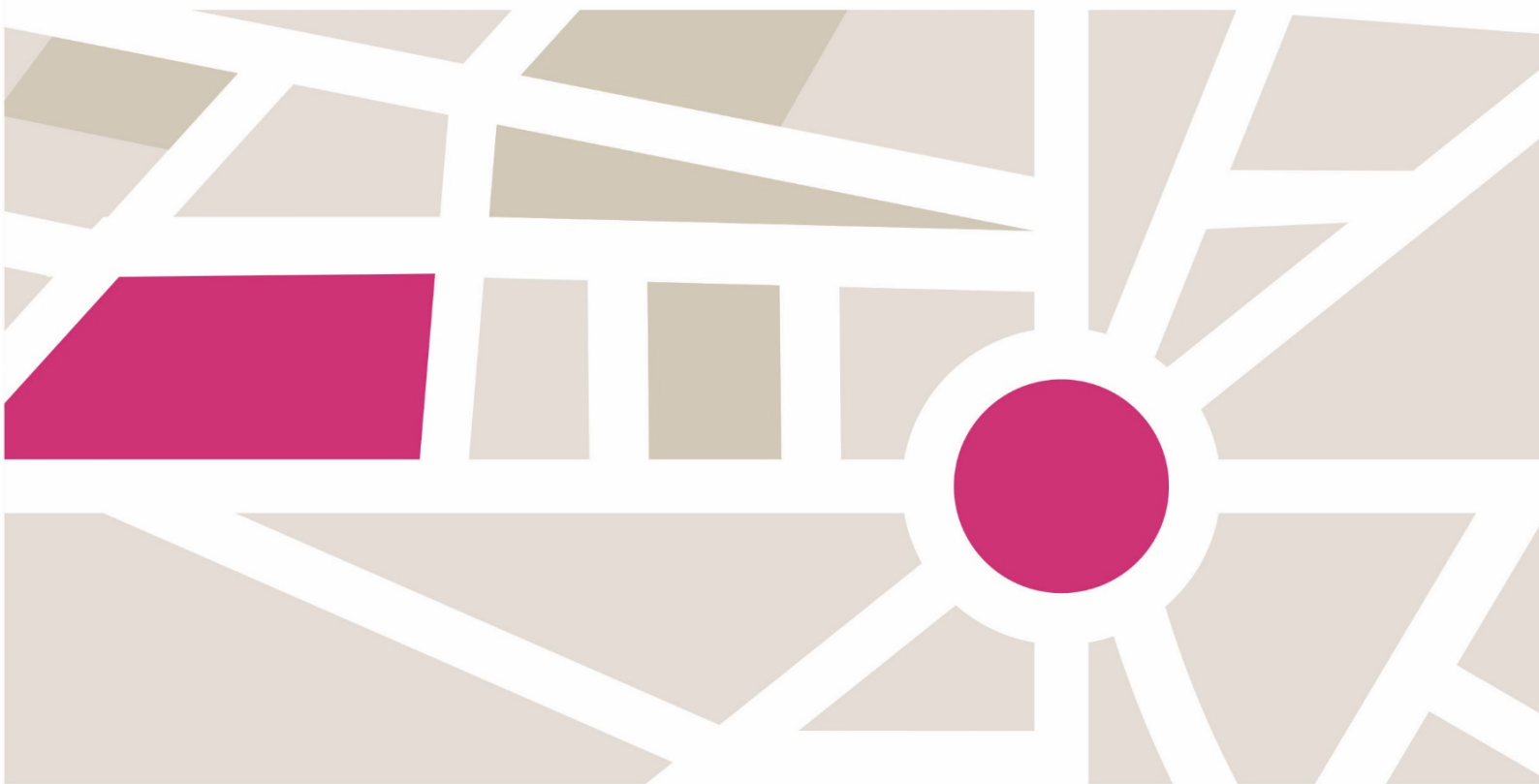European Union
Kosovo

Mapping of Local & Community Based CSOs

Implemented by:

iKS
INICIATIVA KOSOVARE PËR STABILITET
KOSOVAR STABILITY INITIATIVE

lens
progress through technology

FRIEDRICH
EBERT
STIFTUNG

TABLE OF CONTENTS

TABLE OF FIGURES

SUMMARY

This report provides an overview of implementing environment for "GrassRoots Action Support – GRAS", an European Union funded project, managed by the European Union Office in Kosovo, implemented by Kosovar Stability Initiative (IKS), Lens, and Friedrich Ebert Stiftung (FES), office in Kosovo. The report also provides an overview of capacities and needs of Civil Society Organisations (CSOs) targeted with this research, namely grassroots and local organisations. Given there is no universal understanding on the definition of grassroots organisations many definitions were analyzed before adopting the one provided by The European Union (EU) Civil Society Online Helpdesk, which uses "self-organisation, common interests, volunteer-based, non-profit organisation" as the key words used to define such organisations. Similarly, due to the difficulties in translating the words "constituents" and "constituencies" into Albanian, when interviewing the organisations the word "community" and several other expressions have been adopted as it was the best way to explain the concept.

A vibrant CSO environment requires ongoing efforts in maintaining and upgrading the operations of CSOs and their ability to address the challenges encountered in day-to-day basis. Furthermore, a vibrant CSO environment requires systemic improvements and policy/legal amendments of existing infrastructure to create a more favoring environment for CSO activity. While state harassment and impediments are almost nonexistent, most CSOs have reported needing support in further scaling their activities and maintaining active organisations.

Startup CSOs and organisations established over a decade ago alike, display financial vulnerability and low sustainability of their activities. Most of them have annual budgets of up to EUR 100 K and portfolio of 1-2 active projects.

Ranging from 'startup' CSOs (registered within the last two years) to organisations having over a decade of experience, the pool of CSOs operating

Ongoing capacity building is necessary to maintain professional human resources within civil society sector, due to the ongoing inflow / outflow of people from the sector. Capacity development is also necessary for maintaining up-to-date knowledge and skills with global trends and new developments.

at local level is quite diverse. Most of the organisations surveyed report having budgets of less than 100,000 EUR per year, indicating a significant financial vulnerability and lack of financial sustainability. Their current project portfolios range between one (1) and several projects, with a significant number of organisations reporting to have one (1) or two (2) active projects. Currently most CSOs report to have plans for activities but require some capacity building to effectively and efficiently implement them. Despite having plans and ideas for future projects (both replicating existing projects in other geographic areas and developing new projects), around a half of organisations do not have strategic plans available. The other aspects of sustainability of organisations (knowledge management, staff, and process development and implementation) are all adversely affected by the lack of financial sustainability.

One of the most difficult capacity gaps to overcome relates to the ability of organisations to maintain permanent full-time staff. This comes as a result of the dependency on project-based funding, which is typical for most organisations. They are not able to build human resources, accumulate knowledge and know-how, and advance the level of their operations. Advocacy, policy formulation and monitoring are an ongoing everyday activities that require permanent attention and efforts. As such, discontinuation of funding, consequently results in shortage of staff resources, and discontinued CSO participation in processes. As such, ongoing grant-making process and capacity development for local CSOs maintains a vibrant part with the necessary capacities to successfully address local challenges. While the migration of staff and expertise from one organisation to another or from one sector to another should be duly acknowledged, efforts for raising their capacities should not be considered lost. Instead, it should be acknowledged

Cross-Sectorial Partnerships are almost inexistent in Kosovo and should be promoted as one of the most popular global trends. Inclusive problem solving and engagement of private sector in finding solutions, is key to addressing most of the challenges faced by Kosovo at both local and central level.

that capacity development has created a ripple effect across other sectors, which are also in desperate need of professional human resources.

The sample of potential beneficiaries from GRAS project is sufficiently diverse to allow for flexibility in design and fine-tuning. Targeted organisations, in terms of size, experience, topics and sectors covered, as well as, in terms of sectors, themes and priorities they represent quite diverse composition.

Given the limited knowledge that CSOs have on the process of application, evaluation, and decision-making in competitive public calls for applications, it is recommended that during information sessions for future grant making programs, particular attention and focus is placed on evaluation process and CSOs are explained in detail the process of evaluation, what will evaluation committee consider important, the background knowledge of evaluators on broad range of topics covered, etc.

Commerce and Industry (C&I) stakeholders are seldom involved by CSO in addressing/advocating for their issues. Global trends bring cross-sectorial partnership and involvement of private capital in solving problems at the forefront. While C&I represent key stakeholders with vested interest and significant influence, often, they are completely ignored by CSOs. Therefore, increased engagement of private sector (C&I) in future activities should be particularly encouraged with the grant scheme[1]. "Revitalize the global partnership for sustainable development", has been the Sustainable Development Goal that has received the least attention.

Volunteerism is another key aspect of work and engagement for local organisations, particularly those targeted by GRAS project. While, most organisations report falling short in mobilizing volunteers effectively around their issues and activities, by definition the causes and issues that CSOs engage in should reflect the priorities of communities or citizens. Therefore, volunteer engagement should be strongly encouraged as it also impacts inclusiveness, which is desperately needed across sectors in Kosovo. Awarding bonus points to organisations having a volunteer engagement component would significantly increase the horizontal impact and reach of GRAS project, thus genuinely creating a grassroots ripple effect across sectors and themes.

[1] https://www.un.org/sustainabledvelopment/blog/2015/03/integrating-resilience-and-sustainable-development/

In addressing the relatively low knowledge and awareness on the part of CSOs on EU Accession process, mechanisms the Pre-Accession phase brings forth, and the general EU Policy Framework of the Acquis, it is strongly encouraged that thematic sectorial workshops for channeling the CSO contribution to the EU Progress Report are supported. Organizing working-groups/workshops with CSOs on topics following the structure of the European Commission (EC) Progress Report would significantly strengthen the advocacy efforts at local and national level, and maximizing of synergies between different initiatives. Currently civil society consultations facilitated by the EU Office in Kosovo usually include small number of organisations, predominantly from the capital.

In terms of capacity development, both generic and technical trainings have been identified to be needed. Most organisations targeted by GRAS project would benefit from capacity development and transfer of know-how in project development, management, monitoring and evaluation, as well as, mid-term strategic planning and fundraising. In terms of technical trainings, capacity development in policy formulation, analyses, and monitoring have been identified to be needed. Research skills have also been identified to be quite

weak among organisations, and should be addressed for increased efficiency and effectiveness of their advocacy efforts.

BACKGROUND

1.1 Mapping Background

This Mapping has been carried out by AnketaCo through the EU funded project implemented by Kosovo Stability Initiative (IKS) as part of its GRAS project. The mapping's main objective was to inform IKS and its project partners, LENS and Friedrich Ebert Stiftung Office in Kosovo (FES), in designing adequate support and fine-tune its technical assistance to the target audience of local and community based CSOs. As such, the Mapping strived to both capture a snapshot of the situation (priorities and needs) in the field, and to identify plans (priorities and needs) for the upcoming period.

The forward-looking perspective that this report entails is results-oriented and focuses on proper identification of bottlenecks and challenges, and options for addressing them, with the purpose of creating a vibrant and enabling environment that promotes engagement culture among the CSOs and the general public.

IKS worked closely with the project partners to finalize methodological approach, the appropriate instruments and samples, as well as, actual implementation of work. The contribution and support of all stakeholders that was crucial for successful completion of the assignment should be duly acknowledged.

1.2 Mapping Purpose and Objectives

The core objective of this mapping is to identify current needs and priorities for support on the part of CSOs in creating an enabling environment that spurs local civil society activism. The main task to this end is to obtain and objectively present information on the situation in the CSO sector, pertaining to the CSO's landscape and the legal framework governing CSO activities; Capacities and Needs of CSOs to engage in policy dialogue; and Identify areas for improvement, including here challenges faced by organisations and the capacity development need. Specifically, the purpose of this activity is to:

a) Carry out a mapping of CSOs and their linkages with both national institutions and development partners, including analysis of CSO's participation in development and cooperation processes and the formulation of recommendations in areas to be reinforced so to enable CSOs to actively play their roles;

b) Identify key organisations and structures in civil society as well as their key constraints faced in terms of service delivery,

advocacy, policy dialogue and networking;

c) Identify areas for improvement, strategies for capacity building and sustainability of CSOs, and to prepare a roadmap for a more structured civil society and the effective participation of CSOs in policy dialogue and sustainable development processes.

d) Establish a list of active CSOs and a separate list of local and community based organisations from the large pool of CSOs active in Kosovo.

1.3 Methodology and Sample

Analyses of Meta-Data and existing Databases[2] of organisations to identify trends, patterns, and basic assumptions is applied at the starting point for fine-tuning research instruments and sample. Triangulation has been set forth as analyses approach to differentiate between sources of information and thus, attitudes and opinions of various sub-groups and categories within the target audience. Policy review (relevant strategies, laws, planning documents, etc.) has also been carried out parallel

to the assessment of meta-data. Sources of official statistics and reports were also reviewed to comprehensively assess the implementing environment. In-depth interviews with relevant key stakeholders were also carried upon completing the initial assessment of secondary information and development of basic scenarios. This approach ensures that the recommendations made in the Final Report are acceptable and represent inclusive views, thus increasing the ownership over recommendations entailed therein.

Sample Sizes and Sampling Methodology

The research includes two samples of two surveys:

1) The first survey on CSOs needs assessment includes completed surveys of total seventy (70) organisations[3]. This survey was designed and undertaken to gain a general overview of the local and community based CSOs in terms of their functionality, governing structures, their program activities, resources, and organisations' needs. The sample has been drawn at random from

---

[2] Database of registered CSOs, and other raw information from secondary sources like scoring tables for the past twelve years for USAID CSO SI for Kosovo.
[3] After the screening the research team excluded seven questionnaires from the analyses, due to the quality of completion. The results presented in the report are those of 63 organisations that have completed the survey at satisfactory quality.

the database containing all nine thousand two hundred and eighty five (9.285) registered NGOs, with the Department of NGOs (DNGO) within Ministry of Public Administration. The sample was selected through a two-step procedure. In the first step, organisations not satisfying the general description of grassroots organisations utilized in this analyses were excluded from the list of potential respondents. The second step was random selection of organisations from the remaining pool of eligible participants. After applying a set of initial filters (i.e. activities, themes, geographic coverage, etc.) to exclude clearly non-grassroots[4] or non-local/community based organisations, a list of around one thousand (1000) registered organisations was generated, from which the respondents for the survey were selected by using standardized methods for random selection of respondents/organisations.

2) A supplementary survey was conducted in addition to the first one only for specific questions in relation to constituencies and the ways that CSOs interact and engage with their constituencies.

The sample for this supplementary survey was extended from seventy (70) to four-hundred and five (405) organisations, including those interviewed in the first round. Three-hundred and thirty-five (335) organisations were selected in addition to the seventy (70) already selected in the first survey after the population of CSOs used for the initial survey was redesigned. The redesigned database includes a list of some one thousand and five-hundred (1500) organisations resulting active during the verification of the organisations' status through the mapping exercise explained below.

3) The Mapping exercise aimed at identifying and creating active CSOs list, including a separate list for organisations classified as grassroots and community based as per the established definition during the research. The DNGO database was used as a primary source against which a number of filters and verifications were applied for both purposes. An existing list of active CSOs with over one thousand (1000) CSOs created by Lens through a similar activity in 2015 was used as a

---

[4] i.e. sports federations, municipal ensembles, sports clubs, institutes, think tank, etc.

starting point given that it was the only available source serving this mapping exercise. In addition, a recent list of two hundred and fifty (250) active CSOs created by Forum for Civic Initiative (FIQ) in 2018 was also used to exclude the verification process for this group of CSOs given their known active status, while they were only checked whether any of them could be classified as grassroots. Other steps include: excluding clearly non-grassroots or non-local/community based organisations not satisfying the general description of grassroots organisations utilized in this research from the rest of the database, checking CSOs' webpages and their social media presence, and contacting organisations directly to check upon their status. An additional check with the Tax Administration Online System was applied for all organisations after three unsuccessful attempts on reaching them. The results derived from this exercise include: 1) a list of active CSOs which totals three thousand two hundred and seventy six (3276) organisations, and 2) a separate list of grassroots and local community

based CSOs which totals one thousand two hundred and fifty (1250) organisations.

Given the long standing challenge that many actors in Kosovo tried to resolve, it can be considered that the active CSOs list resulting from this activity is the most comprehensive list created thus far, while the one on the grassroots and community based organisations is the first one to be created. Notwithstanding, the accuracy of the data presented will be an ongoing process during the course of the action given the complexity of the activity and the CSO sector variability over time.

One of the biggest difficulties in implementing both surveys has been the accuracy of data in the database of registered NGOs with DNGO, Many of the organisations in the database could not be contacted due to outdated information in the database[5]. In order to ensure randomness in selection of organisations, the CSOs that were not possible to contact were skipped and the next on the list was selected, thus maintaining the randomness selection rule. In ensuring that

---

[5] Contact persons, contact information, non-functioning organisations

CSOs that are active and implementing activities, databases of past and current grant programs[6] available to the research team have been used to identify and contact organisations for the survey. Other issues while implementing the supplementary survey relate to: lack of CSOs understanding on the concept of constituencies, and that the data is self-reported and the information provided may contain bias.

