
Democratic Society Promotion (DSP)

End-of-Phase II Review and Outline for Phase III

Final

24.9.2018

Mandated by:

Federal Department of Foreign
Affairs
Swiss Cooperation Office
Pristina / Kosovo

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List of Abbreviations

ACDC	Advocacy Center for Democratic Culture
AKM	Association of Kosovar Municipalities
AR	Annual Report
ATRC	Advocacy and Training Resource Center
BIRN	Balkan Investigative Reporting Network
BTI	Bertelsmann Transformation Index
CEL	Centre for Equity and Liberty
CiviKos	NGO platform
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
DDLGN	Democratisation, Decentralization and Local Governance Network
DEMOS	Decentralization and Municipal Support
DSP	Democratic Society Promotion
EC	European Commission
ERA	European Reform Agenda
EU	European Union
FTE	Full Time Equivalents
GAB	Grants and Awards Board
GLPS	Group for Legal and Political Studies
HSD	Human Security Division
IDS	Institute for Development Studies
IG	Institutional Grant
INDEP	Institute for Development Policy
ISEAL	Institut Suisse d' Etudes Albanaises
KCSF	Kosovar Civil Society Foundation
KFOS	Kosovo Foundation for Open Society
KLGI	Kosovo Local Government Institute
K-W4W	Kosovo Women for Women
m	million
M&E	Monitoring and Evaluation
MSPC	Minimum Standards for Public Consultation
MTR	Mid Term Review
NDI	National Democratic Institute
NGO	Non-Governmental Organisation
NIT	Nations in Transit
NSI	New Social Initiative
OECD	Organisation for Economic Cooperation and Development

ORCA	Organisation for Improving Quality of Education
PD	Directorate of Political Affairs
ProDoc	Project Document
RRITU	“Grow up” in Albanian, a young NGO
RRPP	Regional Research Promotion Programme Western Balkan
SAA	Stabilisation and Association Agreement
SCO-K	Swiss Cooperation Office - Kosovo
SDC	Swiss Agency for Development and Cooperation
SECO	State Secretariat for Economic Development
Sida	Swedish International Development Organisation
SteeCom	Steering Committee
STIKK	Kosovo Association of Information and Communication Technology
ToC	Theory of Change
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

Summary

Background:

Switzerland (SDC) and Denmark (DANIDA) have jointly financed the “Democratic Society Promotion” project (DSP) in its 2nd Phase (2014 - 2018). The project has allocated € 5.7m in order to support the development of a democratic society in Kosovo by funding carefully selected civic initiatives.

The purpose of the review is threefold: (1) To assess the achievements of Phase II, (2) To provide recommendations regarding improvements, and (3) Provide strategic elements and considerations for a Phase III.

The methodology for this review consisted of: (1) Document analysis; (2) 22 interviews with representatives from various donor organisations and the implementing agency, Kosovo Civil Society Foundation (KCSF); (3) 18 interviews with grantees, and (4) Visit of 5 grantees in the field in (North and South) Mitrovica and Peja.

Findings and conclusions:

Context: Only around 1'000 of the more than 9'000 registered civil society organisations (CSOs) in Kosovo can be considered as active at present. The donor landscape is fragmented and more than 20 donors support the sector. Several granting schemes are operational at present regularly launching calls. It is evident, that donor dependence is high in terms of funds as well as thematic orientation.

Relevance: The strengthening of the civil society – especially the organisations and think tanks advocating for new and inclusive reforms – is relevant for advancing policy-making towards further democratization. The promotion of democracy through an active civil society is defined as priority by the Government of Kosovo as well as the various donors. The mix of grants and awards applied under DSP II is relevant to promote pluralistic civic engagement, transparency and better as well as inclusive policies.

Achievements: DSP Phase II has provided 63 project grants (PGs) and 24 institutional grants (IGs) and 2 diaspora grants to 65 different CSOs. It fulfilled its mandate and reached most of the objectives although achievements are uneven. Under Outcome 1 “increased demand for good governance, gender equality and integration of

minorities” most objectives and indicators will be achieved. However, Outcome 2 aiming at strengthening the diaspora in the field of democratisation and social development fell short of expectations. Only two grants were allocated. In 2016 and 2017 a total of 3 democracy awards for outstanding organisations and individuals.

The interpretation of achievements at outcome and impact level are difficult owing to the many donors active in the field, often supporting the same “champions” among the CSOs. Differing data sets or perspectives add to the problem as Kosovo internal sources appear to be substantially more positive than external sources about advancing democratization.

Applied instruments: The mix of grant instruments (IPs, PGs and ad-hoc grants as well as awards) proved relevant and balanced. Especially the value of IGs is considered as crucial for the development of the CSOs. There is a clear bias towards Pristina based CSOs despite the intention to reach out to other parts of Kosovo.

The various instruments oriented towards institutionalised and performing CSOs in general ensured the delivery of noticeable results at the level of the grantees as well as Kosovo's policies. A few younger and innovative organisations were also supported widening the scope of beneficiaries. It was noted that the size of grants decreased over time and a lot of project grants and ad-hoc grants were allocated towards the end of the phase raising concerns about the quality of projects.

The rolling assessment of incoming proposals for PGs resulted in multitasking by KCSF and difficulties in benchmarking (due to small samples).

Set-up and management: KCSF has proven to be a professional granting organisation adhering to strict procedures. It was still flexible to consider local context changes and participated in partner events. It provided competent advice, coached the grantees as needed and was a reliable partner for SDC and DANIDA. KCSF has been recently awarded a new granting mandate by Norway based on an international bidding procedure indicating their institutional strength.

Donor coordination in this sector is very important and takes place quarterly. However, it remains challenging due to the fragmented landscape of donors and multiple channels of reaching out to CSOs. In order to ensure complementarity, information is regularly exchanged but “champions” among the CSOs are often supported by several donors or by the same donor through various actors/instruments (e.g. Switzerland) making a delineation of grants and attribution of results difficult.

Recommendations:

Strategic orientation:

(1) SDC should continue to support strengthening democracy and the civil society in Kosovo and plan a next phase of DSP to be implemented by KCSF.

(2) SDC has basically two options for an institutional set-up for a next phase: Option A would consist of a closer cooperation with other like-minded donors and co-financing or pooled financing of calls for CSOs, and Option B to continue with own calls for all granting instruments. In view of Option A KCSF is initiating and conducting a feasibility study on pooled funding in the coming months.

(3) In view of fewer funds for Phase III a narrower thematic portfolio should be considered under Option B (e.g. no culture).

(4) SDC: The GAB should consist of 5-6 independent evaluators and SDC should only be an observer. The SteeCom shall have the role of the final selection/approval of grants to be financed (with a veto right of the donor).

(5) SDC: The strategic tasks of KCSF beyond the regranting scheme should be clearly defined and coordinated with other donors to ensure complementarity.

(6) Swiss actors: In order to ensure complementarity a good coordination of the various Swiss instruments and projects is necessary because DSP, SDC supported projects, Human Security Division, and small action facility all support CSOs.

The following recommendations relate mostly but not exclusively to Option B.

Granting mechanism:

(7) SDC: The mix of project and institutional grants (PGs and IGs) as well as other tools (info sessions and coaching of grantees) should be maintained.

(8) SDC and KCSF: The sequencing of PGs and IGs should be reviewed.

(9) The eligibility and evaluation criteria should be reviewed and be specified in the call documents.

(10) SDC: The outreach to CSOs outside of Pristina should be fostered by earmarking funds and allowing for smaller grants.

M&E and transparency:

(11) SDC and KCSF: Continue with the elaboration of logframes for the grants.

(12) SDC and KCSF: Agree on concise reporting and include a risk monitoring.

