGOs in Peja. Their main problem currently is financial. Many NGOs in Peja have no office space so they use to use the NGO RC for their activities, including computers and other equipments. Sustainability of many NGOs in Peja is very much in question. They need all kind of training and support in order to stay alive.

NGO RC was and still remains the only place where NGOs can knock for any kind of need and question they may have. The level of corporation among NGOs in Peja has been decreased since the NGO RC reduced their amount of services they use to provide. In 2004 there was an initiative to form a NGO Council in Peja but due to lack of funding from NGO RC side it never came true.

VI. Think Tanks and professional organizations

Center for Political and Social Research – Vllaznim Bytyqi, Executive Director and Kreshnik Sylejmani

CPRS is a new center established in 2001. It has mainly been focus on local administration and public policy projects and researches. Among projects that they have implemented are: a research on functioning of local governance, a panel discussion on Vienna Dialogue- Role of Civil Society (dialogue that had started between Kosovo and Serbian Institutions with mediation of international community), a conference on Local Governance Reform etc. Soon they will initiate a project on international internship, where they hope to bring students from European and US Universities as well as students from University of Prishtina

Main funders of the activities of CPRS so far have been: Kosova Civil Society Foundation (KCSF), Kosovo Foundation for Open Society (KFOS), OSCE, University of Prishtina, Rockefeller Brothers, FESH, FNSJ (both German foundations)

CPRS has not received any grants from FDI; however they have cooperated with FDI. Last year the ED of CPRS participated in the working group for drafting the strategic planning of FDI for 2004/2006. They have also participated in the debates that ATRC has organized and in one of the trainings they have organized on Monitoring of Public Policies (that took place in Ohrid on May)

The Board of CPRC consists mainly from professors of University of Prishtina. They had met at the beginning to set up the policies of the organization and since then the board has not been very active.

There are 5 staff members, the ED has been awarded a scholarship (Public Administration Management/ Public Finance and Budget) and is leaving soon. He is in the process of handing over to the new ED who is a staff member of the organization.

The needs of CPRC (and in their opinion of much organization) are; profiling of organizations, capacity building, financial sustainability, international development. And the NGOs should create a legal and fiscal environment.

Democratic Forum for Civil Society (Ferizaj) Admir Salihu (tel 044224464 email: admirf2000@yahoo.com)– it is established since 2001 and registered in 2003. Their goal and mission is to create public opinion mainly through debates, trainings, lectures and round tables. FDSC is member of network of local organization FerrNet

Structure and Capacity of the organization - the board of FDSC does not function properly. There are 4 staff members (not paid with salaries) but time to time they engage other people depending on needs and projects they implement. The Director and some other members of FDSC have received training mainly abroad in Hungary, Rumania, Macedonia etc. they have received training from KSCF as well (project proposal writing etc)

Projects- they have organized a series of debates in corporation with a local radio station "radio Tema" (every second week with different topics). As most successful ones they evaluate the one with representative of USOP and with Edit Tahiri on "Consequences of March events". These debates have been sponsored by *private businesses*. They have also conducted trainings on 'How to cooperate with local governance" which were financed by *Balkan Initiative* (A Belgium organization located in Shtimje).

Needs- the organization has no office space or equipments (computer, phone etc). They will also need to train the new members (or staff) that will join the organization mainly in NGO Management, report writing, fund raising etc.

Future plans- Profiling of the organization which will deal with making and research of public opinion and legislation (the Director himself is a lawyer). The Director of organization is planning to establish an Institute for Relation between Central and Local Governance.

Group for Health Education (GESH) Ilir Begolli Executive Director

GESH is an NGO consisting of doctors specialist in different fields that aims to educate and raise awareness on health issues. GESH has not been very active since all members (doctors) have a full time job (the Ed work for National Institute for Public Health); they have conducted trainings on health issues (such as reproduction) and serve as consultant to other NGOs as well as government on health legal framer. GESH (its Executive Director) has participated and has been consulted in drafting of Low on Health.

Main donors/funds have come from UNICEF and some from Ministry (such as per diem for their participation in working groups on drafting laws)

The ED of GESH has been one of the participants of the KNAP TOT training in Advocacy. He also has served at the beginning as a board member of ATRC. He appreciates highly this training which has been very useful for his organization and especially for him personally. He implemented his knowledge gained in those training in his job and shared it with his colleagues. He has been contracted to conduct training on advocacy and communication with media by several organizations.

Mr. Begolli is also one of the originally founders of AvoKo network. AvoKo was set up as a idea to implement project as a group but latter seem to get too much involved in politics (which was not eh original idea) and seem to got affiliated to certain politics outside Kosovo and there was a tendency to serve their interests rather that interest of its members and kosovar citizens (he did not specify whose interest AvoKo served). However there was a potential and good energy among AvoKo members that could be used.

Among needs of organizations on his opinion is; information about legal framework especially those laws that effect directly or indirectly NGOs' activities, a bigger transparency for the work of NGOs, and permanent consulting for NGOs starting from drafting the project until report writing.

Lawyers Association – Agim Krasniqi President tel (044190864)

It is established in 1990 as Independent lawyers' association; however the association of lawyers' existed even before as part of communist structures.