The most significant issues encountered during the mapping exercise are:
- non-accuracy of data in terms of their contact details
- Inability to contact a number of organisations at all, either because the existing numbers were inactive, the owner of the existing contact number changed, or they did not respond at all;
- Changes of the organisations' initial registration form (e.g from foundation to business);
- Undefined organisational profile, scope of work, and mixture of activities;

- CSOs not de-registered with DNGO but having no budget or active projects for years;

1.3.1 Methodological Restrictions and Definitions

There is a lot of overlap in scholarly debates on Civil Society, Civil Society Organisations, Non-Governmental Organisations (NGOs), Grass-root CSOs, and there is a high overlap in their definitions too. When civil society is organised and structured, it becomes a civil society organisation (CSO). Despite the terms 'civil society' and 'CSOs' often being used synonymously, there is a fundamental difference between the two, which many fail to understand. CSOs are defined as organised civil society and can come in many forms, some informal and some as formal entities such as NGOs, Community-Based Organisations (CBOs), Faith-Based Organisations (FBOs), among many others. This is when a group of individuals come together for a common purpose, as in to fulfill a particular mandate driven by need.

CSOs should have a constituency, as they have beneficiaries whom they serve and ideally should represent them. Anyway, in order to discuss

---

[6] Organisations actively seeking funding (applying for funding) represent most certain evidence of their active status

Grass-roots CSOs, one should start from the broader concept, that of Civil Society' that only gained traction in

Some of the most distinct definitions of Civil Society are presented below:

"civil society organisations" as all forms of grouping or aggregation involving citizens, formal and informal, that are characterized by: autonomy, voluntary and free adhesion, independence from family, no-for-profit, out of "political institutions", socially responsible and legitimate'" (Costantini,G. Geetanjali G, 2013)

the 1980s (Gellner, 1994), although a large number of organisations claim to represent this concept. Broad as it is, there is still no agreement between academics and practitioners as to who truly belongs to this category. Nonetheless, in some contexts civil society concept still enjoys a broad meaning in the political conversation, therefore it covers a diverse range of actors to include everything that was not formally part of the state, in cases even multinational corporations, while in others the concept narrows down to a small set of designated organisations representing only campaigning groups with little influence on society. The very effort to define civil society is a problem in itself when discussing civil society.[7]There are anyways too many of the definitional disputes and normative arguments that overwhelm political conversations on civil society.

The World Bank's definition says: "The term civil society refers to the wide array of non-governmental and not-for-profit organisations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. CSOs therefore refer to a wide array of organisations: community groups, NGOs, labour unions, indigenous groups, charitable organisations, faith-based organisations, professional associations, and foundations".[8]

The core of a definition of civil society is that found in Eur-lex: "Civil society refers to all forms of social action carried out by individuals or groups who are neither connected to, nor managed by, the State". 'Neither state

---

[7] https://www.ncbi.nlm.nih.gov/books/NBK459047/
[8]https://caribbean.britishcouncil.org/sites/default/files/assessment_of_civil_society_organisations_in_jamaica.pdf

nor market' on which public intellectuals as different as Jürgen Habermas and Jeanne Kirkpatrick agree, captures in a way the essence of civil society, but it is hard to proceed without some more specific definitional characteristics. The issue with these two definitions is that they are either excluding of large part of society or too much of society is included. A definition adopted by Peter Gundelach of Aarhus University defines Grassroots Organisations as "*Local political organisations which seek to influence conditions not related to working situation of the participants and which have the activity of the participant as their primary resource*[9].

Another definition used by Janis Foster in her professional blog defines *grassroots as "people who are drawn together by something that they have in common, that has both personal and community consequences, and grant themselves the authority to solve the problem they are facing or create the future that they desire"*[10]

The definition of civil society also depends on the context in which it is presented. Given that project GRAS is planning to target organisations participating in policy making across different sectors, we will view grass-roots from the lens of those engaged in fostering democratic stability and performance. In such a case, civil society is viewed as 'the public space between the state and the public citizens' which establishes itself upon a need to organise based upon 'the evolution of cooperation and trust among citizens'. For their relation to political democracy to be braced, a CSO needs to display the following features: a democratic structure, 'organisational plurality and autonomy, a broad popular base, and an open recruitment of membership' ((Hadenius, A. and Uggla, F.1996).

On the other hand, narrowing down the definition to refer only to grass-roots CSOs becomes even harder given that there is no common and shared general understanding or even shared perception as to who rightly belongs to this group. In most cases the public identifies grass-roots as "non-governmental organisations", or "charities", in other cases, they are defined as "all organisations without

[9] Peter Gundelach. Grass Roots Organisations. Research Note. *Acta Sociologica*. Vol. 22, No. 2 (1979), pp. 187–189. Sage Publications, Ltd. Available at: https://www.jstor.org/stable/4194291?newaccount=true&read-now=1&seq=1#page_scan_tab_contents
[10]Janis Foster Professional Blog. What do we mean by Grassroots. Available at: http://www.janisfoster.com/2009/10/what-do-we-mean-by-grassroots.html

the realm of the government and that of the market"[11].

Although, in exception of professional associations and networks, the research has not been able to detect strong roots of the majority of civil society organisations in their own communities, lacking one of the defining attributes of grass-roots organisations. One reason for this disconnection derives from the pressure to be non-political, the pressure they face to be accountable to donors rather than to beneficiaries and their focus on short-term projects rather than long-term structural change (Fowler, 2000a, 2000b; Lang, 2013; Mohan, 2002). These pressures have permitted them to shine in service delivery at the expense of their civil society function.

While we do not attempt to solve the unanswerable question of defining Grass-roots CSOs in a way that captures the heterogeneity that exists across them, we believe that distinguishing between NGOs and membership-based civil society organisations is the key differentiation to make in order to be able to focus GRAS project resources towards a clear beneficiary target group.

Although still broad, the research concludes that the definition according to which "*A grassroots organisation is a self-organised group of individuals pursuing common interests through a volunteer-based, non-profit organisation*" (Anheier, H./List, R., 2005) is the closest to describing the audience that is targeted by the GRAs project.[12]

[11] 2006, *The Civil Society Index Study Republic of Mauritius*, MACOSS.
[12] https://webgate.ec.europa.eu/fpfi

2 FINDINGS

2.1 Implementing Environment

As of August 2018, some nine thousand and four hundred (9,400) local non-governmental organisations and approximately five hundred and thirty (530) branches of international organisations were formally registered with DNGO within the Ministry for Public Administration[13]. While registration of NGOs is a fairly easy task that for the most part can be facilitated online, closing down an organisation is not very clearly defined. As a consequence, a significant number of organisations listed in the NGO database is inactive, inexistent, or information about them is inaccurate. Only in some instances, the activity/registration of organisations was suspended (and later terminated) and they regarded organisations suspected of ties to violent extremism and radical groups[14] and organisations threatening constitutional order of Kosovo[15]. Other than these, there are no publicly known cases of organisations de-registering or being dissolved by state institutions.

According to this research, three thousand two hundred and seventy six (3276) NGOs have been identified as active in Kosovo. The official database of registered NGOs makes no distinction between active and inactive organisations. Our findings correspond to other sources that have suggested that around one-third of registered organisations have received/pursued funding from different donors and were active in the recent past.

If viewed by active CSOs representation through Region, Prishtinë/Priština is the region with the highest number of active CSOs, while the other regions are similarly represented. Whereas, if we look at the CSOs registration period, about 80% of active CSOs as established by this report were registered between 2008 – 2018, and only 20% remained active since their registration period between 1999 and 2007. These figures show that a high number of CSOs registered in the early years, have ceased functioning.

> Outdated information on CSO registry and lack of reliable data on CSO operations is one of the biggest challenges to overcome in designing support for civil society in Kosovo.

---

[13] Database of local registered organisation and international registered organisations.
[14] NGOs promoting extremism are not allowed operation. Radio Free Europe/ Radio Liberty. (in Albanian)
https://www.evropaelire.org/a/27550186.html
[15] Ministry of Public Services. DNGO. Decision Reference 06/097/2017 to suspend the activity of Airsoft Club Kodiac. https://map.rks-gov.net/getattachment/4705fd74-a4cd-4518-9644-afa12f0ee875/Vendim-(1).aspx and Decision Reference 06/096/2017 to suspend the activity of Airsoft Club Vukovi. https://map.rks-gov.net/getattachment/feff1b4f-6a69-4c84-95d0-3d6c95fd45de/Vendim.aspx

Prishti në/Priš tina Region	Pejë/ Peć Regio n	Prizren /Prizre n Region	Mitrovi së/Mitr ovica Region	Gjilan /Gnjil ane Regio n
48.02%	11.87%	11.96%	11.29%	13.79%

Figure 1 Representation of active CSOs by region

In Kosovo, the term Non-Governmental Organisation is used to define both Foundations and Membership Associations, which are the only two legal forms of organisation for these entities according to the Law on Freedom of Association. Many donor organisations use the term NGO with CSO interchangeably, but the latter by default implies a broader range of organisations, entities and groups. In many cases, the legal form adopted by NGOs has been a rather uninformed and ad-hoc decision of founders upon applying to register.

Sustainability of civil society organisations largely depends on the availability of funding. To this end, most of the active CSOs have diversified sources of funding, and sometimes even own source revenues generated through services, rent, membership fees, or other types of discretionary income, but they are unable to sustain their operations independently[16]. This is particularly true of think tanks and democracy and governance organisations. Most membership-based organisations collect dues (at least partially) from their members. For membership-based organisations, this represents most of their generated/discretionary income, although they also fundraise from external sources for their activities[17]. Organisations rarely rely on non-monetary volunteer support from their communities, as they generally fail to effectively build constituencies[18]. An increasing number of organisations is seeking to fundraise from local philanthropic sources and resource mobilization activities, including organizing sporting events and cultural festivals. According to the 2017 Charities Aid Foundation (CAF) World Giving Index, 41 percent of respondents in Kosovo reported donating to charities in 2016. Several organisations have also resorted to crowdfunding platforms to finance their activities.

[16] USAID Civil Society Organisations Sustainability Index 2016.
[17] USAID Civil Society Organisations Sustainability Index 2017.
[18] Constituency definition adopted from Merriam-Webster Dictionary, according to which provides for two possible applicable meanings: a) a group or body that patronizes, supports, or offers representation creating...a grass-roots constituency for continuing the project-Fred Reed: and b) the people involved in or served by an organisation (such as a business or institution) ...regards its corporate customers as its prime constituency. – Andrew Hacker. Available at: https://merriam-webster.com/dictionary/constituency

The European Commission and USAID are the two biggest sources of international funding for Kosovo organisations; the Swedish International Development Cooperation Agency (SIDA), Swiss Development Cooperation (SDC), the German development agency GIZ, Lux-Development, Norwegian Development Assistance, and other bilateral donor programs also represent significant share of international donor contribution in Kosovo. Many[19] of these donors, have in the past years increasingly engaged local grant-making foundations as intermediaries to re-grant their funding. Most of the funding by international donor

The European Commission and USAID are the two biggest sources of international funding for Kosovo organisations; other bilateral or multilateral donor programs also represent significant share of international donor contribution in Kosovo. Public institutions also represent a major source of funding for CSOs totaling at EUR 28 Mil for the period 2014-2015, around EUR 28 Mil.

organisations is awarded through public and competitive processes

through public calls for proposals. A significant amount of funding for Kosovo civil society sector also comes from regional and international sources of funding, both governmental and private foundations. To this end, EU-based and US based foundations represent the most significant share of this type of funding.

Kosovo institutions have also been a major source of financing, particularly for small local organisations. A report by the Office for Good Governance produced with the support of an EU financed project, for the first time ever, published information on transfers to NGOs from public sources of funding. The report records that in the period 2014-2015, around EUR 28 Mil. have been transferred to NGO accounts by different public budget units[20]. This amount includes also transfers from Ministry of Labour and Social Welfare for Services contracted out to CSOs[21], grants to sports clubs, cultural organisations, and individual artists transferred by Ministry of Culture, Youth, and Sports, Co-financing (matching funds) to donor-funded projects, and all other forms of cash transfers to NGO accounts. While publishing of this report was an initial

---

[19] USAID, European Commission, SIDA, SDC, Norwegian Foreign Ministry, etc.
[20] KOHA Net. *In two years Kosovo NGOs received 28 Million from Kosovo Institutions. (in Albanian)*. Available at.
https://www.koha.net/arberi/5662/ojq-te-per-dy-vjet-moren-28-milione-euro-nga-institucionet-e-kosoves/
[21] Social and Family Services like shelter, basic services for vulnerable categories, etc.

first step into increased transparency of NGO financing through public funds, further steps need to be taken to ensure greater transparency and accountability in the awarding of public funding.

To address the transparency and financing aspect, in June 2017 the Ministry of Finance adopted a regulation on the conditions and procedures for awarding funding to CSOs[22] which foresees public and competitive processes, transparent evaluation criteria, external evaluation committees, and follow-up monitoring measures for all projects receiving public funding. The extent to which this regulation is being implemented and the effects that it is producing in practice are not known.

Space for activism is another important dimension that is considered a mandatory pre-condition for an enabling CSO environment and sustainable civil society. To this end, most of the past two years have been characterized by a political stalemate that allowed little-to-no room for civic engagement and advocacy. Heightened political tensions and overall polarization due to the election processes, caused by topics of high politics, reduced the space for activism and impeded civil society's ability to effectively advocate their causes. Public domain (both politics and media), was predominantly monopolized by issues rated as matters of national interest. 2017 was characterized as an electoral year, during which both early national election and regular municipal elections took place. The stalemate around the ratification of Agreement on Demarcation of the Border with Montenegro[23] led to the non-confidence vote of governing coalition in May, leading to early elections in June. In September, a new (broad) government coalition formed. It has been considered as one the most unstable governments thus far, but its fragile nature is evidenced by the one-vote majority in the Assembly. Although the regular local elections were held in October and no major

> The current revision of the Law on Freedom of Association and other related basic laws should be used to: a) Diversify the possible registration form in addition to the currently available ones; b) Clearly define fiscal benefits /exemptions of different types of CSOs.

---

[22] Official Gazette of Republic of Kosovo, The Regulation of Ministry of Finance No. 04/2017 on the Criteria, Standards and Procedures for Public Financing of NGOs. Available at: https://gzk.rks-gov.net/ActDetail.aspx?ActID=14831
[23] A condition posed by the EU as part of political criteria and good neighborly relations in the EU Visa Liberalization blueprint.

problems were recorded, most municipal governments were not formed until December because of runoffs, re-counts, and legal deadlines for complaints and disputes, until formal certification of results by the Central Election Committee.

With such political environment, Kosovo has lagged behind the scheduled processes and implementation plans (i.e. implementation of Stabilization Association Agreement, the only agreement signed between Kosovo and the EU). As a consequence, many processes supported / facilitated by CSOs and institutions initially intended to piggy-back on Stabilization and Association Agreement implementation process have stalled. Organized crime and corruption continue to be major challenges that Kosovo faces. Kosovo is yet to see successful prosecution of a high-level political corruption case. Members of the Assembly, former and current Ministers, Mayors, Judges, and other high level officials have been indicted on charges of abuse of power, fraud, embezzlement, and money laundering and yet are still allowed to participate in public life. While CSOs and investigative journalist networks have regularly reported corruption scandals and raised red flags on suspected corruption practices, the results in practice have been rather

limited. This has partly been the case due to the lack of local support to the anti-corruption work of CSOs and lack of strong constituencies. Another reason to this situation has been identified to be the politicization of the judiciary and rule of law sector, and weak state institutions. The new law on Whistleblowing which the government just recently sent to the Parliament is a development that can create a momentum for greater public/constituency engagement in anti-corruption work and improve effectiveness of civil society efforts.

2.1.1 Legal and Institutional Framework

The legal environment governing CSOs continues to improve and 2017 has recorded several major processes and initiatives. The 2011 Law on Freedom of Association of NGOs, which governs the registration and operation of CSOs, is under revision. This basic legislation is currently quite vague in terms of public contracting of NGOs and the overall approach of implementation towards this law has been restrictive rather than supportive. Under abuse-prevention arguments, in many accounts the approach of institutions has been impeding growth and potential of civil society. The two organisational forms prescribed under this law are 1) Member-Based

Association, or 2) Foundation, managed by independent managing boards. They have been considered impeding and not reflecting the diversity of even current models in the Kosovo civil society sector. Given the amendment of the Law on Freedom of Association, and with the purpose of creating an enabling environment for civil society instead of impeding one, there is also significant space for capitalizing on the expertise of NGOs in advice and service provision through enabling cross-sectorial partnerships.

Communal organisation under 'Shared Workspace' NGOs, Incubation services for start-ups, R&D facilities and services or various hybrids of social enterprises, are already present in Kosovo and future legislation should take into account such entities. Non-Public universities are also often registered as NGOs in Kosovo. This is also the form of organisation for many microfinance institutions. Chambers of commerce, professional or sectoral associations, think tanks and institutes, and even Regional Development Agencies, whose boards are membered by Mayors of municipalities they represent, are all registered NGOs in Kosovo under the law of Freedom of

Association. Sports clubs, culture-related festivals, film production, and many other forms of culture and entertainment are also organized as NGOs and are registered as either foundations or associations.

The Current Public Procurement Law recognizes NGOs as economic operators that are eligible for bidding for all public tenders. However, in order to compete for those contracts, NGOs must provide a range of documents, which in practice they are not obliged to have as NGOs. If the process is administered online through an automated system, NGOs may be adversely[24] affected in practice. As such, NGOs should effectively advocate to be foreseen in the public procurement system in order to benefit from the increased transparency of public contracting and not be adversely affected by the system introducing such transparency, for which many NGOs have advocated for in years.