(13) KCSF should provide more transparent info about projects durations and donor funding in audit reports and web-sites.

Other ideas: (A): Consider call for proposal for Swiss-Kosovar partnerships. This, however, seems only advisable/feasible if the Swiss funds are increased significantly; (B): Initiation of steps to build-up a kind of CSO certification system.

Draft outline for Phase III:

For Phase III (January 2019 - December 2022) SDC should consider two options, both to be implemented by KCSF: (Option A) Striving for a closer cooperation with other like-minded donors and co-financing or pooled financing of grants for CSOs through calls by other donors or joint calls. The Democracy award shall be maintained; (Option B) To review sequencing of project and institutional grants: one call for IGs in 2019 followed by three annual calls for PGs.

Option A would have the advantage of having less fragmented calls for the CSOs, more intensive donor coordination and strengthened institutional capacity of KCSF thus contributing to sustainability.

Based on the review and a revised Theory of Change – adding more weight to constituency building and CSO internal governance – and adhering to the Swiss Cooperation Strategy 2017 - 2020 the impact and outcome formulations were revised. The overall goal for DSP III could be “to contribute to a democratic and inclusive society in Kosovo and its EU integration”. The two related outcomes could be:

(1) “CSOs use offered and – where necessary – claim spaces for participation, exercising their advocacy functions in shaping of public policies”, and

(2) “CSOs have strengthened their constituency building, transparency and accountability towards their constituency”.

1 Introduction

1.1 Context of the Civil Society in Kosovo

Background

Despite some progress since the war (1999) and the declaration of independence (2008) Kosovo requires further development and progress to achieve functioning democratic institutions and a vibrant civil society. The country suffers from weak institutions, poor governance, corruption, a sub-optimal public service provision and an underperforming economy that heavily depends on remittances (EC 2018). A Stabilisation and Association Agreement (SAA) with the EU came into force in 2016. Under the European Reform Agenda (ERA), a reform action plan was developed but these remain at early stages and are progressing slowly (EC 2018).

According to the Kosovar Civil Society Foundation's civil society index (KCSF 2016), the civil society consisted of 8'500 registered Civil Society Organisations (CSOs¹), of which 1'000 can be considered active. Around 250 CSOs are capable to fulfil donor requirements in terms of financial management, reporting and transparency. The 927 CSOs that deducted personal income taxes from its staff reported 6'412 employed staff (at various time levels) in 2015.

The civil society in Kosovo receives best ratings among the 7 indicators measuring the democratisation progress in the Nations in Transit (NIT) annual report by Freedom House. It marginally improved over the past 10 years. Other international indicators for CSOs in Kosovo are also quite stable (e.g. the sustainability indicators tracked by USAID) or indicate a slight deterioration (Bertelsmann Transformation Index, BTI). The Tables in Annex 3 provide more details about these context indicators.

The KCSF index and the interviews with the various stakeholders confirm that Kosovo has a favourable framework for CSOs. Despite rather lukewarm support of the Government but thanks to financial support by various donors, several objectives of the 1st Government Strategy for Cooperation with the Civil Society 2013-2017 (Office of the Prime Minister 2013) were accomplished:

- New Regulations on the Criteria, Standards and Procedures for Public Financing of NGOs were approved in 2017;
- A report on public funding for NGOs for the years 2015/16 was released in 2017 with the financial support of the EU;
- The Regulation on Minimum Standards for Public Consultation (MSPC) entered into force on 1.1.2017. All central level strategies and laws are to be put onto a public platform for consultation.² This has provided a significant step to enhance transparency and citizen participation but the platform has yet to be fed systematically by the Government and more intensively used by the civil society. A 2nd Government Strategy for Cooperation with the civil society 2018 - 2022 is currently under interministerial consultation and will be released later in 2018.

For the future, some important legal regulations are under discussion such as a revised Law for the Freedom of Association in NGOs (updating the 2009 Law), formulation of a Law on volunteerism in order to promote voluntary work, and the clarification of tax issues

¹ These consist of a broad range of organisations where people associate voluntarily to advance common interests: NGOs, foundations think tanks, academic and research institutions, credit and saving schemes, community-based organisations, sport clubs church organisations but generally not political parties.

² See: <http://konsultimet.rks-gov.net/consultationsList.php?InstitutionID>

for income earned by NGOs providing services. Furthermore, a scheme is needed to regulate the co-financing for the forthcoming EU funds because such projects generally require a 10% co-financing from CSOs.

Donor landscapes

KCSF has provided an input about donor funding which was updated based on information obtained from the interviews (see Annex 5). It has to be highlighted that various donors have been active in the sector for a long time (incl. SDC). These are supporting the civil society and especially addressing issues concerning rule of law, anti-corruption efforts, transparency and accountability of government agencies, investigative journalism, the status and life of women, youth as well as socially vulnerable groups and last but not least the successful EU integration.

Based on the various (and incomplete) sources the total annual allocation to Kosovar CSOs is estimated at around € 46m per year, of which € 13m stems from central and local government agencies, around € 20-22m from at least 20 donors and € 11m from other sources such as donations, fees, etc.³ Deducting contributions to sports federations and clubs as well as donor funds channelled through government agencies the advocacy oriented CSOs receive only around € 5m per year from central and local governments according to KCSF.⁴

The biggest donors to the civil society sector in 2017 were: EU € 5m, Sida € 3.5m, and Switzerland (DSP and Human Security Divisions - HSD) € 2.5m. USAID and KFOS are in the range annual allocations of € 1m and most other donors, including DANIDA and embassies, allocate € 0.2 - 0.6m per year. Thus, the donor fund flows are quite fragmented and complex. Often there are additional funding channels through donor supported projects that cooperate with local CSOs. For example, Switzerland alone has four channels to support the Kosovar civil society: (1) DSP II grants; (2) NGO projects operated by HSD; (3) small action grants by SDC, the Swiss Embassy and HSD;⁵ and last but not least (4) CSO activities through several Swiss funded projects that are part of the Swiss Cooperation Strategy (e.g. the anti-corruption project implemented by UNDP).

Challenges

The civil society in Kosovo is currently facing several challenges which are briefly described here:

- Most of the CSOs (especially the independent think tanks and advocacy organisations) depend on donor funds. This results in a high dependency on the donors' agendas and a distortion of the accountability structure. The contributions by central and local level government agencies to independent CSOs are minimal.
- The reputation of CSO organisations has improved over time but the relatively high salary levels, according to some donor observers, appear to distort the labour market because salaries in the government and the private sectors appear to be substantially lower in general. Based on pension fund contributions, KCSF does not see such a distortion in salaries based on official figures.
- There are only a few NGOs that have a real constituency in form of a membership base that pays regular membership fees. Most organisations consider or declare their trainees/graduates or volunteers as their constituency.
- Despite efforts by CiviKos and KCSF through the promotion of a Code of Conduct deficits with regards to internal governance remain. Often regulations are there but

³ Income from other sources was estimated based on KCSF data about CSOs income sources (see Figure 2 in Annex 3).

⁴ See <http://kcsfoundation.org/?page=2,6,630#.W1iXTLgyXHq>

⁵ The small action grants by SDC amount to CHF 200'000. The Swiss Embassy and the HSD have a yearly budget of CHF 30'000 (ca. € 25'000) each for small actions.

not followed. Especially smaller organisations have no Code of Conduct for staff or lack financial regulations or staff contracts.

- The fragmented donor landscape makes not only the coordination challenging but also results in the parallel implementation of several granting schemes by the same organisation (e.g. KCSF is currently implementing relatively small re-granting schemes for 5 donors).⁶
- The demand for donor support is unlimited because most of the donors so far do not require co-financing from CSOs while the EU is requesting 5-10%⁷. Such a conditionality would sharply reduce demand due to limited funding sources.