Structure- the Association has the assembly of members which elects the presidency. The presidency elects the president, based on the statute (constitution) of the organization. LA has sub branches in each municipality of Kosovo.

During the war in 1998-1999 the office of the LA has been demolished and all the documents and files have been destroyed.

After the war in 2000 association got registered in UNMIK. They have not offices and never managed to reestablished files or documents they use to have in the past. Now they do not no the number of the members and the sub ranches in municipalities are not very active or in some cases not functional at all. They have organized two times election after the war, and have tried couple of time to get reorganized and set up offices but had no support. They have approached OSCE- Rule of Law Department and ABA CEELI but never received any kind of help. They have also approached the Government and presidency but have received only promises so far, nothing concrete.

Projects- Even though they have not a single incoming sources (in the past they use to charge a membership fee) LA has offered legal consulting free of charge for some individuals and especially to some NGOs (did not specify any). The have also organized several round table discussion on certain issues of interest. The last round table

discussion was organized in corporation with Economy Institute and was supported by Fridrich Noumann Stiftung, on the topic "Challenges of economic and social development in Kosovo". They have been invited couple of times by the Legislative Committee of the Parliament to offer their feed back on certain laws, however they have never been invited (as association) in working groups that drafts laws (individual members have been invited but in their personal capacities)

Needs- The organization needs any kind of support and assistant including financial support, how to get organized and run as and NGO. They need to get in touch with similar organizations in

SFERA Institute

Originally SFERA has been established in 1995 by a group of young sociologist. In 1998 when political and security situation get worst SFERA stopped their activities. In that time they published a magazine and held debates. SFERA got reestablished in 2003.

Main field of activity was informal education through debate clubs, research, and advocacy. SFERA has established debate clubs with students of high schools and university. This project is supported by Soros Foundation.

SFERA use to participate in a coalition on an Anti corruption campaign that had started in October 2004. The coalition consisted of KWN, ATRC, and Humanitarian Law Center in Prishtina, SFERA Institute, Association of Journalists. After two or three meetings that this group had held everything in a way got stuck. The initiative then was taken by the Prime Minister Office for Good Governance. An MOU was signed between the government and the Civil Society organizations in order to avoid conflict of interest. After a couple of meetings of this new group (were the Office for Good Governance on Prime Minister Office was involved) again this initiative was seized.

SFERA has also participated on a UNDP project on Millennium Development Goal for Kosovo, and a KNAP project on analyses of March riots in particular they conducted a research on conditions under which media people work. SFERA has also participates in The Forum 2015.

Future Plans- The Executive Director of SFERA want to open and education center (at least a three year program) dedicated for parent that would learn how to educate their kids called "School of Prishtina". The center focus on three filed; a) publication- where scholars (mainly research professors of University) will publish researches mainly on filed of informal as well as formal education as well as other psycho-social research, b) organize a media debates to talk about education of youth and kids, 3) work on the filed especially in rural parts of Kosovo with young people and their parents. The whole purpose of this center is to help shape the identity if individual and educate them properly as well as prepare them for the labor market and make their potential useful.

Other plans of SFERA are to; resume the campaign on anti-corruption, and to conduct a research on voters' profile.

TASK

The Organization Transition Analysis and Support Centre in Kosovo, TASK, is a newly formed organization. They are a think tank institute; however in November 2004 they have been registered as an association. The TASK has been established by three people, and so far has five members. The main body of the organization is the Assembly. They have no board yet.

Projects- They have implemented three main projects so far supported by a German foundation Friderih Erbert Shtiftung (FESH); a) they have organized a conference (or a round table discussion) on implementation of laws in Kosovo approved by Kosovo Assembly. B) on September they organized a conference on "Internal Dialogue-

definition of the internal agenda in the run up to the final status talks". The conference brought together politicians and Civil Society representatives. Many recommendations that have come up from the conference are being taken in consideration by the Political Forum. This conference was aimed to advocate for involvement of civil society in status talks, c) currently TASK is offering technical support and training for public relation officers within ministries of the government. This projects aims to increase the transparency of public institutions and enforce implementation of Law on Access to public information. The Director of TASK has also written a part of the report (part for Kosovo) for Foredoom House "Nations in Transitions" (report can be downloaded from www.fredoomhouse.org) He is also the main editor for publications of IWPR (Institute for War and Peace Reporting) in Kosovo.

Future activities of TASK- Their main focus will be on restructuring of the Organization. They will be structured to a Think Tank Institute (currently they are registered as an association) and part of their activities such as publications will be profitable in order to ensure sustainability of the institute.

Problems and needs- TASK has no office yet, neither technical staff. The three people working for TASK have other jobs and they work for TASK only part time. They will need technical assistance mainly in NGO Management (the Director has experience on management but as he said in macro management but not how to run a small NGO) they will also need technical staff such as finance and admin officer etc. Another problem working with local institution is that they do not trust local experts; Government rather pays much more for an international expert that has the same expertise and experience that a local expert can have.

Comment: The Executive Director of TASK Arben Quires has an MA in International Relation. He used to work for Canadian Liaison Office until December 2004. When Harradine was appointed the Prime Minister of Kosovo he joined his cabinet as his adviser and the spokesperson of the Government. He left this position when Kosumi took the office as the Prime Minister.