The Regulation of Ministry of Finance No. 04/2017 on the Criteria, Standards and Procedures for Public Financing of NGOs is another addition to the legal environment governing CSO operations. The Regulation enacts a more

---

[24] Introduction of automated (online) systems, usually (particularly in Kosovo) brings about considerable complications in practice. Technical glitches (i.e. range of registration numbers not including the range of NGO registration numbers), or lists of documents requested in tenders may include documents that CSOs do not have, making their application / submission impossible. While current system allows for the decision i.e. to be made by people, the system would automatically block/prevent CSOs from participation.

transparent system of financial support for NGOs by Kosovo institutions. The Regulation defines the process of planning and award of funding to NGOs which is applicable to all public funding. Some of the criteria and procedures, include:

- Foresee financial support for NGOs in the institutions' respective yearly budgets;
- Plan the types and areas of support as per the approved budgets;
- Announce open calls, based on clear criteria and standard application forms, along with detailed application instructions;
- Evaluate applications based on a standardised system and through Evaluation Committees, which should also include external experts;
- Inform all interested parties and the public about the evaluation results, beneficiary organisations, allocated amounts, the nature of supported projects etc.;
- Address eventual complaints;
- Sign contracts for each supported project or program;
- Monitor supported projects and programs, as well as gather and analyze respective reports;

- Compile annual reports on the financial support for NGOs with detailed information on the supported areas and amounts, beneficiaries, geographic and thematic distribution, implementation of criteria and procedures etc.[25]

2.1.2 Geographic Distribution and Coverage

Civil society activity is not evenly distributed across Kosovo. While the database of registered organisations does not provide easy-to-identify (filter) information by municipalities, there is significant amount of accumulated knowledge among key stakeholders regarding distribution of CSOs. To this end, the information available from secondary sources, which were generally also confirmed by the interviews with Key Informants[26], indicates that distribution of CSO activity is characterized by a center-periphery difference, with vicinity to the capital or other major centers being centers around which CSOs gravitate. The smaller and more remote areas remain poorly covered by CSO activity.

---

[25] From the regulation. Available at: https://gzk.rks-gov.net/ActDetail.aspx?ActID=14831
[26] Experienced and knowledgeable civil society activists, representatives of local grant-making foundations, etc.

The anecdotal evidence /examples provided by key informants suggests that a large part of the three thousand two hundred and seventy-five (3,275) active organisations gravitate in-and—around the capital, Prishtinë/Priština, where most donor presence is physically concentrated. An additional aspect for this disproportional coverage with CSOs in favor of the capital is also considered to be the presence of central institutions (Assembly, Government, Judiciary, and Independent Agencies) location. By definition, this implies that significant activity of CSOs in monitoring central government and its branches is physically located in and around Prishtinë/Priština. A third factor contributing to the unequal distribution of organisations is the availability of expertise outside the capital. The human capital becomes scarcer the further the distance from the capital. Anecdotal evidence suggests that some of the smallest and most remote municipalities have little to no CSO activity. The most remote and distant areas like Mamushë/Mamuša/Mamuşa or Dragash/Dragaš, have the fewest organisations registered.

The evidence in practice (visible civil society activity) suggests that the remaining portion of active CSOs gravitate around major administrative and regional centers of Kosovo:

Prizren/Prizren, Pejë/Peć, Gjilan/Gnjilane, Mitrovicë/Mitrovica, Ferizaj/Uroševac, and Gjakovë/Đakovica. Given the practical difficulties of identifying CSOs in every municipality, the sampling for the survey was also done regionally, marking CSO activity around each of the five regions. Such approach enables the development of a clearer understanding of regional distribution of responses obtained.

Thematically, CSOs engage in activities ranging from service delivery, policy and governance, health, education, infrastructure and economic development and entrepreneurship, environment, human rights, culture, youth, sports, innovation, and many various other activities and sectors.

Another lens, through which the analyses is filtered is the type of organisation that they selected upon registration. To this end, consistency to programing relations or trends can be developed. From this perspective, the vast majority of organisations have defined themselves upon registration as cultural, sports, youth, women organisations, human rights, think tanks, institutes or some type of member-based associations. While the available information does not provide conclusive evidence on the level of actual adherence/compliance to

original missions, visions, or primary identity and form of organisation, it has been useful to assess various aspects of CSO activity across sectors.

2.2 Current Situation of Local and Community-Based Organisations

2.2.1 The understanding of constituencies in the Kosovar context

Constituency definition adopted from Merriam-Webster Dictionary provides two possible applicable meanings: a) a group or body that patronizes, supports, or offers representation: and b) the people involved in or served by an organisation (such as a business or institution)[27]

Due to the difficulties in translating the words "*Constituency*" or "*Constituents*" into Albanian language, the word "*Community*" was adopted as the only word that was the closest to explaining the concept. Therefore, the word "*community*" was used in the survey to refer to the group of people the CSOs engage with. A positive aspect of this lack of precise translation for the word "constituency" is that unlike in English Language, it does not cause confusion or misunderstanding between political parties constituencies and CSO constituencies.

Due to the high variations in the type and size of surveyed organisations, it is difficult to quantify the information collected from them regarding their understanding of constituencies. However, qualitative analysis shows that except for a small part of organisations such as trade unions, professional associations, and human rights advocacy groups who represent a well determined group, the rest of the organisations have a misconception that their beneficiaries are actually their constituents, regardless of the fact that beneficiaries are a fluid group that changes with the project funding and is not linked directly to their overall mission. Additionally, many of CSOs limit the notion of constituency to their staff and members and have little regard for the community as a whole or a larger target group.

Asked whether they have core groups of supporters that they rely on and to whom they feel accountable, almost 70% of organisations have answered positively. However, what strikes interesting from the responses is their geographic distribution.

---

[27] Andrew Hacker, Available at: https://merriam-webster.com/dictionary/constituency

Prishtinë/Priština and Pejë/Peć organisations with 83% and 80% respectively lead in terms of reporting to have constituencies/members. Prizren/Prizren Region organisations lag behind for around 15%, at 67% of organisations reporting to have constituencies/members. The worse

linkage with constituencies appears to be in Mitrovicë/Mitrovica Region and in Gjilan/Gnjilane Region, where 37% and 25% respectively report to have members/constituencies. There are also organisations reporting complete detachment from their constituents.

Answer	Regions					Total
	Prishtinë/Priš tina Region	Pejë/Pe ć Region	Prizren/Prizre n Region	Mitrovicë/Mitrovic a Region	Gjilan/Gnjilan e Region	
Yes	83.3%	80.0%	66.7%	37.5%	25.0%	69.4%
No	16.7%	20.0%	33.3%	62.5%	75.0%	30.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 2 Members and constituencies

2.2.2   Governance and Structures

Governance is a key aspect of CSO operations and sector's sustainability. To this end, the legislation in place requires division between governance structures and management, namely, Board/Assembly of Members and management and staff. The legislation foresees clear governance separation between boards and management, but in practice, this is rarely so. The information collected through the survey of CSOs indicates that the majority of organisations in the sample have between five and seven members with 43% and 29% respectively. Around 24% of organisations report having three board members, while 10% report having more members. The complete

overview of results cross-tabulated by region regarding the number of board members are presented in Table 1.

When analyzed historically, it appears that the board sizes have shrunk in time, with older organisations having larger boards and newer organisations limiting themselves to fewer members. To this end, 17% of organisations registered in the period 2000 – 2005, had three board members, 33% had five board members, while 50% had seven members. From the organisations in the period 2006–2010, 11% report having three board members, while 44% each report having five and seven members of the board. 17% of organisations registered in 2016 and onwards report having

three board members, while the remaining 83% report having five. In terms of gender, most of organisations report having one or more women in their board composition, while also reporting significant age range/distribution among board members. Regarding the age of board chairpersons, 40% of organisations report this position being occupied by persons younger than 35 years of age.

# of Board Members	Prishtinë/Priš tina Region	Pejë/Peć Region	Prizren/P rizren Region	Mitrovicë/Mi trovica Region	Gjilan/Gnjil ane Region	Total
3 Members	36.8%	14.3%		12.5%	50.0%	23.8%
5 Members	42.1%	42.9%	83.3%	25.0%		42.9%
7 Members	10.5%	42.9%	16.7%	62.5%	50.0%	28.6%
13 Members	10.5%					4.8%

Figure 3 Number of Board Members by region

While there is no evidence from data to the reasons behind this situation, anecdotal evidence suggests that one of the key factors contributing to it may be the functionality of board structures among the CSOs. According to USAID CSO SI 2017 report for Kosovo, "On paper, CSOs have clearly defined management structures, including a recognized division of responsibilities between the board of directors and staff members, as this is a legal requirement for registration. However, boards are often pro forma and seldom engage in the governance of organisations."[28]

Another aspect that the mapping dwelled into regarding governance structures and systems is the existence of members' assemblies. To this end, 73% of organisations in the sample report having this governance structure. There is no major geographic difference in the distribution of responses within regions. However, there are some interesting findings that pertain to responses on this question when analyzed through the lens of the type of organisations they represent. For instance, the highest percentage of organisations reporting to have assemblies of members comes within think tank organisations,

environmental (each 100% within sub-sample) and health (80%). While there is no clear line between member-based organisations and foundation type ones, organisations like arts clubs and other forms of organisations (theaters, ensembles, etc.) report among the lowest percentages of all with 67% of them reporting to have this structure. The survey does not provide evidence to the reasons for the situation observed, however, the key informants interviewed note that lack of knowledge and experience on the form of organisation and CSO governance are among the key reasons for this situation.

Do you have an Assembly of Members   ■ No ■ Yes

Type	No	Yes
Other	60.0%	40.0%
Artitsic	33.3%	66.7%
Health	20.0%	80.0%
Environmental		100.0%
Humanitarian /Charity	33.3%	66.7%
Democracy and...	60.0%	40.0%
Think Tank		100.0%
Women NGO	28.6%	71.4%
Youth NGO	22.2%	77.8%
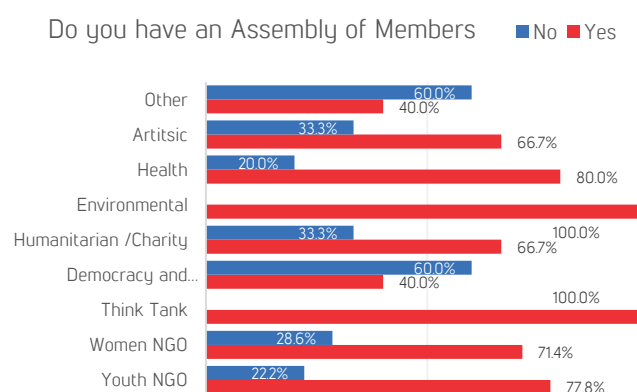
Figure 4 Governance: Assembly of Members by Type of Organisation

[28] USAID CSO SI 2017 Kosovo Report. Available with author. Public version to be available soon in official USAID sources.

The frequency of meetings of the assembly was another aspect that the survey inquired about. Around 10% of organisations report that their assemblies meet once per year or less. Half of the organisations in the sample report their assemblies meeting at least once per year and 40% of them report this event occurring several time per year in their organisations. Gjilan/Gjilane region records the highest percentage that report meeting several times per year with 100%. Prizren/Prizren region records the second highest percentage of organisations meeting several times per year with 80%. Peja/Peć follows rank with 45%, Prishtina/Priština region with 23.5%, while Mitrovicë/Mitrovica region report the lowest percentage of having assembly meetings more than once per year. If viewed by type of organisations, it appears that the highest percentage of organisations that report several meetings per year are humanitarian with 100%; democracy & governance, artistic, environment, and youth with 50%; health with 33.3%; and women with 28.6%.

Frequency of Assembly Meetings
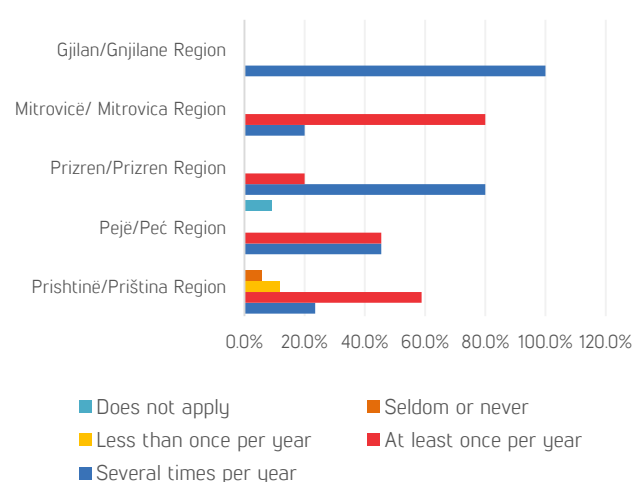
Figure 5 Frequency of Assembly Meetings

The size of organisations in terms of staff is another aspect that the survey inquired related to the governance aspect. The bulk of organisations in the sample report having between 3–6 total staff. Given that the most frequently reported board size was also between 3–5 members, it is reasonable to conclude that often the size of boards in NGOs is the same as the size of organisations in terms of staff. Figure 6, provides an overview of results by region as compared to the total at national level. Of these staff

reported, around half are full time, further reducing the actual size of organisations. The situation observed brings about the first concern regarding the quality of governance and accountability within organisations.

Evidence suggests, that often board composition also includes those acting as paid staff or consultants for the organisation, or friends/associates or the organisations' management. Concerns of CSO governance structures' functionality are also raised in consecutive USAID CSO Sustainability Index reports for Kosovo[29], where the phenomenon of few persons sitting in multiple boards of organisations, and potentially bringing themselves in positions of conflict of interest, is duly noted. Given the size of the country/regions, this problematic aspect of CSO governance is difficult to avoid, however, limiting the number of boards that a person sits, would be one measure that could potentially reduce the phenomenon. Given that Law on Freedom of Association is under revision, this aspect could be included in the amendments.

Number of staff in last year
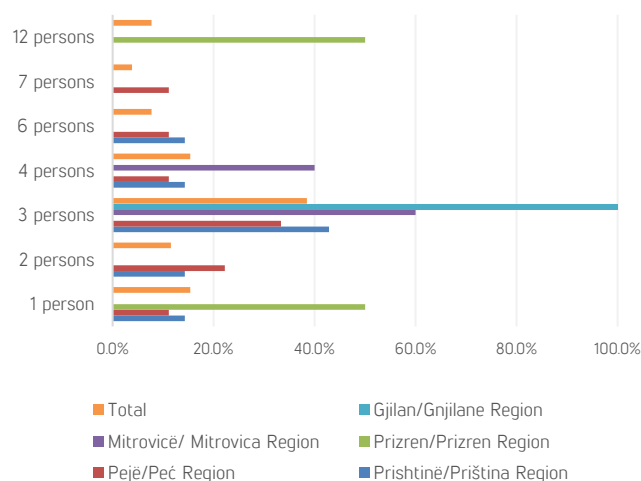
Figure 6 Number of staff in the past year

The ability to engage volunteers and their utilization for achievement of their objectives, was also scrutinized during this mapping. Various reports and analyses rate this aspect low in Kosovo, with some assessing it at slightly higher levels. The Kosovar Civil Society Foundation (KCSF) Civil Society Index 2016 stipulates that the number of volunteers engaged by organisations is four times the number of paid staff engaged by organisations[30]. Notwithstanding such conclusion, and having significant number of

---

[29] Kosovo Report. USAID CSO SI 2013 – 2016.
[30] KCSF Index 2016. Page. 53.

organisations successful in mobilizing hundreds of volunteers, despite counting only several full-time staff, all relevant sources rate the level of volunteerism as being low in Kosovo. A study of Youth Volunteerism in Kosovo[31], indicates that despite being rarely the case that volunteers transfer to paid jobs, about half of all respondents (49%) identified gaining experience and skills as the primary benefit from volunteering, followed by contributing to community development (18%). The report also identifies the overall lack of offers or opportunities to volunteer and school time engagement as the key reasons cited for low levels of youth participation in volunteer activities. The USAID CSO Sustainability Index for 2017, citing the World Giving Index for 2017, states that only 6% of Kosovars participated in voluntary action, which according to the report records a drop from past years[32].

Figure 7 below, provides a visual overview of volunteer engagement by type of organisations. As it can be seen, over 65% of organisations (totals column) report having five volunteers or less in 2018. This situation confirms the assumptions of volunteerism levels in Kosovo and raise questions on how it can be improved.

[31] The Youth and Volunteerism in Kosovo: An Opportunity to Learn—A study of the UNDP / UNV in Kosovo conducted by KPPC. Available at: http://www.kppcenter.org/volunteerism.html
[32] USAID CSO SI 2017 for Kosovo.

2018 total	Type of Organisation								Total
	Youth NGO	Women NGO	Think Tank	Democracy and Governance	Humanitarian /Charity	Environmental	Health	Artistic	
0 Volunteers	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%
1 Volunteers	0.0%	20.0%	0.0%	66.7%	0.0%	25.0%	0.0%	0.0%	13.8%
2 Volunteers	0.0%	40.0%	100.0%	0.0%	0.0%	0.0%	25.0%	50.0%	17.2%
3 Volunteers	16.7%	40.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	17.2%
4 Volunteers	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	3.4%
5 Volunteers	16.7%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	10.3%
8 Volunteers	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	3.4%
11 Volunteers	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	3.4%
20 Volunteers	16.7%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	6.9%
21 Volunteers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	50.0%	6.9%
22 Volunteers	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	3.4%
34 Volunteers	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9%
170 Volunteers	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	3.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 7 Number of Volunteers engaged in 2018

2.2.3   Current Programmatic Focus

Another dimension of the mapping exercise was to examine the most frequent types of activities in which local and grassroots CSOs engage. The three most reported types of activities that CSOs currently engage in include advocacy and lobbying, gender equality, and education/training. Within Prishtinë/Priština which also represents the bulk of CSO activity at national level, 52% of organisations report to engage in advocacy and lobbying. Education/Training activities within Prishtinë/Priština region are reported by 45% of organisations in the sample, while gender equality is reported to be the focus of 28% of organisations. Gender equality strikes as top engagement focus in Pejë/Peć and Prizren/Prizren regions with 36% and 29% respectively, with none of the organisations from Gjilan/Gnjilane region reporting to engage in this activity. Mitrovicë/Mitrovica also accounts for a small fraction of activity in gender equality topics with only 7% of organisations coming from this region selecting this activity. Within the region itself, gender equality ranks second in the activity list. Education/Training are the most frequent activity focus in Mitrovicë/Mitrovica region, with 18% of organisations reporting to engage in

such activities. They also represent one of the two activities in Gjilan/Gnjilane region that CSOs report engaging. Culture/Youth/Sports activities are also part of the commonly reported activities by organisations. Prishtinë/Priština region also dominates this type of activity within the sector, followed by Pejë/Peć and Prizren/Prizren, who also display significant activity of this type. Mitrovicë/Mitrovica shows some activity, while Gjilan/Gnjilane region organisations have not reported any activity of this type. Figure 8, provides an overview of reported CSO activity, presented by region. The illustration does not include other responses, which for most regions resulted with no engagement. Such activities include volunteerism, healthcare, employment, social enterprises, support to persons with special needs, human rights, citizen engagement, social inclusion, cultural heritage, and they are generally reported by one or two organisations within one region.