1.2 The Democratic Society Promotion (DSP) project

The DSP Phase I (November 2011 until June 2014) supported 19 CSOs, selected from about 170 applications, with a budget of CHF 1.9m. Based on an international tender, KCSF was contracted with the implementation. The mid-term external review by the Institute for Development Studies made a very positive overall assessment (IDS 2012). It concluded that “the DSP design and practice are highly appropriate to making an original contribution to the democratic transition in Kosovo”.

DSP Phase II (July 2014 until June 2018) started with a total budget of € 3.8m with SDC funding. As of January 2016, DANIDA joined the project and committed additional € 1.9m for the period January 2016 until June 2018. DANIDA’s contribution was allocated for co-financing of Outcome 1 only of DSP II (see below). Both donors agreed to a non-cost extension of DSP II until end of December 2018.

The objectives and Theory of Change (ToC) outlined in the Project Document (ProDoc) are: The **overall goal** of DSP II is to support the development of a democratic society in Kosovo. The project aims at supporting projects, initiatives or activities arising from civil society with a potential to contribute to significant changes in society at national, regional and local level by achieving two outcomes.

Outcome I: Kosovar citizens and civil society organisations increase their demand for, and take an active role in seeking, high-quality services, good governance, gender equality, and the integration of minorities.

Outcome II: Diaspora actively contributes to the democratic and social development of Kosovo.

ToC: DSP II assumes that in order to create and sustain transparent, accountable and inclusive democracy there needs to be sufficient demand for good governance, oversight and social inclusion from the public. Only an active citizenry exerting its democratic rights can pressure and sustain government into acting more democratic and inclusive.

If civic initiatives are adequately selected according to the set criteria⁸, funding their efforts for better representation, systemic rights establishment, creating social capital and expanding access to information on socially important issues is advancing the democratisation process in Kosovo measurably and sustainably.

“The democratic development of any country must include – besides institution building – support to an active citizenry to demand transparent, accountable and inclusive governance. DSP is meant to represent an alternative and innovative source of funding

⁶ Swiss/Danish grants (DSP II), Luxembourg grants, Canadian grants, Swedish grants and now Norwegian grants.

⁷ In this regard, contributions from non-EU countries are helpful because these can be used as co-financing means for EU funded CSO projects.

⁸ Of having a constituency, be result-oriented and competent in political economy and ready to overcome a degree of resistance and opposition in implementation

for civic initiatives that advance democracy and inclusion in Kosovo, through promotion of civic participation, ethnic cohesion and gender equality” (ProDoc 2014).

DSP II targeted civil society and media organisations and provided 63 Project Grants (PGs), 24 Institutional Grants (IGs) and 2 diaspora grants. The overall thematic orientation was broad and addressed various democratisation and governance issues but also diaspora and waste management in separate calls. The main themes supported overall in the grants were: Local governance (13 grants), gender equality (6), media (6), democratisation (6), culture (5) and education (4). Other areas had 3 or fewer grants (e.g. youth or rule of law).⁹ A strict categorisation is, however, difficult because some aspects can be either seen as a theme (youth or culture) or as instrument (rule of law or participation). The themes have covered the project priorities mentioned under Outcome 1 of DSP.

1.3 Purpose of the review

The main objective of this mandate is twofold: (1) To assess the achievements of Phase II; (2) To provide recommendations regarding a Phase III; and (3) to provide strategic elements and considerations for a possible Phase III. The review questions are attached in the ToR (Annex 1).

SDC will use the findings, lessons learned and recommendations of this review for decision-making related to Phase III (steering) as well as for the purpose of documentation, institutional learning and accountability (i.e. End-of-Phase Report for Phase II).

2 Methodology

Methods applied: The review applied the following mix of qualitative methods: (1) Review of project and context documents as well as websites of donors and grantees; (2) 22 interviews¹⁰ with representatives from donors and KCSF; (3) 18 interviews with grantees, of which 8 were Project Grants (PGs) and 2 ad-hoc grants, 6 Institutional Grants (IGs) and 2 unsuccessful grantees; (4) Visit of 5 grantees in Mitrovica (incl. 2 in North Mitrovica) and Peja. Finally, a validation workshop was conducted to inform key stakeholders about the findings of the review and a subsequent internal workshop was used to validate the lessons learnt of the DSP Phase II implementation.

The selection of grantees was proposed by KCSF and was amended by additional cases selected by SDC and the evaluator (especially to also cover non-successful grantees). It has to be noted that some grantees received several grants and some received one grant but failed to obtain another one. Details on multiple granting are provided in Table 7 in Annex 4B.

Limitations: The methodology has the following major limitation: The impact and result measurements are constrained by the lack of exact baseline data and the absence of a counterfactual. This is not DSP specific but a general feature of CSO and democratisation programmes. Given the complex interventions in this field and the numerous donor actors an impact assessment appears to be beyond the scope of such an evaluation approach.

⁹ The data is from the DSP Annual Report 2017 and includes only grants awarded up to end of 2017.

¹⁰ Some of the interviews consisted of several persons. Details can be found in Annex 2.

3 Findings of the Review

3.1 Relevance

General: The civil society is considered to be an important stakeholder in democratic societies for providing (1) Social services to marginalised groups; (2) Serving the specific interests of its members; or (3) Advocating issues towards political or policy-changing aims. An empowered civil society is at the heart of any democratic society and thus is a relevant pillar for support in most OECD as well as post-communist countries (e.g. the EU, Switzerland and other donors are still supporting the civil society in the (not so) new EU member countries in Eastern Europe). Debates about the role of the civil society and the extent to which it shall fill service gaps of the government or challenge the government, and what a good and effective overall balance is between the government, the private sector and the civil society are constantly raised and balanced not only in OECD countries but also in Kosovo.

Designing relevant projects advancing the state of the Kosovar civil society remains a challenge. A USAID evaluation about civil society support in 2010 concluded “the next step for NGOs in Kosovo is to develop advocacy strategies that focus on interest representation and constituency development. This is central to strengthening the link between civil society development and democratic development” (USAID 2010). Apparently, this was an issue for the DSP Phase II concept and will remain a challenge and an important task to accomplish for coming CSO support activities.

Policy of the Government: The Government of Kosovo recognizes and appreciates the role of the civil society as outlined in the strategy (Office of the Prime Minister 2013) and is committed to provide a favourable environment for the civil society. The strategy confirms the important role of CSOs in promoting good governance, transparency, participation and accountability to citizens. It advocates a regular and structured cooperation. However, concrete or budgetary support for the implementation of this strategy were lukewarm in the perception of Kosovar CSOs.

SDC (and DANIDA): The Swiss Cooperation Strategy 2017 - 2020 defines “Democratic Governance and Human Security” as one of four intervention pillars. Beside improvements in local governance, the strengthening of citizens participation, CSOs and media is seen as an important measure for fostering transparency and accountability and thus to make governance at all levels more accountable, transparent and inclusive. Thematically, the fight against corruption, social inclusion and making better policies in these areas are emphasized. A specific country level outcome was formulated in this regard “citizens and CSOs use offered and – where necessary – claim spaces for participation in the shaping of public affairs thereby fostering trust between communities and public institutions” (ProDoC 2014). A special focus is given to supporting the constituency-building of these organisations.

The SDC thematic network on Democratisation, Decentralisation and Local Governance (DDLG) has issued a policy paper which highlights the role of empowered citizens, CSOs and media to promote democratisation and good governance (SDC 2016). The open and constructive interaction between state and civil society as well as within the civil society are emphasised. Switzerland with its history and authentic experience with direct democracy and civic engagement seems well positioned to promote principles of local governance, participation and diversity. Democratisation and human rights are also strategic objectives of the Federal Dispatch on International Cooperation 2017 - 2020 and the Swiss Foreign Policy 2016 - 2019.