Current Programatic Focus of Activities

Gjilan/Gnjilane Region — 3.2% (Education/training), 3.2% (Advocacy and Lobbying)

Mitrovicë Mitrovica Region — 12.9% (Education/training), 7.1% (Gender equality), 3.2% (Advocacy and Lobbying)

Prizren Region — 12.9% (Education/training), 28.6% (Gender equality), 16.1% (Advocacy and Lobbying)

Pejë/Peć Region — 25.8% (Education/training), 35.7% (Gender equality), 25.8% (Advocacy and Lobbying)

Prishtinë/Priština Region — 45.2% (Education/training), 28.6% (Gender equality), 51.6% (Advocacy and Lobbying)

■ Education /training ■ Gender equality ■ Advocacy and Lobbying
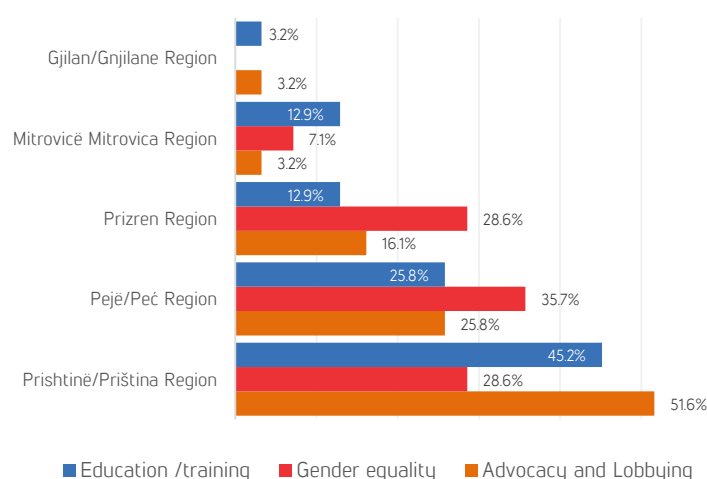
Figure 8 Current programmatic focus by region

Membership in national or international networks is another aspect that the mapping covered. Over 60% of organisations in the sample report not being members in any international or national networks. Lack of participation in networks is one of the factors inhibiting the success of civil society organisations in advocating their causes. Lack of issue based coalitions, umbrella organisations and networks and dysfunctionality or partial dysfunctionality of the existing ones, inhibit coordination of advocacy efforts and limit the results in practice. They cause fragmentation of civil society

activity and, while for international networks reasons for not becoming members may involve financial and affordability factors, membership in national networks is usually less costly. Another factor identified for non-membership in international networks is the difficulties in travel and participation in network activities. The travel limitations for Kosovars make even professional participation of organisations in networks more difficult, particularly since they usually are not able to attend meetings in states that don't recognize Kosovo's independence.

When analyzed according to the type of organisation the results are quite insightful. The most networked organisations in the sample appear to be women CSOs, Democracy and Governance CSOs and Arts organisations, which report highest percentages of membership in networks with 80%, 60% and 43% respectively. Youth CSOs appear to be among the least networked type of organisations with only 29% of them reporting to be members in national or international networks. The only type of organisations reporting to be less networked are think-tanks, of which only 20% report being members in networks.
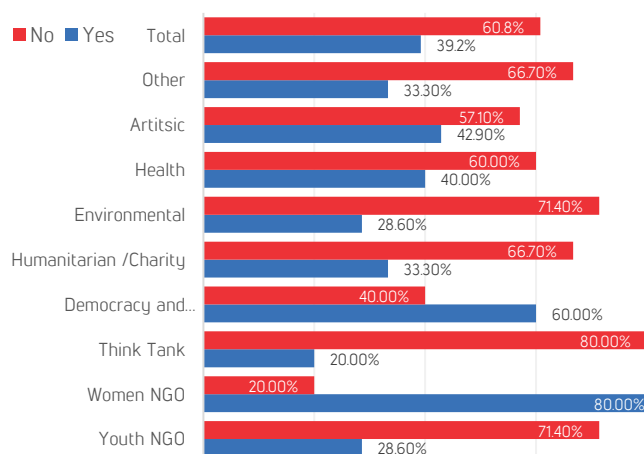
Membership in National or International
Networks

Figure 9 Membership in national or
international networks by type of
organisation

2.2.4   Financial and Institutional
Sustainability

The diversification of funding sources
is one of the key sustainability
difficulties that CSOs struggle to
achieve. To this end, other aspects of
sustainability include retaining of staff
and their development, as well as,
other long-term uncertainties that
depend on financial resource
availability. This dimension of CSO
sustainability has also been

identified/evaluated to be the most
problematic one to achieve.
Consecutive USAID CSO SI reports
assess financial viability as the worst
rated dimensions that the Index
focuses on. The 2017 report sets
financial viability as 4.5 in a 7-point
scale[33], where national SI score is at
3.7. Such rating sets financial viability
0.8 points in the 7-point scale below
the national sustainability indicators'
average.

Within Prishtinë/Priština region, local
foundations (60%), and central
institutions (44%) represent the two
most reported sources of financing.
International organisations are
reported to be a source of income by
38% of organisations in this region.
Municipality is the least reported
source of income in Prishtinë/Priština
region, and only 18% of organisations
have reported it as such. Within
Pejë/Peć region a similar diversification
of sources is observed, with local
foundations representing the source of
finances for the largest part of
organisations (40%). International
organisations have been reported as a
source of finances by 28% of
organisations in Pejë/Peć region, while
18% of them have reported central
institutions as being a source of
finance. Municipality is also ranked

---

[33] CSO SI uses a 1-7 scale where 1 represents highest level of sustainability, while 7 the lowest.

fourth in Pejë/Peć region with only 12% of organisations reporting it. In Prizren/Prizren, Mitrovicë/Mitrovica and Gjilan/Gnjilane regions the situation is slightly different. In these areas, the primary (most reported) source of financing are municipalities with 18%, 41% and 12% respectively. Central institutions are the second most reported source of financing in these three regions with 19%, 13% and 6% of organisations within each region respectively. International organisations are the third most popular source of financing in Mitrovicë/Mitrovica, Gjilan/Gnjilane, and Prizren/Prizren regions, while local foundations are not identified as such.

The current value of projects portfolio was also inquired in the survey with CSOs. To this end, only 13% of them report having current active portfolio of over 100,000 EUR. From 50,000 EUR – 100,000 EUR is the current active portfolio of 10% of organisations. Between 20,000 EUR – 30,000 EUR is the current portfolio of projects for 13% of organisations in the sample. Another 16% of organisations report having current portfolio of project between 10,000 EUR – 20,000 EUR. The largest percentage of organisations in the sample (28%) report annual budgets between 5,000 EUR – 10,000 EUR, while 16% percent of organisations report having active portfolios of less than 5,000 EUR.

When analyzed according to the type of organisations, those identifying themselves as arts organisations and the environmental ones appear to have the largest percentage of organisations reporting portfolios of over 100,000 EUR, with 33% and 17% of organisations within these sub-samples respectively. 50% of democracy and governance organisations, 33% of charity/humanitarian ones, and 17% of environment CSOs in the sample report having active portfolios worth between 50,000 – 100,000 EUR. Figure 10 provides a complete overview of

Financing Sources

Figure 10 Current Financing Sources

responses broken down by category/type of organisation.

Current Project Portfolio

Legend:
- 100,001 EUR +
- 50,001–100,000 EUR
- 30,001–50,000 EUR
- 20,001–30,000 EUR
- 10,001–20,000 EUR
- 5, 001–10,000 EUR
- < 5,000 EUR

Figure 11 Current value of current projects' portfolio by type of organisations

Aside from the value of current portfolio, the mapping also inquired about the number of active projects currently implemented by organisations surveyed. To this end, the largest percentage of organisations within each region report having only one active project (41% of organisations in the sample). The percentage of organisations reporting to have two

active projects is 28%, while that of those reporting three projects is 15% of all organisations in the sample. The remaining selections pertaining to the number of projects reported accounts for less than 10% of total organisations in the survey.

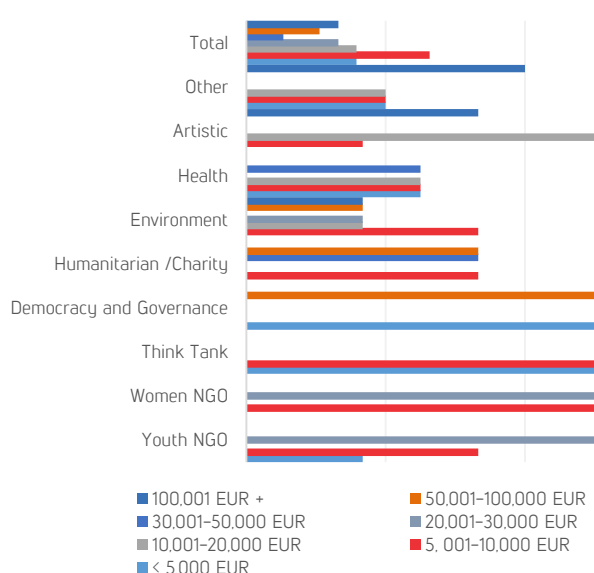If viewed through the regional lens, Mitrovicë/Mitrovica region records the highest percentage of organisations that report to have only one active project currently in implementation with 71% of organisations reporting such situation. Prizren/Prizren region records the second highest percentage of organisations that have only one active project (57% of organisations from this region). Gjilan/Gnjilane and Pejë/Peć regions follow rank with 33% of organisations within each of the regions reporting to have only one active project. Prishtinë/Priština region organisations report the lowest percentage of only one active project with 30% of organisations from this region being in such situation. 28% of organisations in Prizren/Prizren region report having more than six active projects currently in implementation. No organisations in other regions report having six active projects. Figure 11, provides a visual overview of responses obtained broken down by region.

Number of Active Projects
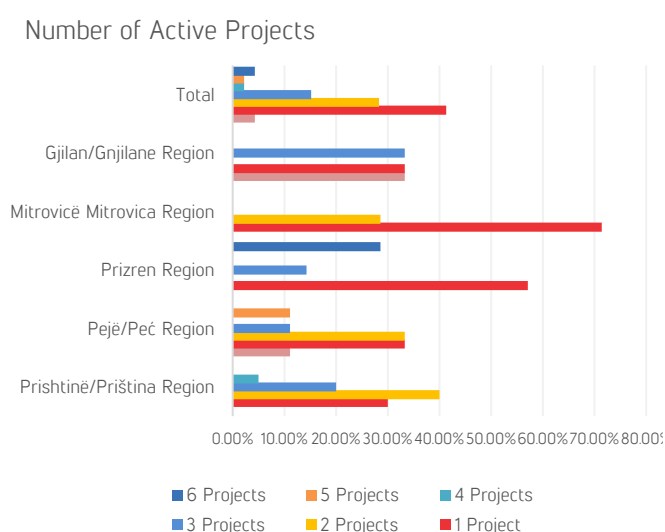
Figure 12 Number of active projects by region

2.2.5   Advocacy Efforts and Grassroots Activism

Another dimension of the mapping survey regards the current advocacy efforts and the level of grassroots activism. The most important component in this regard is the process of gathering information from the community for the purpose of identifying advocacy needs. When asked if they include the needs of the community in the projects they develop, 94.22% of the organisations claim to do so. The most used way of communication for this purpose is direct communication during direct

meetings with the community, where 51.60% of the surveyed organisations use this method, followed by communication via Email used by 16.8% of the organisations, and social media used by 8.1% of them. Only a small percentage of these organisations (2.9%) use research methods such as focus groups and surveys for this purpose. However, it is worth mentioning again that the organisations in most cases cannot distinguish their constituents/community from their members, therefore meetings with the community and meetings with their members in most cases mean the same thing.

Figure 13 Ways of communication used by organisations for the purpose of identifying community needs

Communication channels	Percentage of organisations
Social media	8.1%
Email	16.8%
Direct meetings	55.2%
Phone calls	7.2%
Surveys and Focus Groups	2.9%
Others	9.8%
Total	100.0%

A relatively high percentage of organisations, or 31.50%, didn't provide with valid information on the ways they include the community in their projects' implementation and advocacy

efforts. However, in 24.57% of the cases members of the community are primarily engaged in these projects in the role of participants in public meetings, debates, conferences etc., 17.34% of them engage as participants in trainings, seminars, and workshops, while 6.36% engage as receivers of services. Engagement levels on the project planning phases are much lower with only 5.2%.To this end, failure to involve constituencies in planning also results in limited ability to mobilize them in implementation or afterwards in sustaining results.

Form of engagement	% of organisations
Participants in meetings, debates, conferences	24.57%
Participants in workshops, training, seminars	17.34%
Service receivers	6.36%
Service providers	1.16%
Voluntary work	4.62%
Project planning	2.89%
Survey respondents	1.45%
Project organisation	2.31%
Others	7.80%
No answer	31.50%
Total	100.00%

Figure 14 Forms of engaging constituencies in project implementation.

When it comes to holding the organisations accountable to their constituencies, 89.5% of organisations claim that they inform the community about the results and achievements of their projects. The primary ways used by these organisations to inform their constituents about the results of the projects are direct meetings in 35.26% of the cases, social media with 12.43%, Email with 8.67%, and publications of project implementation reports with 7.23%. The rest of the organisations, or 16%, use phone calls, national and local media publications, web page posts and leaflets for this purpose.

Communication channels	% of organisations
Social media	12.43%
Email	8.67%
Direct meetings	35.26%
Phone calls	1.16%
Report publishing	7.23%
No answer	13.87%
Others	21.39%
Total	100.00%

Figure 15 Communicating project results and achievements

A second important aspect regarding advocacy efforts are partnerships with other organisations. 72% of all organisations in the sample report having partnerships with other

organisations. If viewed by region, CSOs from Prizren/Prizren region report having the highest percentage of organisations with partnerships (85%). Prishtinë/Priština region reports the second highest percentage of organisations with partnerships (75%), while Pejë/Peć region ranks third with 73% of them confirming to have partnerships. Gjilan/Gnjilane region organisations record the lowest percentage of reported partnerships (only 33%), while 63% of Mitrovicë/Mitrovica region organisations report having partnerships. The nature of partnerships also varies between organisations. While most of them report application for funding as the primary basis for partnerships, other forms of cooperation are also reported. Figure 12 provides an overview of responses at general population level, as well as broken down by region.

The tools utilized to advocate causes and grassroots advocacy in its most direct form have also been assessed by the mapping. To this end, organisations were inquired how often they meet with municipal representatives (both executive and legislative), how often they submitted public questions, participated in public hearings, petitions and similar. On the first channel of advocacy and communication—that of direct

meetings with municipal representatives, the largest percentage of organisations (35% of total) report meeting with municipal officials several times per year. 26% of organisations in the sample report meeting municipal officials several times per month, while 20% of organisations report having meetings with municipal officials once per year. Only 10% of organisations report never to meet with municipal authorities as part of their advocacy efforts.

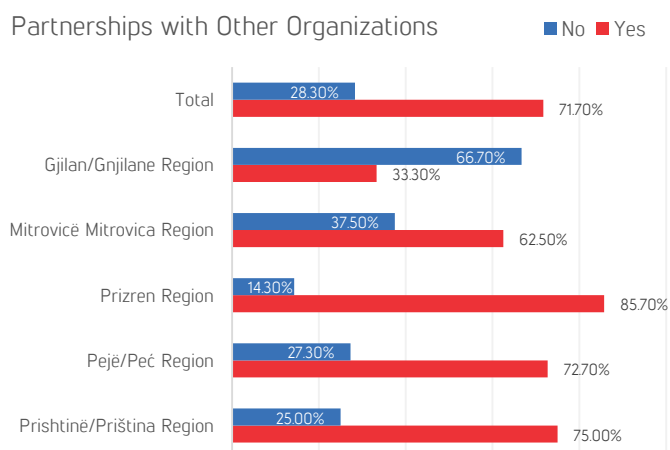Partnerships with Other Organizations ■No ■Yes

Figure 16 Partnerships with other organisations by region

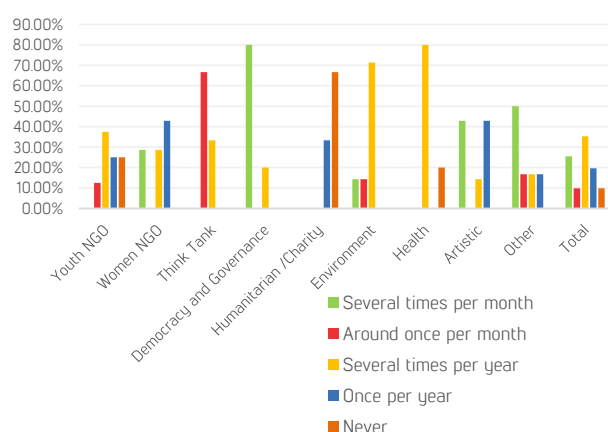How often do you meet municipal representatives/assembly members

Figure 17 Meeting municipal representatives by type of organisation

The extent and scope of monitoring activities at local level has also been assessed through the survey with CSOs. To this end, 48% of organisations in the sample report never to monitor the work of municipal government. 18% of them report to monitor municipality once per year, and 12% state to monitor the municipality several times per year. The percentage of organisations reporting to monitor municipal government regularly was 22% (14% several times per month, and 8% around once per month). While the reasons for CSOs not preferring

/engaging in monitoring activities are not known, the availability of grants for such purposes has been abundant in the past years. The limited interest of organisations to engage in such activities paired with limited capacities to successfully fundraise for their projects are considered to be among the primary reasons for not observing higher percentages of organisations engaging in monitoring of their local governments.