Relevance of the project approach: Given the Kosovo context and the strategic framework, the support of DSP Phase II can be judged as highly relevant for the development of a democratic society through empowered citizens and CSOs. The project concept involved a mix of grant instruments (PGs, IGs, awards and selectively ad-hoc grants). IKCSF and short-term consultants provided a range of support services to grantees, such as coaching for the reformulation of project ideas into full proposals, developing logframes in order to better link results with programme indicators, preparation of realistic budgets and providing advice for the implementation of the financial regulations. Naturally, champion CSO's required much less support compared to smaller and younger CSOs.

Under DSP II, two thematic calls were organised to address specific issues concerning Outcome 2 in order to involve diaspora partners. In 2016 the call resulted in only 2 applications from Swiss based organisations and both were successful (Alb-info and ISEAL – the latter after initial denial). In 2017 the call resulted in only 1 application which was not fit for funding. The diaspora grantees were rather difficult to handle for KCSF since they were not professional organisations with permanent staff and neither familiar with context in Kosovo nor with donor projects. As a result, the SteeCom decided to close the diaspora grants in 2017. Overall, the diaspora component (Outcome 2) was possibly based on incorrect assumptions that there is demand for such support. Despite significant information efforts there seems to be no real demand or it would possibly require a different design or standards.

3.2 Achievements: Impact, Outcome and major Outputs

Impact

It is obviously difficult to make straight forward conclusions about impacts in such diverse thematic areas and complex actor landscape as is the DSP operating. Taking the impact indicators for which data are available, the following trend is noticeable: Whereas the Freedom House scoring for the civil society NIT indicator remained stable at 3.75 since 2014 (when 1 is the best and 7 the worst scoring), the overall democracy score marginally improved (see Table 3 in Annex 3). The corruption perception index (CPI) increased from 33 in 2014 to 39, a remarkable improvement. The Bertelsmann Transformation Index (not part of the logframe) indicates a fairly stable rating for the democracy status which “deteriorated” from 6.7 in 2014 to 6.6 in 2018 (when 10 is the best and 1 the worst scoring). For more information see Table 5 in Annex 3.

Two indicator that are not listed in the ProDoc are the “democratisation index” and the indicator “does civil society in Kosovo serve as truthful monitor of democratic developments in Kosovo?” for which semi-annual data is published by UNDP and USAID.¹¹ Both indicators show a substantial improvement between November 2014 and April 2018: Whereas the democratisation index rose from 1.09 to 1.48, the civil society indicator more than doubled from 21.3% to 48.3% (UNDP/USAID 2018, p. 8). That appears to indicate a substantial improvement in the perceived role of the civil society in monitoring the democratisation in Kosovo.

It appears as if the UNDP / USAID Public Pulse report, which is based on citizen's polls, offers significantly more positive data on democracy and CSO trend indicators from recent reports than assessments made by international think tanks (see above).

Outcome

¹¹ The index is based on a series of 9 indicators for which data from a representative sample of citizens is collected. The max. value is 3 and the minimal value 0. For more details see UNDP and USAID (2018, p. 20).

The M&E information provided for outcome indicators is inconclusive. Whereas some indicators show clear improvements, others remain unchanged: (indicator 1.2¹²) Participation in public discussion has increased from 5.4% (2013) to 24.4% (2018). This massive increase, however, seems to be the effect of the 2017 central and local elections where many people attended party rallies. (1.3) Policy making impact remained stable with very similar values of 32.99% (2014) and 33.3% (2016).¹³ (1.4) CSOs appear less active in policy making since the value dropped from 63.64% in 2013 to 49.5%, and (1.5) Invitation to public consultations appear to have been stable with a marginal decrease from 24.99% to 24.8%.

It has to be kept in mind that most of these indicators contain aggregated data with not a very precise measuring scale.

The following outcome indicators (1.6-1.8 according to the ProDoc) are clearer but the definition of when a change is a case to be reported - and when not - remains a matter of interpretation: (1.6) Cases resulting in improved quality and quantity of representation (from 0 cases to 13 cases under DSP II. (1.7) Cases with more systematic accountability of the state occurs (from 0 to 14), and (1.8) Fields/areas where institutions were challenged to take account of diverse perspectives (from 0 to 12). These illustrate that certain grants have effectively addressed DSP priorities but the depth and outreach of change remains open. Furthermore, the baseline (0) is an artefact because most of the DSP supported organisations also received grants from other donors, in many cases in parallel raising attribution issues.

Table 1 on the following page provides an overview about the achievements of all the outcome indicators.

Outcomes at grantee level

At the level of grantees, the DSP has certainly made highly appreciated and noticeable contributions to the institutional strengthening and consolidation, especially since it did not only support traditional CSOs but also younger ones (evidence from project visits):

- K-W4W (IG 22, € 49'710 DSP contribution): The NGO has 29 staff and supports the social and economic inclusion of women. The institutional grant of DSP was awarded to them in 2017 when they went local and were registered as a Kosovar organisation. The grant was used to address this crucial transition stage, to review the strategy and for capacity building (training in advocacy and fund raising). The institutional grant was split and also used for specific project activities.
- ORCA (PG 29, €15'022 and 50, € 25'726): The NGO has 11 staff and volunteers and advocates better transparency in higher education as well as improved academic integrity (promotion of professorships). Because the NGO was only created in 2016, it was only eligible for project grants. The grant was used for research, publication and public debates.
- RITTU (PG 47, € 60'037): The NGO has 6 staff and consists of young people and activists who rehabilitated an abandoned industrial building to become a community centre with diverse cultural activities (Termokiss). The grant was instrumental to start the initiative and now the NGO has employed staff and actively mobilises/integrates also its neighbours.

¹² Indicators 1.1 was dropped because data is not available regularly.

¹³ How such a complex indicator can be measured in two digits remains unclear despite the attempt to define the indicator (KCSF monitoring scheme).

Table 1: Overview on outcome achievements in DSP Phase II

Outcome 1		Kosovar citizens and civil society organisations increase their demand for, and take an active role in seeking high-quality services, good governance, gender equality, and the integration of minorities.					
Indicator	Baseline 2012-13	2015	2016	2017	Total	Target 2018	Comment
OC 1.1 Level of citizen's satisfaction with Municipality services	66 % (2012)	N/A	N/A	N/A	-	70%	This survey is not conducted regularly. It was then decided to drop the indicator (AR 2017)
OC 1.2 More citizens participate in local public discussions	5.4% (2013)	11.4%	8.7%	24.4%	-	7%	Appears to be on track: The 2017 data might have been influenced by the national and local level elections, where people participated in election related events and rallies
OC 1.3 Significant impact of civil society in policy-making	32.99% (2014)	21.7%	33.3%	N/A	-	40%	Appear to be difficult to achieve: It is not very clear what data is how aggregated into this percentage figure. The decrease is attributed to a change in the sampling methodology of the Kosovar Civil Society Index for the years 2016 and 2018 (AR 2017)
OC 1.4 CSOs become more active in policy-making process at central and local level	63.64% (2014)	41.8%	49.5%	N/A	-	70%	
OC 1.5 CSOs regularly invited to public consultations by public institutions at central and local level	29.99% (2014)	23%	24.8%	N/A	-	35%	
OC 1.6 Cases resulting in improved quality and quantity of representation	0	8	3	2	13	10-20	On track: This is based on the reports submitted by grantees.
OC 1.7 Cases where more systematic nature of accountability of the state to its citizens occurs	0	3	6	5	14	4-8	
OC 1.8 Fields/areas where institutions are challenged to take account of diverse perspectives	0	5	3	2	12	12-18	
Outcome 2		Diaspora actively contributes to the democratic and social development of Kosovo.					
OC 2.1 Number of diaspora organisations/initiatives and/or individual experts that participate and contribute to the effective political and social development of Kosovo	0	0	0	2	2	4-8	Underachieved: The response to the two calls was much below expectations. Activities under this outcome stopped in 2017.