When analyzed geographically, Mitrovicë/Mitrovica region appears to be the one with highest percentage of organisations reporting to never scrutinize/monitor local government (63%), followed by Prizren/Prizren region with 50% of organisations reporting the same. A total of 49% of organisations from Prishtinë/Priština region report to never monitor the work of local government while in Pejë/Peć region this is reported by 44% of organisations. On the other hand, the most active organisations in monitoring the municipality (several times per month) also come in the highest percentage in Gjilan/Gnjilane and Prizren/Prizren Regions with 33% each. This frequency of monitoring is reported by 22% of organisations from Pejë/Peć region and 8% of them coming from Prishtinë/Priština region.

Monitoring the Work of Municipalities by Region
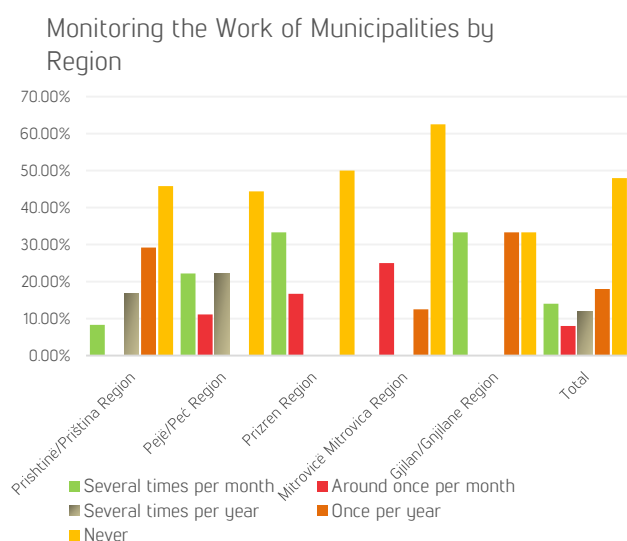
Figure 18 Monitoring of municipalities by region

Sending public letter/questions to the municipality is another tool /channel of advocacy that was inquired about in the survey. On this aspect, 31% of all organisations in the sample report never to send letter or public questions to institutions. An equal percentage of organisations of 20%, have reported sending letters to institutions once per year and several times per year respectively. 18% and 10% of organisations report writing letters to institutions at a frequency of 'once per month' and 'several times per month' respectively.

In terms of geographic distribution of responses, there are several aspects that could be noted regarding letter sending as the channel to advocate for issues and causes. Mitrovicë/Mitrovica region appears to be the most polarized in terms of response distribution whereby 50% of respondents within this region report to send letters around once per month, while the remaining 50% of organisations report never to use this approach. In Gjilan/Gnjilane region, an equal percentage of organisations (33%) report never to write letter, to write letter once per year, and write letters once per month respectively. Prizren/Prizren region records the highest percentages of organisations that write letters several times per month and once per month, each reported by 33% of organisations in this region. Pejë/Peć and Prishtinë/Priština region have more diverse composition of responses and more equal distribution of responses among answering choices.

Monitoring the Work of Municipalities by Region
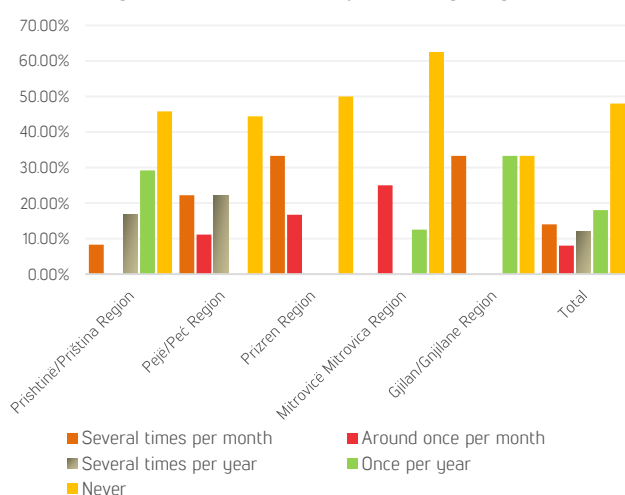
Figure 19 Sending letters or public questions by region

How often do you participate in public hearings?
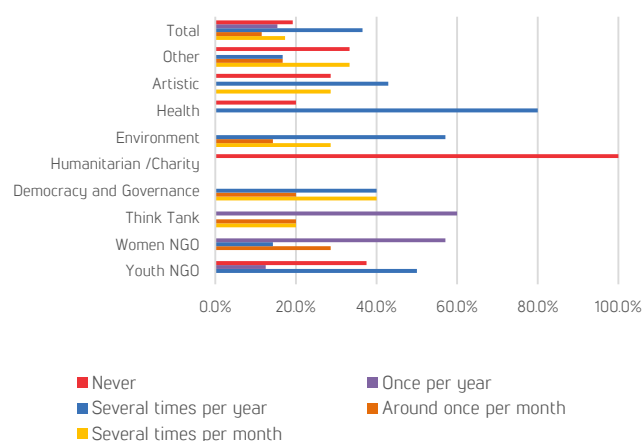
Figure 20 Participation in public hearings by type of organisations

Public hearings are another advocacy channel that the organisations were asked to report on the extent of which they apply it. To this end, the participation in such meetings is rather diverse, as some NGOs report to participate in public hearings at a frequency of several times per month, while there is also significant percentage of organisations that report never going to such meetings. Table below presents the results by type of organisations.

A similar situation can also be observed with regards to petitions. 41% of respondent organisations report never to apply petitions in their work for advocacy purposes. On average, once per year is reported frequency of organizing petitions for around 20% of organisations. Around 35% of organisations state that they organize petitions several times per year, while a total of 4% of organisations claim to organize petitions several times per month.

One aspect that the mapping also sought to obtain information on is the responsiveness of the local governments towards the requests received by organisations. To this end, very satisfied with responsiveness of local government report to be around 6% of organisations, while more satisfied than dissatisfied appear to be 28% of organisations in the sample. 32% of organisations in the sample report to be neither satisfied nor dissatisfied with this aspect. More dissatisfied than satisfied report to be 20% of organisations in the survey while 14% of them report being very dissatisfied. If the positive answers are grouped and compared to those expressing negative sentiment towards responsiveness, it shows that the percentage of organisations that are very dissatisfied and more dissatisfied than satisfied is 34%, which is identical to the percentage of organisations answering with very satisfied and more satisfied than dissatisfied. Figure 17 provides a visual overview or results on responsiveness of local government divided by region. As it can be seen from the figure, Pejë/Peć region (27%), and Prishtinë/Priština region, (17%) are the only two regions that have 'very dissatisfied' as answer, while in the other three regions no such responses are recorded. Organisations from Gjilan/Gnjilane region report largely being more satisfied than dissatisfied (67%), while the remaining percentage of organisations (33%) report being neutral towards responsiveness of local government. In Prizren/Prizren region, 43% of organisations have selected each declaring to be neutral towards responsiveness of local government, and more dissatisfied than satisfied. Only 14% of organisations in Prizren/Prizren region report being more satisfied than dissatisfied.

Responsiveness towards your requests
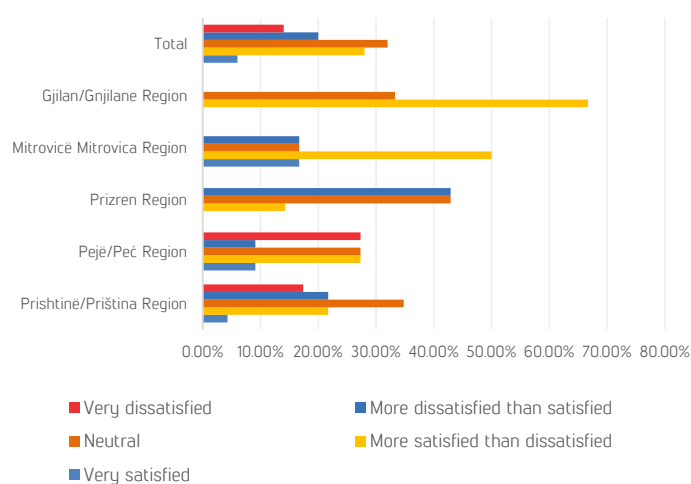
Figure 21 Satisfaction with responsiveness towards requests by region

Transparency is another aspect that the survey inquired about. To this end, 13% of organisations report being very dissatisfied with the level of transparency of local government. 30% of organisations are more dissatisfied than satisfied, and the same percentage of organisations (30%) report being neutral towards this aspect. More satisfied than dissatisfied with the transparency of local institutions report to be around 24% of organisations, while very satisfied with transparency report to be 2% of organisations. If analyzed through the regional /geographic lens, Pejë/Peć region tops the chart with the percentage of highly dissatisfied organisations with 25% of all organisations selecting this answering option. Prishtinë/Priština and Prizren/Prizren regions also record a considerable percentage of organisations that are highly dissatisfied, which in both regions reached a total of 15%. None of the organisations from Mitrovicë/Mitrovica and Gjilan/Gnjilane regions report being very dissatisfied with the transparency of local institutions. If the second tier of responses, those leaning towards dissatisfaction more than satisfaction, here Prishtinë/Priština region tops the ranks with 40% of

organisations reporting to be more dissatisfied than satisfied with the transparency of institutions. Gjilan/Gnjilane is the region reported to be more transparent and where an astonishing 67% of organisations report being more satisfied than dissatisfied, while the remaining portion of organisations reports to be neutral. No responses recording dissatisfaction with transparency have been received in Gjilan/Gnjilane. Figure 22 below provides a detailed illustration of responses broken down by region.

Satisfaction with Transparency
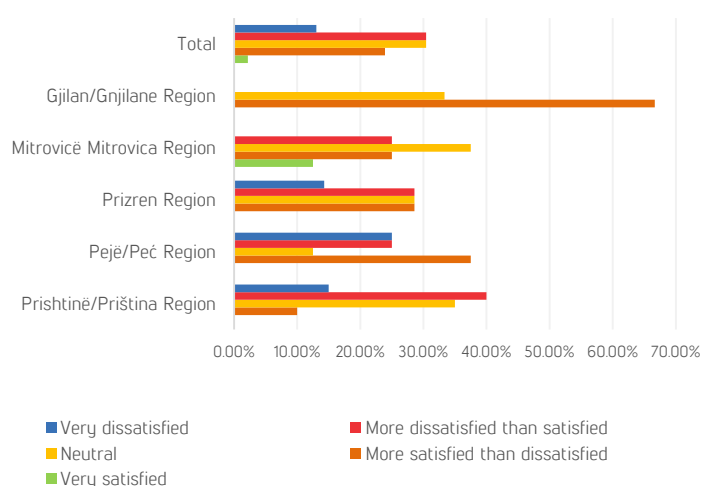
Figure 22 Satisfaction with transparency by region

Given that municipalities also represent a significant source of funding, particularly for smaller CSOs active only in limited geographical areas, the satisfaction with the support received by LGs was also one of the aspects that the survey inquired about. Regarding this aspect, organisations in the survey are more inclined towards dissatisfaction than satisfaction with the level of financing from municipalities. 37% of organisations report being more dissatisfied than satisfied with this aspect. Around 20% of organisations in the sample report being very dissatisfied with the level of financing by municipal government, with an addition 40% being more dissatisfied than satisfied and around 30% of organisations that report being neutral towards this aspect. Around 5% of organisations in the sample report being very satisfied with the financial support received from municipalities, while 12% report being more satisfied than dissatisfied. If analyzed by type of organisations, charity / humanitarian organisations report the highest dissatisfaction with all those categorizing themselves as such organisations claiming to be very dissatisfied with the financial support levels by municipality. Health, democracy and government, and

women NGOs follow with dissatisfaction levels with 50%, 25% and 20% of organisations reporting to be very dissatisfied in each group/type respectively. On the other hand, the most satisfied organisations appear to be environment and youth CSOs with 18% and 14% of them reporting to be very satisfied respectively. Figure 23 presents a visual overview of responses broken down by the type of organisations they represent.

Satisfaction with financial support by municipality
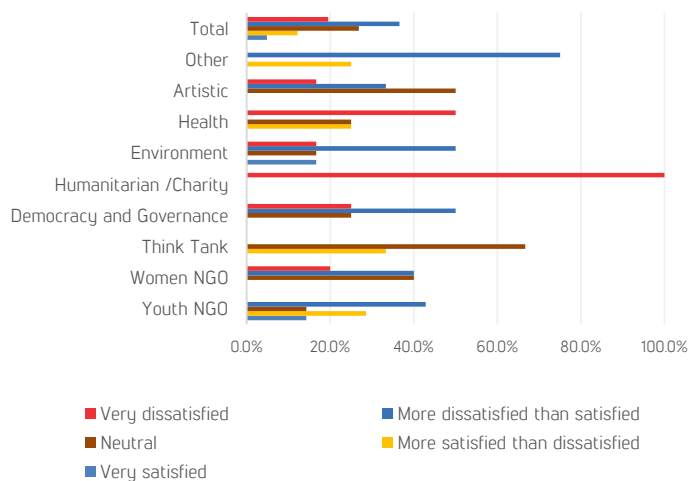
Figure 23 Satisfaction with financial support by municipality by region

2.3 Plans for the Future

Given that the primary purpose of the mapping is to tailor the support planned for target organisations, the survey with organisations also included a forward-looking perspective parallel to the documentation of the current situation and past experiences of organisations. To this end, structured/written plans appear to be present with 47% of organisations while 53% of them report not having such plans. Mitrovicë/Mitrovica and Gjilan/Gnjilane region organisations appear to be the least prepared for the future, with 13% and 25% of them respectively stating not to have strategic plans. 57% of organisations from Prishtinë/Priština and Prizren/Prizren regions confirm having strategic plans, while the percentage of organisations with such plans in Pejë/Peć region is 56%. There is no information/ evidence about discrepancy between regions, but

organisations from Mitrovicë/Mitrovica and Gjilan/Gnjilane regions need particular support in strategic planning. Lack of strategic plan and vision, inhibits organisations effectively pursue and implement projects and activities and instead they resort to ad-hoc decision-making and improvisations. Figure 24 provides an overview of results obtained by organisations in a visual manner. It should be noted that of those reporting to have strategic plans, 18% report that their timelines extend to end in 2018, while 23% of organisations' plans span to 2019. This information indicates that there is significant need to strategic planning support among the target organisations.

Does your organisation have strategic plan?		Regions					Total
		Prishtinë/Priština region	Pejë/Peć Region	Prizren/Prizren Region	Mitrovicë/Mitrovica Region	Gjilan/Gnjilane Region	
	Yes	57.1%	55.6%	57.1%	12.5%	25.0%	46.9%
	No	42.9%	44.4%	42.9%	87.5%	75.0%	53.1%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 24 Availability of Strategic Plan by region

Availability of Sustainability Plans was also inquired about in the survey with organisations. To this end, a mere 18% of organisations have responded positively, while the vast majority of organisations negate having sustainability plans. If viewed regionally. Pejë/Peć region organisations report highest levels of having a sustainability plan (44%), while none of the organisations from Gjilan/Gnjilane report having the same. 25% of organisations in Mitrovicë/Mitrovica region, 14% of those in Prizren/Prizren region and 10% of organisations from the capital

report having sustainability plans. As discussed in the sections above, lack of financial sustainability triggers a ripple effect across all aspects of sustainability, thus impeding organisations to plan ahead of time. Even in the case of strategic plans, for which most organisations report having available, it is more of a 'wish-list' than actual strategic plan of activities, as their implementation depends greatly on the funding priorities determined by donors, which can be minimally influenced by CSOs.

Does your organisation have a sustainability Plan?		Regions					Total
		Prishtinë/Priština region	Pejë/Peć Region	Prizren/Prizren Region	Mitrovicë/Mitrovica Region	Gjilan/Gnjilane Region	
	Yes	10.0%	44.4%	14.3%	25.0%		18.2%
	No	90.0%	55.6%	85.7%	75.0%	100.0%	81.8%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 25   Availability of Sustainability Plan by region

2.3.1   Intended Focus of Future Activities

Plans for future activities for which they currently do not have funding are present with the vast majority of organisations in the sample. Almost

89% of organisations in the sample report having plans for future activities for which they currently do not have funding. Again, Gjilan/Gnjilane organisations report significantly lower levels of having plans for future activities (75%), as compared to Prizren/Prizren region organisations,

for instance, where all of them report having such plans. Organisations from Prishtinë/Priština, Pejë/Peć, and Mitrovicë/Mitrovica regions also report significantly higher averages than those from Gjilan/Gnjilane region, with 88%, 89% and 86% respectively.