Source: DSP Annual Report 2017 (including some updates)

- 7arte (PG 18, € 27'417 and IG 19, € 35'837): The NGO has 6 staff and promotes the cultural and touristic potential of South Mitrovica. With the PG they developed a tourism strategy in a participatory manner and with the IG they improved their internal governance by elaborating an organisational strategy, financial regulation and generation of new projects.
- GLPS (PG 16, € 94'817 and IG 21, € 61'727): The think tank has 17 researchers and addresses a broad range of issues. The project aimed at monitoring the performance of judges and courts and established a website.¹⁴ The IG was used to continue the website and work on the rule of law with parliamentary commissions and ministerial working groups.

Most of these NGOs have close cooperation with local municipalities or ministries and parliamentary commissions and monitor the institutions and legal changes in their realm.

However, the visit also highlighted the need to carefully verify the absorption capacity and to avoid overlaps:

- KLGI (IG 08): The CSO has 9 staff and supports the municipalities in improving their operations. The grant has enabled it to support municipalities in setting up websites, trained their staff in strategic planning, advised them in performance monitoring and supported the revision of the Law on local finances. These seemed to be similar topics as addressed by SDC supported DEMOS project.
- Most of the well-established think tanks, watchdog and advocacy CSOs do not seek government funding but want to keep their independence. This makes them dependent from donor funding and thus they manage parallel funding from several donors at the same time (e.g. BIRN, INDEP or GLPS). Annex 4 suggests a bias of awarding grants to well-established and delivering CSOs similar to those of other donors.

Outputs in terms of grant allocation

DSP II awarded a total of 63 PGs, 24 IGs and 2 diaspora grants until June 2018 to 65 different Kosovar CSOs. The following table provides an indication about the evaluation burden and the approval rate.

Table 2: Overview about applications and approvals per instrument as per end of 2017 (DSP AR 2017)

	Applications received	Applications evaluated	Applications approved
PGs (incl. waste and ad-hoc grants)	470	395	42 (plus 19 in 2018)
IGs	109	101	24
Awards	18	18	3

Most of the output indicators formulated in the ProDoc will be achieved or overachieved, such as “number of CSOs seeking high-quality services, good governance, gender equality and the integration of minorities” or the “number of women participating in political and public life”. Besides uncertainty about the exact interpretation of some output indicators the definition of a zero baseline for most of these indicators appears to be an artefact. For example, women were already before participating in public and private life, so the overall baseline is not zero. The difficulty in attribution even for such simple

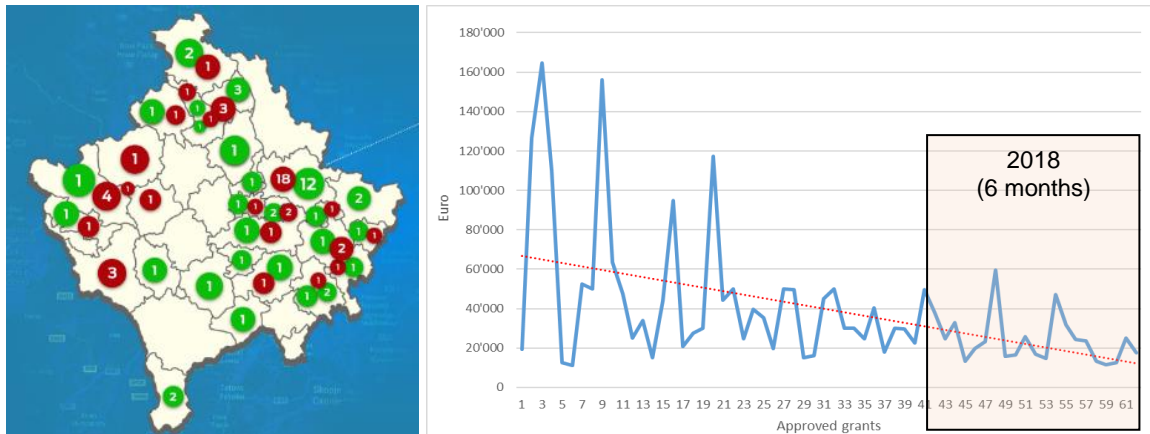
¹⁴ See. Rule of Law Performance Index: <http://www.rolpik.org/>

indicators is aggravated by the fact that often various donors support the same organisation with project and/or institutional grants. This makes a clear attribution of outputs and outcomes to specific grants challenging or impossible.

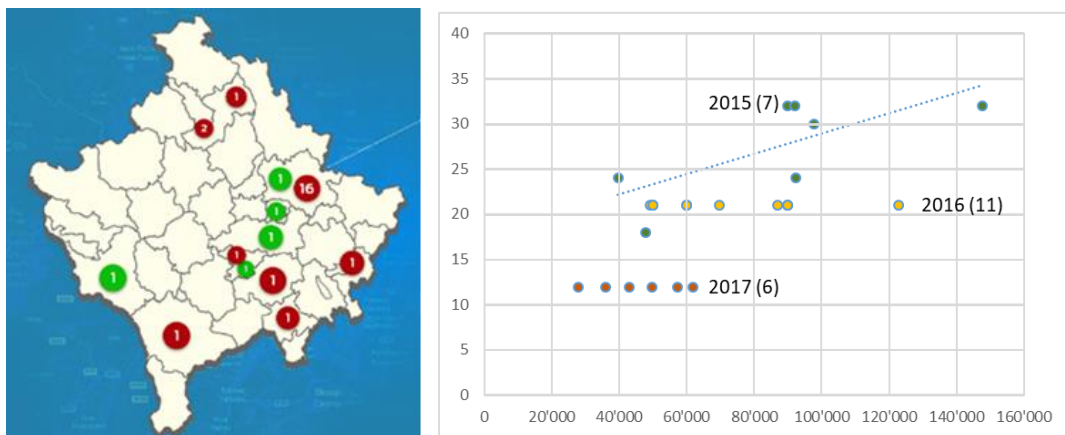
The following figures illustrate the geographic coverage and the size of grants over time. It has to be kept in mind that the PGs were awarded on a rolling basis (whenever 20 proposals were submitted these were screened by the Grants and Award Board, GAB) and the IGs were awarded in 3 calls in 2015, 2016 and 2017.

Figure 1: Geographic distribution and size of PGs and IGs over time

PGs: Rolling evaluation after 20 proposals were submitted



IGs: Three calls in 2015, 2016 and 2017



Source: KCSF grantee data base. Map legend: red = closed projects and green = ongoing projects as per end of 2017. There, are less grants in the case of IGs because some grant sizes are almost identical and overlap.

The figure illustrates the following aspects:

- Not surprisingly, the grants correlate with the duration but the number of high budgets for PGs at the beginning is noticeable. The size of PGs continuously decreased from around CHF 70'000 in the average at the beginning to CHF 20'000 at the end of the phase. Similarly, the institutional grants became smaller in the last call since the possible duration was only 12 months. Therefore, some of the earlier PGs were bigger than the IGs in the third call.
- 23 PGs (or one third from 63) were approved during the first six months of 2018, including most of the ad-hoc grants. Although these were foreseen in the ProDoc as rapid response tool they were activated for the snap general elections in June 2017). Overall, the high number of PGs allocated in 2018 with rather short project durations of up to 5 months indicates the will to disburse the available funds.

- 10 out of 19 CSOs of DSP Phase II already received a grant during Phase I. Annex 4 illustrates that several grantees received several projects under DSP II. This indicates that the number of good quality CSOs is limited and a lot of support ends up with the same “champions”. Successful CSOs are capable to absorb funds from 10 donors.
- Despite the intention to decentralise the granting, both grant types show a strong concentration on CSOs based in Pristina.¹⁵ This appears to be an over-representation as only 37% of NGOs registered are located in Pristina (KCSF 2016 p. 17). In terms of fund allocation Pristina based CSOs are even more clearly dominating: 71% of PGs and 67% of IGs went to Pristina based organisations.

Outputs in terms of award allocation

Awards were planned to elevate the profile of civil society actors and to reward outstanding engagement, civic courage or achievements of organisations or individuals towards promotion of democracy. In 2016 and 2017 three awards were provided to a foundation, a whistleblower and an online media portal.¹⁶ The distribution of these awards was a yearly landmark for DSP and its public appearance and visibility. Since there are no comparable awards in Kosovo this is a great communication instrument. Gender equality and social inclusion results are monitored across the grantees. The number of women reported to have participated as a result of DSP grants in political and public life is 1'116 and the number of members of non-majority ethnic communities is 901 since the beginning of Phase II. Both outputs will be overachieved by the end of Phase II.

Unintended effects

Two side effects for which however no robust evidence was found are that (1) The fragmented donor landscape and the frequent launching of calls for projects in similar themes might reduce the overall aid effectiveness, and (2) The high profile and very visible promotion of the democratization agenda might provoke reverse trends in the society resulting in attempts to reduced the space for CSOs. Therefore, good donor coordination and putting the local institutions in the driver seat provide more sustainable results in the longer run than aggressively pushing the democratization agenda by donors.

3.3 Project Management and Efficiency

Institutional set-up

KCSF is an experienced and competent partner in granting and advocating the interests of the Kosovar civil society. It has all necessary project cycle management tools for granting in place: M&E manual, guidelines and supplementary documents for calls, contracts, and templates for narrative and financial reporting. KCSF adhered to strict procedures in the management of the grants. It was still flexible to consider local context changes and participated in partner events.

The GAB conducted 31 meetings between 2014 and May 2018 and the SteeCom convened 8 times during this period. The two bodies worked effectively and efficiently as outlined in the ProDoc and decisions are well documented. The GAB consisted of 4 independent experts and a representative of SDC-K. The GAB worked well and consisted of experienced and highly motivated members. The composition reflected a broad thematic diversity covering most civil society themes and issues.

¹⁵ According to the AR 2017 around 58% of grants were allocated to central level and 42% to local level. The intended target was 40% for central and 60% for local (which could still be Pristina based).

¹⁶ See: <http://kcsfoundation.org/dsp/?page=2,36>

KCSF provided support and coaching services to grantees, especially to concretise the project idea in the case of PGs and to elaborate logframes which included programme indicators for both types of grants. KCSF provided a total of 116.5 expert days of coaching (until end of 2017), which was less than planned. The feedback obtained from the grantees was positive throughout the interviewed sample. The support and advice provided by KCSF's project staff was well appreciated by all grantees because it came in time and with the required quality.

The following aspects are worth mentioning regarding the project set-up:

- The SDC presence in the SteeCom and the GAB – although understandable for monitoring reasons – resulted in an accumulation of tasks of SDC (grant evaluation and final decision-making). The role of SDC in the GAB should be limited to one of an observer.
- KCSF is following a three-step procedure in case of non-successful applications.¹⁷ The correspondence to the non-successful applicants should not be sent on behalf of the GAB (which included SDC) but by KCSF which is the operator of the grant scheme, of course based on the GAB arguments. SDC should only step in at later stage if applicants threaten to escalate the issue.

Risk management and reporting

KCSF undertook precontracting assessments, regularly visited the grantees and maintains an excel-based data base about the performance of grantees (compiling information about compliance with reporting, achievements per indicator etc.). This is a very systematic and commendable approach. However, a risk assessment of the individual grants was not done on regular basis.¹⁸

The reporting is comprehensive and got improved as well as more detailed over time. This has made the latest DSP AR 2017 rather too detailed and voluminous. The recommendation of the MTR (Tana Consult 2016), namely to include a risk-based reporting, was not implemented because of missing clarifications about what “reputational risks” shall entail. KCSF is currently building up an ISO certification system, part of which will be risk management tools and processes.

The AR contains in the narrative part the achievements financed by both donors (SDC/DANIDA), whereas the financial part only includes SDC related expenses. Hence, the report provides an asymmetric picture outlining the full programme achievements while only partially covering the financial part (SDC part). This hampers full transparency of an investment.

Efficiency

The staff allocation at KCSF (8 FTE) seems reasonable with potential for optimisation. Table 6 in Annex 4A illustrates the expenditures for SDC and DANIDA for the whole Phase II. The overall final absorption rate is estimated to reach 94% which is a good rate.

The non-granting costs are 18.4% of the expenses. Since this includes all non-granting costs such as direct grant management costs but also costs for the elaboration of the civil society index, granting of the Democracy award, short-term consultants, and diaspora grant promotion costs these go beyond direct grant management costs and are difficult to benchmark. Overall, the gross overhead is within the budget (20%). The additional “analytical” or “policy level” services and outputs need better definition, especially also in

¹⁷ First a generic letter is sent to the applicant. Second, DSP team meets with the applicants to explain the reasons for grant refusal. Third, if the applicants are not convinced which occurs in very rare cases they ask for third layer (formal explanations) where KCSF sends a letter with the justifications from the GAB.

¹⁸ This does not have to be a sophisticated tool but a traffic light system that allows to keep an overview on risky grants/grantees for reporting.

the context of other donors financing KCSF (incl. fairly big annual institutional grants from Sweden).

The Outcome 2, although less relevant in the overall DSP context and nourished with much less funds than Outcome 1, created substantial administrative and management work, not least because it had a separate GAB. The inception and promotion expenses were significant compared to only two funded grants and the overhead for this outcome is considerable (see Table 6 in Annex 4) and thus the investment cannot be considered as efficient.

In the context of such a review it is not possible to investigate alternatives in the required depth. The pooling of funds between SDC and DANIDA is certainly to be considered as a strong point of DSP II making it one of the biggest projects supporting civil society and providing good visibility.

Diversity and competition is certainly good and productive but the current fragmentation of grant schemes for CSOs (KCSF alone is operating 5 schemes, all below € 1m per year in 2019) might result in compromised aid effectiveness since often the same CSOs benefit from various grant schemes with different reporting requirements. In this regard the joint efforts of SDC and DANIDA is commendable as it reduced fragmentation and inefficiency.

DANIDA decided to phase out all projects in Kosovo due to new political priorities. Therefore, it has some interest to disburse the committed amounts until the end of the phase.

Granting procedures

The following points can be considered as strengths: (1) The M&E scheme by KCSF is good and state-of-the art (even with a grantee performance overview) and unannounced checks on the spot are being done as it was confirmed by grantees. (2) The logframes are a useful tool to structure the grants and as input to the reporting. All grants are audited by the same company which ensures the same standard and independence. (3) All relevant information is documented on KCSF's website¹⁹. (4) Gender equality and social inclusion are represented in various grants (e.g. North Mitrovica, or minorities in Peja). (5) The removal of budget ceilings (compared to Phase I) promoted a flexible approach and the budgets of applications were carefully scrutinised (and often reduced, sometimes by a factor of 3). (6) The possibility to hand in applications and reports in Albanian, English and Serbian was highly appreciated by grantees.