Do you have plans for implementing new activities		Regions					Total
		Prishtinë/ Priština	Pejë/Peć	Prizren/ Prizren	Mitrovicë/Mitrovica	Gjilan/ Gnjilane	
	Yes	88.0%	88.9%	100.0%	85.7%	75.0%	88.5%
	No	12.0%	11.1%	0.0%	14.3%	25.0%	11.5%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 26 Plans for future activities

When asked about whether organisations have plans for replicating/expanding current activities in other locations/regions, 40% of organisations confirm such plans, 50% of them negate planning to expand geographic focus of their activities, while 12% of organisations have selected not applicable (potentially as their activities are already implemented across the country or in multiple locations). To this end, Prizren/Prizren region organisations report the biggest interest/intent to replicate activities in other regions/locations with 71% of organisations from this region confirming such plans. Pejë/Peć organisations report the second highest level of ambition for replicating activities in other areas (60%), while 38% of organisations from Prishtinë/Priština region, report the same. None of the organisations from Mitrovicë/Mitrovica and Gjilan/Gnjilane regions report having plans to replicate /expand activities in other locations.

Does the organisation plan to replicate activities in other locations?		Regions					Total
		Prishtinë/Priština	Pejë/Peć	Prizren/Prizren	Mitrovicë/Mitrovica	Gjilan/Gnjilane	
	Yes	37.5%	60.0%	71.4%			39.2%
	No	37.5%	40.0%	28.6%	100.0%	100.0%	49.0%
	N/A	25.0%					11.8%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 27 Plans for replicating activities in other locations

2.4 Capacity Development Needs

2.4.1 Expertise and Training

Local policy formulation and analyses is the first area of expertise and training that was inquired about. To this end, the biggest percentage of organisations that confirm the need for capacity development in local policy formulation/analyses comes from Prishtinë/Priština region, with 63% of organisations identifying this priority. Pejë/Peć region organisations represent 25% of organisations confirming the need for capacity development in the field of policy formulation, while 13% of them come from Prizren/Prizren region. No organisations from Mitrovicë/Mitrovica and Gjilan/Gnjilane regions have selected this priority area for capacity development.

When analyzed according to the type of organisation they represent, the responses appear to be quite evenly distributed between most of the organisation categories. Youth and women organisations, charity and healthcare, are each represented in the responses with 12.5% weight. Think tanks and Arts NGOs represent each 25% of the organisations that have identified this priority need for capacity development.

Local Policy Formulation/ Analyses	Type of the organisation						Total
	Youth NGOs	Women NGOs	Think Tank	Charity/ Humanitarian	Health	Arts NGOs	
Priority area	12.5%	12.5%	25.0%	12.5%	12.5%	25.0%	100.0%
Total	12.5%	12.5%	25.0%	12.5%	12.5%	25.0%	100.0%

Figure 28 Local Policy Formulation/Analyses needs by type of organisation

2.4.2   Institutional Development

As roughly half of organisations confirm not having strategic plans available, this priority for capacity needs development has been identified as needed by a significant number of organisations. To this end, Prishtinë/Priština and Pejë/Peć region organisations represent over 50% of organisations in the sample who have selected this priority as needed for themselves. CSOs from Prizren/Prizren and Mitrovicë/Mitrovica regions each represent around 18% of organisations in the sample, while Gjilan/Gnjilane CSOs weight around 11% of all organisations selecting this institutional development need. Figure 29, provides an overview of responses on this question broken down by region.

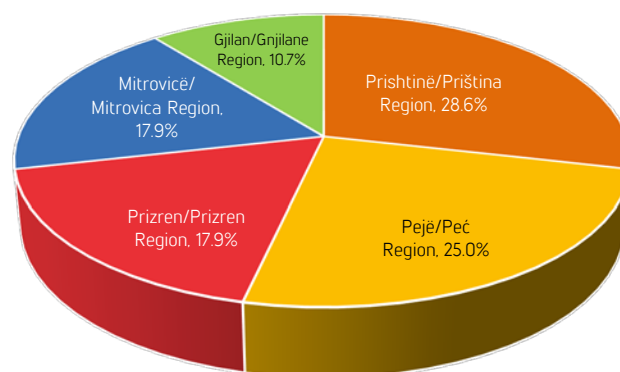Need for capacity development in strategic planning

Figure 29 Strategic planning needs by region

Fundraising is another type of capacity development needed for meaningful institutional development of organisations. To this end, with application procedures of donor organisations constantly evolving and becoming more complex and

demanding, most organisations in Kosovo would benefit from some kind of fundraising training. While some organisations are much more advanced than other in this regard, their needs for capacity development in fundraising are apparent. Even some of the biggest organisations in Kosovo resort to outside consultants and companies for fundraising services, evidencing the clear lack of capacities in this field. Within the surveyed organisations that have identified the need for capacity development in the field of fundraising, over 33% of them are from Prishtinë/Priština region, 30% from Pejë/Peć region, 15% from Mitrovicë/Mitrovica, 12% from Gjilan/Gnjilane and only 9% from Prizren/Prizren. Such composition of responses according to the region, corresponds with the responses obtained regarding the possession of strategic plan.

Another aspect inquired about is adopting new technologies. To this end, organisations recognize the need for adopting new technologies. This type of capacity development is also being found to be needed within most regions and types of organisations. To this end, only Gjilan/Gnjilane region organisations have not identified adopting new technologies as a capacity development need.

Adapting New Technologies
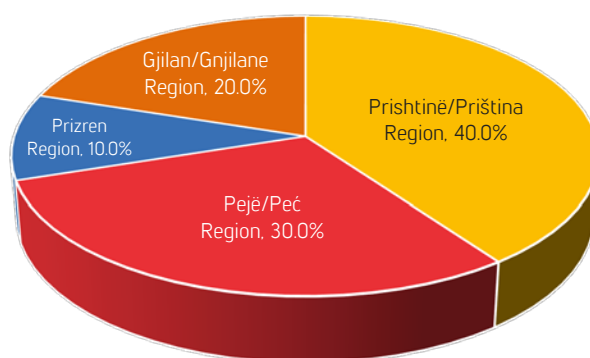
Figure 30 Adopting new technologies

Management and implementation of projects and programs is also a need that has been probed of relevance in the assessment. To this end, CSOs massively recognize the need for proper project management during implementation of activities. The responses obtained indicate that both regional distribution and distribution across different types of organisations is quite broad, indicating the need for capacity development in this field. If viewed through the lens of geographic distribution, Prishtinë/Priština region CSO reporting this need for capacity development represent the biggest part of responses in the sample with over 46% of organisations providing this answer. Pejë/Peć and

Mitrovicë/Mitrovica region organisations each represent 16% of all CSOs reporting this need, while Prizren/Prizren and Gjilan/Gnjilane regions are each represented in this answering choice by 12% of organisations.

Management and Implementation by Region
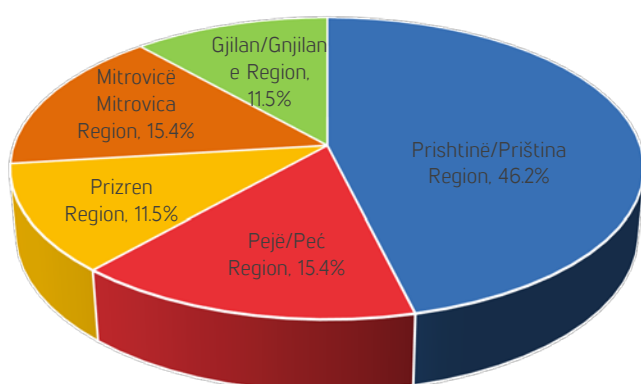
Figure 31 Management and Implementation by region

The distribution of responses is also quite linear when analyzed according to the type of organisation. To this end, all types of organisations in the sample report needing capacity development in the field of management and implementation. With the demands of donor organisations (including local

foundations) being more complex and of higher standards, the need for this type of capacity development becomes apparent.

Management and Implementation by Type of Organization
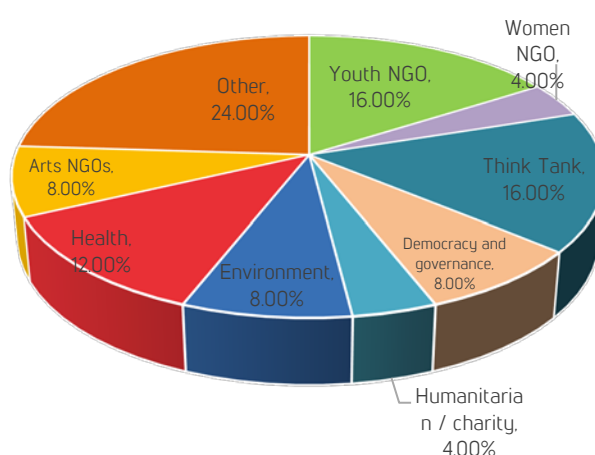
Figure 32 Management and implementation by type of organisation

3 CONCLUSION AND RECOMMENDATIONS

3.1 Conclusive Remarks and Suggested Course of Action

In line with the ToR for this assignment, this section provides an overview of key forward-looking conclusions and recommendations based on the findings and results from the research. To this end, the conclusions and recommendations are drafted with the objective of eliminating current and future bottlenecks for a vibrant and enabling environment that spurs activism. They are aimed at maximizing the efficiency of support to be provided by EU funded project GRAS and implemented by IKS to CSOs, both in terms of funding support and capacity development. The perspective incorporates CSO capacities, plans, and current situation to provide the major lines and factors, that may affect the effectiveness of support delivery. While many more conclusions and recommendations for follow-up may be added to the list, the following represent the suggested most important aspects to be taken into account when finalizing the design of support for local and grassroots organisations.

General Remarks

Conclusion 1: One of the most difficult capacity gaps to overcome relates to ability of organisations to maintain full-time staff in permanent positions. This comes as a result of project-based funding on which most organisations are dependent on. As a consequence, they are not able to build human resources, accumulate knowledge and know-how, and advance their operations. Advocacy, policy formulation, and monitoring are an ongoing every-day activity that requires permanent attention and efforts. As such, discontinuation of funding, consequently results in discontinuation of staff engagement, and CSO participation in processes. As a direct consequence, the processes are superficial, exclusive, and taken without public participation. Until now extensive efforts have been placed on capacity development (training) by different donor organisations and that little effect can be seen in CSOs in terms of sustainability, but the overall effect of capacity development is maintained within the system.

Recommended Course of Action: Continuous grant-making activities and capacity development for local CSOs are compulsory for maintaining a vibrant sector that has the necessary capacities to successfully address local challenges. While the migration of staff

and expertise from one organisation to another or from one sector to another should be duly acknowledged, efforts in raising their capacities should not be considered lost. Instead, it should be considered that as capacity development has created a ripple effect across other sectors, which are also in desperate need of professional human resources.

Conclusion 2: The diversity of organisations, in terms of size, experience, topics and sectors covered is broad enough to allow for flexible design options both for financial support and capacity development. The EU funded project GRAS implemented by IKS can tailor its support to either more developed organisations with higher capacities, or smaller organisations and the support is needed by both target audiences, however, there is no need to limit the scheme, to any particular target audience.

Recommended Course of Action: The grant scheme can include several sized grants tailoring to the capacity of both larger and smaller organisations, thus offering opportunities to all interested organisations to forward the objectives of GRAS. In terms of capacity development, the two options possible are either :

1) Offering generic capacity development that is sufficiently flexible to cater to different levels of knowledge and seniority of participant organisations; or,

2) Offering several levels of the training on the same topic (i.e. introduction, intermediate, advanced courses).

Otherwise, organisations are selected through a public call for proposals, there is no way to gauge the level of detail and content to the prerequisite knowledge of participants.

Conclusion 3: The composition of organisations in terms of sectors, themes and priorities they represent is sufficiently diverse to allow for flexible and inclusive design options. Organisations active in the environment sector could benefit just as effectively as youth, sports or other organisations from the funding available from GRAS.

Recommended Course of Action: It is recommended that the grant–scheme design to be flexible enough and allow for lengthy list of eligible themes/sectors/topics and issues to be covered by grants. While overall objective of all financial support should focus on strengthening the local advocacy efforts, the sectors should be left.

Specific Conclusions and Recommendations for Grants Schemes

Conclusion 4: CSOs have limited knowledge on the process of application, evaluation, and decision-making in competitive public calls for applications. They are confined to their outlook of matters and often ignore the process of application, funding objectives, evaluation criteria and similar. They lack basic understanding of concept applied by different donors such as logical framework (i.e. fail to distinguish between activities, results, objectives in formulation and understanding of concept).

Recommended Course of Action: In addressing this gap, it is recommended that during information sessions for future grant making programs, particular attention and focus is placed on evaluation process and CSOs are explained in detail the process of evaluation, what will evaluation committee consider important, the background knowledge of evaluators on broad range of topics covered, etc. Public meetings with CSOs should also be used to explain the evaluation process, criteria and objectives of funding. Regional public presentations would also increase outreach and improve awareness on grant opportunities provided by GRAS.

Conclusion 5: There is a misconception about the meaning of constituency by CSOs. Many CSOs understand their membership and their beneficiaries as their constituents, regardless of the fact that beneficiaries are a fluid group that changes with the project funding and is not linked directly to their overall mission. The lack of outreach is also partly due to CSOs ability to remain financially viable through international and local funding alone. One reason for this disconnection derives from pressures to be non-political and the pressures to be accountable to donors and the government rather than to beneficiaries, while these often happen at the expense of their civil society function. For this reason constituency building serves as an important function of sustainability: without ties to constituents, or a citizen population directly and continuously engaged with an organisation, a CSO would dissolve if funding were to cease.

Recommended Course of Action: Weaknesses in constituency development requires a sustained capacity-building strategy. However, short-term financial support and mentoring from the organisations offering such support at least would contribute in an increase of understanding of the constituency concept first, in order to make steps

towards constituency development further.

Conclusion 6: No Commerce and Industry (C&I) involvement in CSO issues and resolving of the same. While global trends bring cross-sectorial partnership and involvement of private capital in creating economic opportunity, where currently challenges exist, this aspect in Kosovo has been rather limited. In many sectors, themes, topics, Commerce and Industry actors are key players that are often ignored by CSOs. Such examples could be provided across sectors such as environment and sustainable development,[34] Anti-Corruption[35], Sports[36], and Arts[37].

Recommended Course of Action: Increased involvement of private sector (C&I) in future activities should be particularly encouraged with the grant scheme. This aspect (cross-sectorial partnership) is the only Sustainable Development Goal that is not addressed in Kosovo at all. SDG 17: Revitalize the global partnership for sustainable development, has been completely ignored in Kosovo, while it represents a key global trend of highest importance. Partnerships developed, would also create space for

utilizing the recent change of legislation on corporate donations, whereby private sector can donate up to 10% of their profits to matters of youth, sports and culture.

Conclusion 7: Volunteerism is a key aspect of work and engagement for local organisations, particularly those targeted by GRAS project. Most organisations report falling short in mobilizing volunteers effectively around their issues and activities. Rallying community support is key pre-condition for sustainability of activities, as it conditions ownership of results, their maintenance and longevity, and overall impact. Volunteer engagement also impacts inclusiveness, which is desperately needed across sectors in Kosovo.

Recommended Course of Action: It is strongly recommended that the grant support awards bonus points to project proposals that include volunteerism component. Conditioning grants (or awarding bonus points) to organisations having a volunteer engagement component would significantly increase the horizontal impact and reach of GRAS project, thus genuinely creating a grassroots ripple effect across sectors and

---

[34] C&I source of problem but also solution
[35] C&I on the giving side.
[36] Clubs treated the same by policy regardless whether they are CSOs or privately owned businesses.
[37] MCYS calls are often universal encompassing individuals, groups, registered and unregistered entities, public, private and not-for-profit alike.

themes. Local engagement is one of the most needed ingredients for CSO issues to receive broad support both locally and nationally. Volunteer involvement also increases the likelihood of local support through giving either in kind or cash equivalents, for initiatives they feel part of. Constituency building, which is a general weakness across civil society, would be greatly facilitated through volunteer engagement. Capacity development on volunteer engagement and management would also greatly improve the ability of CSOs to recruit volunteers.

Conclusion 8: The Team has also come to conclude that there is little knowledge and awareness on the part of CSOs on EU Accession process, mechanisms the Pre-Accession phase brings forth, and the general EU Policy Framework of the Acquis. They are also generally not active in submitting comments to the EU Progress Report, which represents one of the most effective advocacy tools currently available in Kosovo.

Recommended Course of Action: It is strongly encouraged that thematic sectorial workshops for channeling the CSO contribution to the EU Progress Report are supported. Organizing working-groups/workshops with CSOs on topics following the structure of the EC Progress Report would significantly strengthen the advocacy efforts at local and national level, and maximizing of synergies between different initiatives.

Conclusion 9: Most CSOs report having workable models that they consider replicating in other geographic regions/areas. While most of CSOs also report having new projects for implementation if they were to access funding, a significantly larger number of organisations, report they would scale/replicate their activities elsewhere.

Recommended Course of Action: It is strongly recommended that GRAS project encourages replication of past success stories and scaling up of initiatives currently present in limited geographic areas. This maximizes CSOs' efficiency and capitalizes on the accumulated know-how. It also reduces the risk during implementation for donor, as organisations have implemented the activities in an identical manner and have documented such experience. It also implies increased efficiency in planning and deploying resources, thus maximizing GRAS project's effects.

Specific Recommendations for Capacity Development

Conclusion 10: Most of organisations report to operate on ad-hoc bases with very little prior planning of

activities and resources. They generally respond to every application opportunity they become aware of, and report to have rather low success rate as compared to application efforts.

Recommended Course of Action: Consider planning and delivering workshops for CSOs: on Strategic Planning, Monitoring and Evaluation, and Fundraising and PR. These aspects can significantly improve planning capacities of organisations, structure their resources and position adequately for longer periods of time. This would considerably improve the organisational sustainability, increase their expertise and maintain continued CSO presence on topics, sectors and themes. In addition, producing and disseminating a "Donor Directory" with all sources of funding available, application procedures and deadlines, funding objectives, etc., as part of its education/capacity development efforts and its broad dissemination among civil society organisations, would also considerably increase the effectiveness of their fundraising efforts and allocate adequate resources in a timely manner.

Conclusion 11: Little knowledge and know-how is reported on project development, management and evaluation. There is significant miss-conception on even basic terms (i.e. objectives, results, activities) and the

quality of applications received by local grant-making foundations is often below expectations.

Recommended Course of Action: It is recommended that as part of its capacity development, design and delivery of technical trainings focusing on Results Oriented Planning and **Logical Framework** in particular, should be supported. This tool in different variations is used by most of the donor organisations present in Kosovo, thus creating effects across other programs as well, the impact of such capacity development would be greater for GRAS project if it could be timed before the grant call for applications is launched.

Conclusion 12: Organisations have very limited knowledge and awareness on the perspective on other relevant actors and processes needed to make change (i.e. private sector, municipality, government, and parliament). They also fail to acknowledge and incorporate other processes taking place parallel to those they engage in, and how they affect them and their work. They lack a more complex perspective of processes beyond their immediate engagement and the competing paradigms in governance, society, economy, and politics.

Recommended Course of Action: In addressing this gap, the team

recommends the delivery of Policy Formulation, Analyses and Change training and coaching. Such training should be designed to introduce organisations with blueprints of policy formulation/change processes and how should they go about monitoring impact of their work. Capacity Development on Advocacy and lobbying for prioritizing of issues before decision-makers would considerably increase CSOs ability to effectively advocate for more responsive and broad-based policies and their implementation.

In relation to Conclusion 8: See above conclusions on deficiency of awareness on EU mechanisms.

Recommended Course of Action: GRAS project should introduce capacity development, and raise awareness on EU integration process as an advocacy tool. Building of knowledge of CSOs on EU mechanisms is a key strategic intervention needed to enable CSOs to effectively 'piggy-back' on the EU Integration process and improve their advocacy efforts.

BIBLIOGRAPHY OF SOURCES

Ary Burger and Paul Dekker with Tymen van der Ploeg and Wino van Veen. The nonprofit sector in the Netherlands. Working document 70. Sociaal en Cultureel Planbureau. Den Haag, April 200. Available at: https://www.scp.nl/dsresource?objectid=316d28b5-799a-4acb-8392-cca00cdfb86b&type=org.

Consolidated version of the Treaty on the Functioning of the European Union – Part Three: Union Policies and Internal Actions – Title VII: Common Rules on Competition, Taxation, and Approximation of Laws - Chapter 1: Rules on competition - Section 2: Aids granted by States - Article 107 (ex Article 87 TEC). Available at: http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:12008E107&from=EN

Croatian Government. Regulation on the criteria, standards and procedures of financing and contracting programs and projects of interest to the public good implemented by associations (Official Gazette, no. 26/15, Croatian). Available at: http://narodne-novine.nn .hr/clanci/sluzbeni/2015_03_26_546.html

Croatian Government. Regulation on the financial management and control system, drafting and implementing financial plans of non-profit organisations (Official Gazette, no. 119/15 – Croatian) Available at: http://narodne-novine.nn.hr/clanci/sluzbeni/2015_10_119_2255.html

European Commission Directive 2007/66/EC amending Directives 89/665/EEC and 92/13/EEC with regard to improving the effectiveness of review procedures concerning the award of public contracts (Public Contracts Review Procedures Directive). Available at: http://eur-lex.europa.eu/legal-content/en/ALL/?uri=CELEX:32007L0066

EU Civil Society Online Helpdesk Referencing the Dictionary of Civil Society, London: Routledge, 2005 from authors Anheier, H./List, R., Available at: https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Grassroots_organisation

European Commission Directive 2006/111/EC of 16 November 2006 on the transparency of financial relations between Member States and public undertakings as well as on financial transparency within certain undertakings. Available at: http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32006L0111&from=EN

EU Commission Regulation No 360/2012 of 25 April 2012 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid granted to undertakings providing services of general economic interest. Available at: http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32012R0360&from=EN

European Commission. A Quality Framework for Services of General Interest in Europe. Communication from the Commission to the European Parliament, The Council, The European Economic and Social Committee and the Committee of Regions. Available at: http://ec.europa.eu/archives/commission_2010-2014/president/news/speeches-statements/pdf/20111220_1_en.pdf

European Commission. EU Legislation on Public Services (Services of General Economic Interest). Available at: http://ec.europa.eu/competition/state_aid/legislation/sgei.html

European Commission. Social Services of General Interest: Employment, Social Affairs, and Inclusion. Available at: http://ec.europa.eu/social/main.jsp?catId=794&langId=en

European Commission. Guide to the application of the European Union rules on state aid, public procurement and the internal market to services of general economic interest, and in particular to social services of general interest Commission Staff Working Document. Available at: http://ec.europa.eu/competition/state_aid/overview/new_guide_eu_rules_procurement_en.pdf

European Commission. European Year of Volunteering 2011. http://ec.europa.eu/archives/volunteering/en/home2.html

Freedom in the World 2018: Democracy in Crisis. Freedom-House Global Democracy Index 2018. Available at: https://freedomhouse.org/report/freedom-world/freedom-world-2018

Forum for Civic Initiatives (FIQ). Analytical report on the Legislation related to Philanthropy, in Kosovo. November 2015. Available at (in Albanian): https://www.fiq-fci.org/file/repository/Raport_analitik_lidhur_me_legjislacionin_qe_ka_te_beje_me_filantropine_ne_Kosove_nentor_2015_820508.pdf.

Government of Kosovo, The Report on Public Financial Support for NGOs from the institutions of the Republic of Kosovo for the years 2015-2016, Prime

Minister's Office – Office of Good Government, March 2017.

KCSF Civil Society Sustainability Index 2016. Prishtina, October 2016. Available at: http://kcsfoundation.org/repository/docs/05_11_2016_3646225_Indeksi_Kosovar_i_Shoqerise_Civile_2016_KCSF.PDF and metadata http://kcsfoundation.org/index2016/

KCSF. Monitoring Matrix on Enabling Environment for Civil Society Development. Country Kosovo Report 2016. Available at: http://www.kcsfoundation.org/repository/docs/16_04_2018_6592658_Monitoring_Matrix_Kosovo_Report_2016.pdf

KIPRED Institute. Money Laundering Response in Kosovo: Between Policy and Practice. Policy Paper No.2/16, March 2016. Available at: http://www.kipred.org/repository/docs/Money_Laundering_Response_in_Kosovo_In_between_Policy_and_Practice_FINAL_588142.pdf.

Lancet. Contracting NGOs to provide health care in developing countries improves services. Public Release. August 5, 2005. Available at: https://www.eurekalert.org/pub_releases/2005-08/l-cnt081705.php

Ministry of Public Administration, Department of NGOs, online CSO portal. Available at: https://ojq.rks-gov.net/Login2.aspx

Nicola Pesaresi, Adinda Sinnaeve, Valérie Guigue-Koeppen, Joachim Wiemann, Madalina Radulescu. The New State Aid Rules for Services of General Economic Interest (SGEI). Available at: http://ec.europa.eu/competition/publications/cpn/2012_1_9_en.pdf

Official Gazette of Republic of Kosovo. Law No. 02/L-17 on Social and Family Services. Available at: https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2447

Official Gazette of Republic of Kosovo. Law No.04/L –057 on Freedom of Association in Non-Governmental Organisations. Available at: https://gzk.rks-gov.net/ActDetail.aspx?ActID=2764

Official Gazette of Republic of Kosovo. Law No. 03/L-022 on Material Support for Families with Children with Permanent Disability. Available at: http://www.gazetazyrtare.com/e-gov/index.php?option=com_content&task=view&id=260&Itemid=28&lang=en

Official Gazette of Republic of Kosovo. Law No. 03/L-048 on Public Financial

Management and Accountability. Available at: http://www.gazetazyrtare.com/e-gov/index.php?option=com_content&task=view&id=141&Itemid=56&lang=en

Official Gazette of Republic of Kosovo. Law No. 03/L-040 on Local Self Government. Available at: https://gzk.rks-gov.net/ActDetail.aspx?ActID=2530

Official Gazette of Republic of Kosovo. Law No. 03/L-049 on Local Government Finance. Available at: http://www.gazetazyrtare.com/e-gov/index.php?option=com_content&task=view&id=142&Itemid=56&lang=en

Official Gazette of Republic of Kosovo. Law on Public Finance Management and Accountability. Part IX Limitations pertaining to Borrowing, Granting, Lending, Capitalization, Donations and Subsidies. Available at: https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2524

Official Gazette of Republic of Kosovo, The Regulation of Ministry of Finance No. 04/2017 on the Criteria, Standards and Procedures for Public Financing of NGOs. Available at: https://gzk.rks-gov.net/ActDetail.aspx?ActID=14831

Qosaj-Mustafa Ariana and Dibrani Selvete. Review of Primary and Secondary Legislation related to the Decentralisation of Social Services in Kosovo. November 2015. EU Support to the Ministry of Labour and Social Welfare (MLSW) in Strengthening the Mechanism for Implementation of Social Services Decentralisation. European Union Office in Kosovo.

Sergii Lukashov, Blerta Perolli, Gani Luga. Database Directory (Map) of Social Services at regional level in Kosovo. EU Support to the Ministry of Labour and Social Welfare (MLSW) in Strengthening the Mechanisms for Implementation of Social Services Decentralisation. European Union Office in Kosovo.

Shaipi, Kushtrim. Assessment of Challenges and Opportunities of Contracting CSOs to deliver Public Services in Kosovo. Support to the Implementation of the Government Strategy for Cooperation with Civil Society Project. Prishtina. June 2017. European Union Office in Kosovo.

Social Platform. Public Procurement for Social Progress: a guide to the EU Public Procurement Directive. A Social Platform guide to the EU Public Procurement Directive. Available at: http://www.socialplatform.org/wp-

content/uploads/2015/10/Public_procur
ement_for_social_progress.pdf

Toward an Enabling Legal Environment
for Civil Society, Statement of the 16th
Annual Johns Hopkins International
Fellows in Philanthropy Conference,
Nairobi, Kenya. The International
Journal of Not-for-Profit Law, Volume
8, Issue 1, November 2005.

USAID CSO Sustainability Index for
Kosovo 2005 – 2017. Available at:
https://www.usaid.gov/europe-eurasia-
civil-society

APPENDIX 1: QUESTIONNAIRE 1

Hulumtim për OSHC-të dhe Organizatat e tjera të bazuara në Komunitet për projektin GrassRoots Action Support-GRAS

PYETËSOR

Pyetësori #|__|__|__|

(Intervistuesi lexon deklaratën vijuese)

I nderuar drejtues i OSHC-së (me emër) _____,

Unë jam _____ dhe punoj për AnketaCo, një kompani hulumtuese nga Prishtina. Ky studim është porositur nga Iniciativa Kosovare për Stabilitet (IKS) si pjesë e projektit të financuar nga BE "GrassRoots Action Support-GRAS". Qëllimi i tij është të mbledhë informacione mbi situatën në komunat e Kosovës rreth aktiviteteve të OShC-së, në bazë të të cilave do të zhvillohet dhe zbatohet një skemë e mbështetjes financiare dhe asistencës teknike. Ju lutemi të ndani rreth 20 minuta nga koha juaj dhe të na ndihmoni ta përfundojmë këtë detyrë, dhe të ndihmojmë projektin GRAS të zhvillojë skemën e granteve në bazë të nevojave tuaja. Informacioni që jepni **NUK DO** të përdoret ose paraqitet në mënyrë individuale, por vetëm në formë të agreguar, së bashku me informacionet e ofruara nga organizata të tjera. Nëse keni pyetje shtesë mbi përdorimin ose menaxhimin e informacionit, unë mund t'ju lidhë drejtpërdrejtë me menaxherin tim dhe ajo do të jetë në gjendje të ofrojë informata shtesë.

Ju falënderojmë paraprakisht për kohën tuaj dhe vlerësojmë kontributin tuaj.

Informatat Bazë të Organizatës
1. Emri i organizatës:
2. A. Lokacioni: qyteti _____ 2.B Rajoni (Qendër, Lindje, Perëndim, Veri, Jug)
3. Statusi ligjor (Fondacion Lokal, Shoqatë Lokale):
4. Viti i Themelimit:
5. Emri i Kryesuesit të Bordit:
6. Emri i Drejtorit Ekzekutiv:
7. Emri dhe pozita e Personit kontaktues:
8. Telefoni: 9. Email:
10. Uebsite:
11. Shtrirja Gjeografike (Ku zbatoni shumicën e aktiviteteve):   a. Ndërkombëtar   b. Rajonal   c. Kombëtar

d. Nën–Kombëtar/Rajonal
e. Lokal//Komunal

12. Ku janë hapësirat e tjera të organizatës (nëse ka)? (Emri i vendit dhe GPS Lokacioni)

13. Emrat e themeluesve të organizatës:
a. _____   d._____
b. _____   e._____
c. _____   f._____

14. Cili është misioni i organizatës?

Sistemi i Menaxhimit

15. Numri i anëtarëve të bordit:

15.a. # Burra	15.b # Gra	15.c total # ne bord:

16. Numri i anëtarëve të bordit nën moshën 35 vjec?

17. A është Kyryesuesi i Bordit apo anëtarëve ekzekutiv nën moshën 35 vjec?

18. A keni Kuvend/asamble të anëtarëve?   a. Po   b. Jo

19. (Nëse po) Sa shpesh organizon mbledhje?
a. Disa here gjatë vitit
b. Të paktën një here në vit
c. Më rrallë se një here në vit
d. Rrallë ose asnjëherë
e. Nuk aplikohet

20. Numri total i stafit sipas kategorisë sipas vitit actual dhe viteve paraprake

	a. 2018		b. 2017		c. 2016	
	Total	Gra	Total	Gra	Total	Gra
a. Orar të plotë						
b. Orar të pjesshëm						
c. Vullnetarë						

21. Cilat janë departamentet ekzistuese të organizatës? (listoni) (shtoni nëse ka nevojë)
a. _____
b. _____
c. _____
d. _____

Programet ekzistuese

22. Cili është fokusi i programeve aktuale (mund të përzgjedhet më shumë se një)?
Avokim dhe Lobim
Barazi Gjinore
Edukim/Trajnim
Përkujdesje Shëndetësore
Punësim
Sipermarrje Sociale
Vullnetarizem
Ndihmë Personave me Nevoja të Veçanta
Të Drejta të Njeriut
Pjesëmarrje Qytetare

Përfshirje Sociale Trashëgimi Kulturore Kulturë/Sport/Rini Demokratizim Tjera (specifiko)_____
23. A keni anëtarë/ përkrahës?   a. Po   b. Jo
24. Si do ti definonit anëtarët/konstituencat/përkrahësit/grupet që përfaqësoni?
25. A marrin pjesë grupet/përkrahësit e cekur në planifikim të programeve tuaja?   a. Po   b. Jo
26. (Nëse po) si marrin pjesë ata/ato?
27. Sa anëtarë të këtyre grupeve kanë marrë pjesë në aktivitetet tuaja në vitin e fundit?