The following points were assessed as weaknesses: (1) The applications were rated with a traffic light system (three colours) but without an explicit evaluation grid. If more applications are to be evaluated and for a clear benchmarking a more formalised evaluation grid would be helpful and strengthens robustness of the evaluation process. (2) The CSOs appear to have a gender gap: Most NGOs are headed by male directors whereas project managers are mostly female. (3) «Gender» and «social inclusions» are core principles promoted by DSP but are not explicitly rated in the GAB as there is only a generic traffic light system applied but no evaluation grid; (4) The DSP website does not consistently provide data about the duration of grants which is important for donor coordination and avoiding duplication.

The discussion with two non-successful grantees indicates that the eligibility criteria should be more precise, respectively should also include non-eligibility criteria, such as associations of business companies. This could prevent the provision of incongruent arguments when the applicant re-applies next time. If business-based associations are to be excluded – which in general have a clear membership base compared to many other supported CSOs – it could also be considered to possibly exclude CSOs that cater

¹⁹ See: www.kcsfoundation.org/dsp

exclusively for municipalities.²⁰ Both types of CSOs do not cater for citizens as primary target group. There should also be a clear mentioning in the call documents that the decision of the GAB is final and that no appeal mechanism exists.

The following aspects are worth mentioning regarding the instruments:

- The thematic calls, waste management under Outcome 1 and diaspora under Outcome 2, were not successful despite substantial investments. In the case of waste management out of 31 applications only 2 could be financed (the rest included all kinds of procurement) and for diaspora calls the demand was overestimated. Such calls require solid ex-ante research to better define the demand.
- The rolling calls for PGs burdened the staff of KCSF as this resulted in multi-tasking: preparation of calls, project coaching, contracting, M&E and closing of PGs at the same time. Furthermore, the evaluation of 20 proposals at a time made the evaluation task of the GAB challenging because the benchmarking possibility was reduced.²¹
- The difference between PGs and IGs was an issue from the start. Efforts were made to clarify this. Yet, this was only partially successful because the IGs had increasingly the character of a PG in the later stage of the phase and sometimes IGs contained projects.

Donor coordination

Until recently Sweden invited for quarterly donor coordination meetings and kept a simple data base. The exchange focused on strategic issues but also included project level aspects in order to coordinate and avoid duplications. The EU has recently started to set-up a more sophisticated data base for all projects addressing the civil society. The platform should become functional in autumn 2018. This effort to set-up a new data base seems commendable but adds only value if it is well maintained, complete and up to date. Experience shows that this is rather difficult to achieve with so many donors operating various instruments reaching out to CSOs.

How challenging the coordination is can be exemplified with the Swiss “orbit”. Various SDC projects finance CSO activities and SDC has a small action fund.²² Besides the DSP grantees that obtained several PGs and/or IGs there are 6 grantees that also received support from HSD and RRPP since 2014. For example, BIRN has received support from (at least) 4 different Swiss actors in the period from 2014 to 2018. The coordination according to the various stakeholders works well but is mainly based on informal exchange of project info/contracts among involved staff. In some cases, the contracts were amended to ensure complementarity. Recently, HSD has also started to support a few NGOs that received support from DSP II. Thus, a clear coordination within the Swiss orbit (also in terms of specific contents) seems to be a must given the on-going projects and the new pipeline projects, such as the river basin management project with an envisaged crucial role for CSOs.

A few donors raised strong questions regarding the absorption capacity of the civil society in Kosovo for the diverse donor-driven funds and see the current situation rather sceptical. Thus, deepened and effective donor coordination remains a constant task with room for improvement.

²⁰ Especially since SDC is supporting Municipalities through other projects.

²¹ Sometimes a better application for the same subject was submitted in a following round but could not be supported because a similar project was already approved.

²² So far there were € 170'000 available per year for small actions. There will be an additional € 250'000 available annually for cultural activities in future. By far most of the funds are allocated to activities of smaller CSOs.

Policy dialogue

The DSP II ProDoc does not specify the distribution of tasks for the policy dialogue about civil society in Kosovo. This dialogue is characterised by the fact that, besides SDC, the various grantees as well as KCSF are also engaged in policy-making and policy dialogue with the government at various levels and for different issues. SDC should focus on strengthening the policy dialogue capacity of KCSF and the grantees as a first priority.

3.4 Sustainability

The sustainability of DSP II is difficult to assess as it includes the level of the programme implementation (KCSF) and the various grantees. DSP II has strengthened the institutional capacities of KCSF and especially the IGs have contributed to revised or new strategies and fund-raising concept for the grantees. This has resulted in a professionalisation which contributes to sustainable activities of the various grantees.

The sustainability of the CSOs will remain a concern as long as they are so dependent on donor funding (ca. 50% of the means). DSP II has supported strategic planning and fund-raising efforts that will help to improve the sustainability. However, this can only be achieved when more local resources can be mobilised for example through service contracts with government agencies, donations or sponsoring from companies.

3.5 Conclusions and lessons learned

Avoiding redundancies with the previous findings, this part focuses at the meta level.

Overall, DSP Phase II has fulfilled its mandate and reached the objectives under Outcome 1 “strengthening the civil society in Kosovo, contribution to more participatory processes and better transparency and rule of law”. However, Outcome 2 aiming at “strengthening the Diaspora in the field of democratisation and social development” fell short of expectations.

KCSF has proven to be a professional granting organisation adhering to strict procedures but was still flexible to consider local context changes. It provided competent advice, coached the grantees when there was a need and was a reliable partner for SDC and DANIDA. Based on an international bidding procedure, KCSF has been awarded a new granting mandate by Norway recently. Thus, KCSF is a competitive institution for regranting and is a relevant and known player in pursuing the interests of the Kosovar CSOs.

The mix of instruments (PGs, IGs, ad-hoc grants and awards) oriented towards institutionalised and performing CSOs proved to be valid and delivered good results. Institutional grants were considered as flexible and effective tool to support CSOs. The rolling assessment of incoming proposals for PGs resulted in multitasking by KCSF and difficulties in benchmarking. Grant decision making should be based on competitive calls and more rigid evaluation of applications including more transparent and precise eligibility and evaluation criteria (and score-cards).

Donor coordination is important but at the same time challenging because of the fragmented landscape and multiple channels of reaching out to CSOs. The absorption capacity of CSOs must be carefully checked and potentials for pooled donor financing should be more actively explored.

4 Recommendations

The following recommendations are structured according to four themes: (1) Strategic orientation; (2) granting mechanisms; (3) M&E and transparency; and (4) other ideas for further consideration.

Strategic orientation

1. SDC should continue to support strengthening democracy and the civil society in Kosovo and plan a next phase of DSP to be implemented by KCSF.

SDC has built-up a long-standing partnership with KCSF which can provide advocacy and capacity development services to CSOs beyond the pure regranting. This also offers good scope for coordination of various donor schemes.

The risk of having a monopolistic situation if SDC continues its cooperation with KCSF appears exaggerated as other regranting organisations exist and the EU is no longer implementing grants through KCSF.

2. SDC has basically two options as a set-up for a next phase: Option A would consist of a closer cooperation with other like-minded donors and co-financing or pooled financing of calls for CSOs, and Option B to continue with own calls for all granting instruments.

In 2017, KCSF prepared a concept for pool funding (KCSF 2017) which, however, did not find a lot of attention for various reasons (e.g. differing policy and approval cycles makes it difficult to pool funds for donors). In 2019, KCSF will implement similar thematic grant schemes for 5 donors each with a budget of around € 0.5m per year. This does not appear to be optimal for aid effectiveness. KCSF will elaborate a feasibility study on concrete implementation mechanisms for such pooled funding in the coming months.