28. Cilat janë aktivitetet tuaja bazike? (p.sh. cdo aktivitet që nuk varet nga fondet e donatorëve)?
    a. _____
    b. _____
    c. _____
    d. Të gjitha aktivitetet varen nga fondet e donatorëve

29. Totali i portfolios të projekteve aktive në EUR:
30. Numri total i projekteve aktive:
31. Kur përfundon projekti juaj i fundit (që përfundon më së largu) aktiv:
32. Cfarë lloje të aktiviteteve zbatoni aktualisht: (Ju lutem listoni) 1._____ 2._____ 3._____ 4._____ 5._____
32. A keni në plan të implementoni aktivitete të reja?   a. Po   b. Jo
33. (Nëse po) listoni llojet e aktiviteteve të planifikuara për të cilat keni nevojë për fonde: 1._____ 2._____ 3._____ 4._____ 5._____
Mundësitë për Vullnetarizëm
34. A mbështetet organizata juaj tek vullnetarët për kryerjen e aktiviteteve?   a. Po   b. Jo   c. Nganjëherë
35. (Nëse po, ose nganjëherë) cfarë lloje aktivitetesh kryhen nga vullnetarët?
36. Mesatarja e vullnetarëve që marrin pjesë në aktivitete për një vit:

37. Si i motivon organizata vullnetarët dhe mirënjeh punën e tyre?
    a. Letrave të references
    b. Dhurata

c.   Certifikata Falemnderimi
d.   Pjesëmarrje në punëtori të organizatës
e.   Shpërblime financiare
f.   Tjetër:
g.   N/A

Plani Strategjik

38. A ka organizata plan strategjik? (bashkëngjit nëse ka)   a. Po   b. Jo
39. (Nëse po) Cila është kohëzgjatja e këtij plani? Deri në vitin_____
40. Kush merr pjesë në planifikim strategjik? (selekto të gjitha që aplikohen) a.   Stafi b.   Anëtarët e Bordit c.   Donatorët d.   Grupet e interest/anëtarët/constituencies/grupet përkrahëse e.   Anëtarët votues f.   Partnerët g.   Tjetër, specifiko_____
41. A ka organizata plan të qëndrueshmërisë? (bashkangjit nëse ka)   a. Po   b. Jo
42. Cilat janë grupet e shënjestruara aktualisht nga organizata? (listo) a.   Fëmijët dhe adoleshentëve (deri në moshën 18 vjec) b.   Rinia (deri në moshën 29) c.   Gratë d.   Personat me nevoja të vecanta e.   Grupet e cënueshme[38] f.   Tjetër, specifiko_____
43. A planifikon organizata të replikojë /zgjerojë aktivitetet në lokacione të tjera?   a.   Po   b. Jo   c. N/A
44. Nëse po, ku?_____ b. Nuk aplikohet
45. Nëse organizata planifikin të replikojë/zgjerojë aktivitetet, cili do të jetë modaliteti? a.   Franshizë b.   Partneritet c.   Asistencë teknike për organizata të tjera d.   Hapja e degëve të reja e.   Tjetër_____ f.   Nuk aplikohet

Monitorimi dhe vlerësimi

46. Cfarë aktivitetesh të monitorimit dhe vlerësimit ndërmerr organizata:
     a.   Në nivel të organizatës
     b.   Në nivel të programit
     c.   Në nivel të projektit
     d.   Asnjë
     e.   Tjetër_____

47. Cfarë indikatorësh përdorë organizata për të matur rezultatet?
48. Sa shpesh mat organizata rezultatet? a.   Vazhdimisht, kur janë duke ndodhur

---

[38] Personat e zhvedosur, komunitetet pakice, të rinjët, personat as në shkollim, punësim, apo trajnim (NEETs).

b. Periodikisht (sipas planeve të monitorimit)
c. Rrallë
d. Nuk monitorojmë indikatorë
e. Nuk aplikohet/ Refuzoj

Partnerët dhe burimet e financimit

49. A ka organizata juaj partneritet me organizata te tjera?   a. Po   b. Jo

50. (Nëse po), listoni partnerët dhe natyrën e partneritetit (selekto të gjitha që aplikohen)
    a. Fonde
    b. Zbatim aktivitetesh,
    c. Asistencë teknike,
    d. Sensibilizim/informim,
    e. Rrjetëzim i bazuar në projekte,
    f. Tjetër, specifiko_____
    g. Nuk aplikohet

51. Me qëllim të ndikimit të politikave publike sa shpesh:

#	Veprimi/iniciativa	Disa here në muaj	Mesatarisht 1 herë në muaj	Disa herë në vit	Mesatarisht 1 herë në vit	Asnjëherë
A	Takoheni me përfaqësuesit e komunës / këshilltarët e kuvendit komunal?					
B	Monitoroni punën e kuvendit komunal / grupeve punuese, etj					
C	Dërgoni letra / Pyetje publike					
D	Merrni pjesë në dëgjime publike					
E	Nënshkruani peticione					
F	Dërgoni komente në raportin e progresit të BE-së					

52. Sa jeni të kënaqur me aspektet vijuese të bashkëpunimit me autoritetet komunale?

#	Aspekti	Shumë i /e kënaqur	Më shumë i/e kënaqur se i/e pakënaqur	Neutral	Më shumë i/e pakënaqur se i/e kënaqur	Shumë i/e pakënaqur
A	Reagueshmërinë / kohën e reagimit ndaj kërkesave tuaja					
B	Transparencën					

C	Pranueshmërinë e nismave nga shoqëria civile dhe qytetarët					˅
D	Gjithëpërfshirje në procese dhe vendime					
E	Përkrahjen financiare					

53. Në cfarë sektorësh kanë qenë veprimet/iniciativat e sipërme?

#	Veprimi/iniciativa	Sektori/ët
A	Takoheni me përfaqësuesit e komunës / këshilltarët e kuvendit komunal?	1. 2.
B	Monitoroni punën e kuvendit komunal / grupeve punuese, etj	1. 2.
C	Dërgoni letra / Pyetje publike	1. 2.
D	Merrni pjesë në dëgjime publike	1. 2.
E	Nënshkruani peticione	1. 2.
F	Dërgoni komente në raportin e progresit të BE-së	1. 2.

54. Cilat janë burimet aktuale të financimit:
a.   Institucionet qendrore
b.   Komunat
c.   Fondacionet lokale
d.   Ngjarje dhe bamirësi të tjera
e.   Kompani private
f.   Organizatat ndërkombëtare
g.   Donacione individuale
h.   Pagesa të anëtarësisë
i.   Croëd funding / (përmes platformave online)
j.   Shërbimet e organizatës
k.   Tjetër, Specifiko_____

55. A është organizata anëtare në ndonjë rrjet ndërkombëtar ose kombëtar? a. Po   b. Jo

56. (Nëse po), ju lutem emëroni ato?
a.   _____
b.   _____
c.   _____

57. Sa është buxheti mesatar vjetor në tre vitet e fundit në EUR? _____EUR

58. Cfarë përqindje e kostove mbulohet nga të ardhurat vetanake të organizatës?_____%

Resurset e organizatës

59. A posedon(pronësi) organizata hapësira/zyre?   a. Po   b. Jo

60. Nëse jo, cilat janë aranzhimet kontraktuale?
a.   Rent,

b. Rent pa pagesë c. Marrëveshje me komunën d. Tjetër, specifiko_____
61. Kush paguan shërbimet komunale? a. Organizata nga burimet vetanake b. Fonde bazike (Core funding) nga organizatë donatore c. Fondet nga projektet d. Tjetër, specifiko_____
62. Kush paguan pagat e stafit? a. Organizata nga burimet vetanake b. Fonde bazike (Core funding) nga organizatë donatore c. Fondet nga projektet d. Tjetër, specifiko_____
63. Kush paguan për mirëmbajtje? a. Organizata nga burimet vetanake b. Fonde bazike (Core funding) nga organizatë donatore c. Fondet nga projektet d. Tjetër, specifiko_____
64. Cilat janë kostot vjetore të ndryshueshme (sipas llojit): a. Stafi: _____ EUR b. Materiale dhe pajisje: _____EUR c. Rent:_____EUR d. Shërbime komunale: _____EUR e. Tjetër, specifiko_____
65. Cfare resursesh/burimesh fizike ka në dispozicion organizata? a. Bibliotekë b. Laborator kompjuterësh c. Salla trajnimesh d. Pajisje për Shkencë, Teknologji, Inxhinieri dhe Matematikë (STEM) e. Tjetër, specifiko_____
Nevojat e organizatës
66. Cllat janë nevojat e organizatës për të ardhmen për sa i përket hapësirës dhe pajisjeve? 1. Pajisje 2. Mobiilje/orendi zyre 3. Material teknike 4. Hapësirë shtesë 5. Euro 6. Tjetër, specifiko_____
67. Cllat janë nevojat e organizatës për të ardhmen për sa i përket përkrahjes teknike (shëno tre prioritetet më të rëndësishme) a. Menaxhim dhe zbatim................................|__| b. Formulim/Analizë politikash locale...............|__| c. Formulim/Analizë politikash qendrore .... |__| d. Planifikim strategjik.....................................|__| e. Monitorim dhe Vlerësim............................. |__| f. Informim/sensibilizim dhe komunikim ....|__| g. Menaxhim financiar.....................................|__| h. Avokim dhe lobim..|__|

i. Ngritje fondesh...|__|
j. Menaxhim vullnetarësh...............................|__|
k. Adaptim të teknologjive të reja....................|__|
l. Tjetër, specifiko _____......|__|

APPENDIX 2: QUESTIONNAIRE 2

GrassRoots Action Support-GRAS Survey

Iniciativa Kosovare për Stabilitet është duke zhvilluar një projekt për dhënien e granteve për organizatat e shoqërisë civile me bazë në komunitet por paraprakisht është duke zhvilluar një hulumtim rreth funksionimit të këtyre organizatave. Ju lutem t'i përgjigjeni një pyetësori të përgatitur për këtë qëllim. Pyetësori përmban 13 pyetje dhe nuk merr më shumë se 5 minuta kohë.

Të Dhëna për Organizatën

1.Emri i organizatës

_____

2.Viti i themelimit të organizatës

_____

3.Komuna në të cilën e zhvillon veprimtarinë organizata

_____

4.Web faqja e organizatës/rrjetet sociale

_____

5.Email adresa e organizatës

_____

6.Numri i telefonit të organizatës

_____

Përfshirja e Komunitetit

7.Në çfarë forme komunikoni me komunitetin për t'i identifikuar nevojat e tyre? (p.sh: përmes emailit, përmes takimeve publike apo individuale, telefonatave, anketimeve, etj)

8.A përfshihen nevojat reale të komunitetit në projektet që zhvillohen nga organizata juaj?

    ☐ Po
    ☐ Jo
    ☐ Ndonjëherë

9.Në çfarë mënyre përfshihet komuniteti në implementimin e projekteve tuaja?

_____

_____

_____

_____

_____

10.A e informoni komunitetin për rezultatet dhe të arriturat e projektit?

    ☐ Po
    ☐ Jo
    ☐ Ndonjëherë

11.Nëse po, çfarë forme të komunikimit përdorni me qëllim të informimit të komunitetit për rezultatet e projektit?
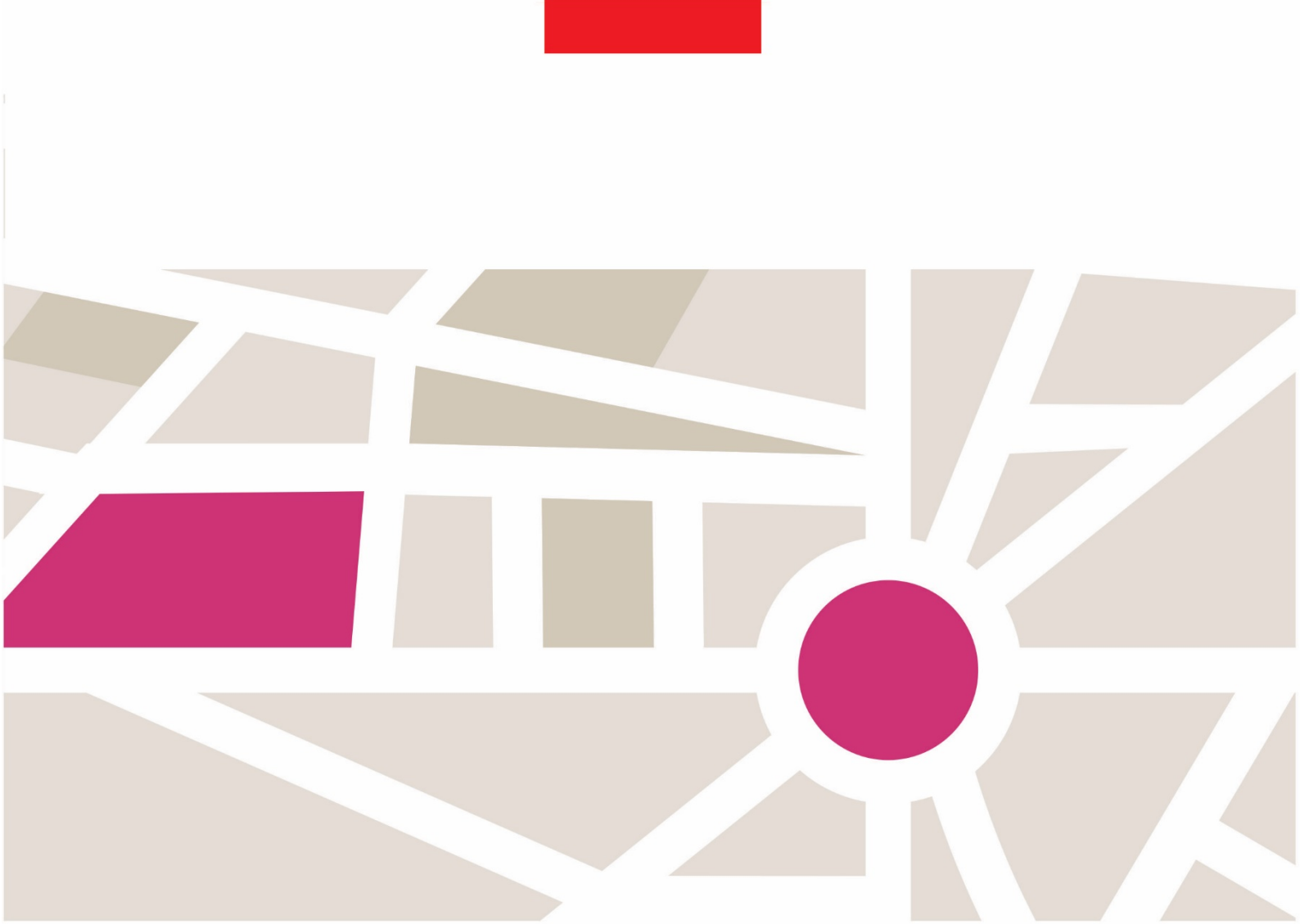
_____

_____

_____

_____

_____

12.Në rastet kur keni nevojë për përkrahje shtesë (burime njerëzore) për realizimin e projekteve, në çfarë forme e siguroni atë?

    ☐ Përmes angazhimit të anëtarëve të organizatës në projekt
    ☐ Përmes angazhimit të vullnetarëve
    ☐ Përmes angazhimit të punëtorëve të rinjë në project
    ☐ Other:

APPENDIX 3: LIST OF INTERVIEWED

Name of the organisation	Region
Create Foundation	Prishtinë/Priština
Chilproof / CIPOF	Pejë/Peć
Avoko	Prizren/Prizren
Ec ma Ndryshe	Prizren/Prizren
Shoqata Ekologjike "EKO-TREPÇA"	Mitrovicë/Mitrovica
Iniciativa për Zhvillim Lokal	Prishtinë/Priština
JEF Kosova (Federalistët e Rinjë Evropian)	Prishtinë/Priština
Network of Peace Movement	Gjilan/Gnjilane
Kosovo Advocacy and Development Centre	Prishtinë/Priština
OJQ Me dorë në zemër	Mitrovicë/Mitrovica
Organizata e Personave me Distrofi Muskulare	Mitrovicë/Mitrovica
Organizata Rinore Akti	Prishtinë/Priština
Qendra për Jetë të Pavarur	Pejë/Peć
Shoqata e Filozofëve të Kosovës	Prishtinë/Priština
Shoqata e Kultivuesve të Arrës dhe Lajthisë	Prishtinë/Priština
Shoqata Kombëtare e Diabetit (SHKDK)	Pejë/Peć
Euro Atlantic Association of Kosovo	Prishtinë/Priština
BEHAR	Prizren/Prizren
Klusteri i Industrisë së Metaleve dhe Energjisë së Ripërtritshme	Prishtinë/Priština
OJQ Aksioni kundër dhunës dhe ndertimi i paqes	Gjilan/Gnjilane
OJQ "Union Plus"	Gjilan/Gnjilane
Mileniumi I Ri	Prishtinë/Priština
Iniciativa Qytetare Skënderaj	Mitrovicë/Mitrovica
BIO NATYRA	Gjilan/Gnjilane
Qendra Kosovare për Hulumtime urbani PRO-Planning	Prishtinë/Priština
OJQ "Euro-Ekologët"	Pejë/Peć
Take Care about the Future	Mitrovicë/Mitrovica
Autizmi Flet	Prishtinë/Priština
Këshilli për Barazi dhe Edukim në Shoqëri	Prishtinë/Priština
Shoqata e Intelektualëve të Pavarur	Pejë/Peć
Rrjeti i OJQ-ve të Grave "Qeliza"	Pejë/Peć
Shoqata HardhFest	Prizren/Prizren
Women's Association Aureola	Prishtinë/Priština
iCHAT Centre	Prishtinë/Priština
Environmentally Responsible Action (ERA) group	Pejë/Peć
Ekovizioni	Prishtinë/Priština
Qendra për Këshillim dhe Përkrahje të Grave Dora-Dorës	Prizren/Prizren
Shoqata Kosovare për Celiakinë-CELIAKKOS	Prishtinë/Priština
OJQ "JETA"	Prishtinë/Priština
Qendra për Zhvillimin e Grupeve Shoqërore	Prishtinë/Priština
Let's Do it Peja	Pejë/Peć
Femrat Aktive në Gjakovë	Pejë/Peć
Public Organisation for Local Initiatives and Supporters	Prishtinë/Priština
OJQ "Durmish Asllano"	Prizren/Prizren
Organizata Rinore "Hareja"	Mitrovicë/Mitrovica
Klubi Dëshira	Prishtinë/Priština
Provo Ndryshe	Prishtinë/Priština
OJQ për Riintegrimin e Grave të Riatdhesuara AMZA	Prishtinë/Priština

Make a Difference	Prishtinë/Priština
Shoqata për Emancipimin e Femrës ALMA	Pejë/Peć
OJQ Giving Hope	Prishtinë/Priština
Cult Club	Prishtinë/Priština
SH.H "Anton Qeta"	Mitrovicë/Mitrovica
K.F.A.N	Mitrovicë/Mitrovica
OJQ INNO	Pejë/Peć
Rinia Ndryshe	Prishtinë/Priština
Qendra për Emancipim Shoqëror-QESH	Pejë/Peć
RADC Learning Center	Mitrovicë/Mitrovica
Kosovar Youth Council	Prishtinë/Priština
Shoqata e grave fermere Krusha e Vogël	Prizren/Prizren
Community Development and Empowerment	Prizren/Prizren
The Youth Movement for Development for Development and Integration	Pejë/Peć
Iniciativa për Zhvillim të Qëndrueshëm	Mitrovicë/Mitrovica