Option A: SDC should consider full or at least a partial pooling of funds with other donors for calls. In the optimal case this includes institutional and project grants. In the minimal case this would only relate to project grants. The KCSF feasibility study will outline the funding and implementation mechanisms and potentials for a buy-in by donors.

Option B: SDC implements all grant instruments through KCSF as a continuation of DSP Phase II.

Both options have pros and cons which are elaborated in the next chapter.

3. SDC: In view of fewer funds for Phase III a narrower thematic portfolio should be considered under Option B than in Phase II (e.g. no culture).

The themes of KCSF and other grants oriented towards strengthening of democratisation appear to be quite similar (Annex 5 provides an overview on major thematic orientation of current grant schemes for the Kosovar CSOs). In Phase III there should be a clearer complementarity between grants schemes and foci for projects and institutional grants between the donors.

Proposals in the field of culture should only be supported if they are instrumental for the promotion of democracy. Mainly cultural activities are to be excluded since a new EU grant scheme for this theme will become operational and SDC will have an additional grant line of € 250'000 per year for culture projects in future.

4. SDC: The GAB should consist of 5-6 independent evaluators and SDC should only be an observer. The SteeCom shall have the role of the final selection / approval of grants to be financed (with a veto right of the donor).

The independent opinion of 3 GAB members (out of the 5-6 members) appears sufficient to provide the evaluation basis for recommendation of projects to be financed. An explicit evaluation grid, that includes the cross-cutting issues (gender equality and social inclusion) would facilitate the transparent assessment and the related communication to non-successful

applicants. The proposals recommended for financing by the GAB should be endorsed by a Selection Committee or Management Body formed by KCSF and SDC and potentially other donors in case of pooled funding) to discuss the evaluation results. This can be the SteeCom (but without the voting power for Kosovar government agencies in order to avoid political interferences) or another separate body.

5. SDC: The strategic tasks of KCSF beyond the regranting scheme should be clearly defined and coordinated with the other donors to ensure complementarity.

The regranting is a fairly predictable business as the management of calls and grantees can be clearly defined and SDC has a lot of benchmarking experience in other Eastern European countries (e.g. Poland, Romania, Albania and Macedonia).

However, the more analytical or policy-oriented tasks such as the elaboration of the Kosovo Civil Society Index, visibility events, award giving and other potential policy tasks, need better definition in the ProDoc and coordination with the other donors (especially with Luxembourg, Sweden and Norway).

6. Swiss actors: In order to ensure complementarity a good coordination of the various Swiss instruments and projects is needed because DSP, SDC projects, Human Security Division, and the small action facility all support CSOs.

Although the current informal exchange of information is judged as sufficient by the Swiss actors there could be a need for more formal/regular exchange of CSO related funding by introducing quarterly exchange meetings among Swiss actors in order to ensure thematic complementarity.

The following recommendations relate mostly to Option B.

Granting mechanisms

7. SDC: The mix of project and institutional grants (PGs and IGs) as well as other tools (info sessions and coaching of grantees) should be maintained.

Especially IGs are seen as useful tool for strengthening established CSOs and think tanks that can bring a tangible change in policy formulation. Ad-hoc grants should rather be avoided for reasons of decision-making (donor driven) and transparency. Emerging needs can be addressed through project grants or SDCs small actions.

8. SDC: The sequencing of PGs and IGs should be reviewed.

In a continuation of DSP Phase II (and not following Option A), the PGs should also be awarded based on yearly calls for proposals in order to enhance competition (e.g. by conducting annual calls for project grants in the first 3 years, i.e. 2019/ 20/ 21). Institutional grants should only be provided in one call at the beginning of Phase III because they should have a duration of min. 2 years. This would allow to better distinguish between the two grant instruments.

9. SDC: The eligibility and evaluation criteria should be reviewed and be specified in the call documents.

PGs should last 12-18 months and IGs minimum 2 years. IGs should be oriented toward mid-term strengthening of the organisations' capacity for constituency building and advocacy. The budget frames per call should be made public (e.g. by announcing an overall financial allocation per call and the number of grants to be selected).

The (non-) eligibility of CSOs should be better defined. For example, it has to be considered whether business associations, and think tanks for local governances (providing services to municipalities) shall be excluded from calls because these are not CSOs directly advocating the citizens participation and interest (and supported by other SDC projects).

Proposals for joint actions or advocacy of issues should get a higher scoring in the evaluation grid in order to foster the cooperation among CSO stakeholders.

10. SDC: The outreach to CSOs outside of Pristina should be fostered by earmarking funds and allowing for smaller grants.

In order to better cover CSOs outside of Pristina, separate earmarking of funds for those organisations is required as they can hardly compete in calls with Pristina based CSOs.

Approximately half of the funds should be earmarked for this as Pristina based CSOs represent less than half of all registered CSOs. The volume for such grants might have to be lower than for well established CSOs due to their limited absorption capacity.

M&E and transparency

11. SDC: Continue with the elaboration of the results matrices for the grants.

The logframes allow to consolidate the intervention logic and define indicators. However, this does not solve the attribution issues in cases of IGs when several donors support the grantee in parallel. Thus, there should be a good balance between qualitative (story telling) and quantitative reporting.

Since there seems to be a gap between Kosovo internal perceptions and international ones, the impact and outcome indicators should provide information from the internal as well as external perspective for more robust tracing of changes and possible interpretations as well as conclusions.

12. SDC: Agree on concise reporting and include a risk monitoring (which was already recommended in the MTR 2016).

Reports should be comprehensive but not necessarily too long. The narrative and financial part should relate to the same subject. For joint activities funded by two or more donors, reporting should comprise all activities and refer to all funds obtained for these activities. The risk management can be pragmatic and in form of a traffic light system, including the assessment of three kinds of risks: progress & achievements, organisation and reputation.

13. KCSF should provide more transparent information about projects durations and donor funding in audit reports and web-sites.

KCSF should provide consistent and exact data about the project duration in the fact sheets of approved projects. In terms of enhancing transparency, the KCSF audit report should state the funding sources of all income (as it is done by some of the grantees).

Other ideas (as invited by the ToR):

A: Consider calls for proposal for Swiss-Kosovar partnerships. This, however, seems only advisable/ feasibly if the Swiss funds are increased significantly.

Partnership schemes were successfully implemented by SDC in various Eastern European countries (incl. the new EU member countries Poland, Hungary and Romania). This would also allow for diaspora organisations to transfer their knowledge and expertise to Kosovo partner organisations. Swiss developmental NGOs would, however, have to be excluded since they get funding through other SDC channels.

B: Initiation of steps to build-up a kind of CSO certification system.

Such a quality label could build up trust and promote donations as well as sponsoring to CSO champions. This could be done by an independent organisation (e.g. KCSF). The Swiss ZEW system²³ could serve as role model.

²³ See: <https://www.zewo.ch/en/>

5 Strategic and Conceptual Outline for Phase III

5.1 Preliminary parameters

Purpose: The purpose of DSP Phase III remains basically the same as for Phase II: The Kosovar civil society shall be strengthened through the support of carefully selected grantees that develop convincing and innovative project ideas or have a concise advocacy strategy addressing crucial democratization issues. A special emphasis shall remain on constituency building and improved internal governance.

Added value by Switzerland: Switzerland has a historic tradition of CSOs itself, as well as supporting the civil society sector in Eastern Europe. It has gained profound experience in working with the Kosovar civil society through various projects since 1999 and DSP since 2011.

Financial envelope: Considering the donor landscape and the absorption capacity Switzerland will allocate CHF 2-2.5 m for a four-year period.

Institutional set-up: Based on the review findings and recommendations KCSF shall be mandated with the detailed conceptualisation of a Phase III. The concrete mix of grants and management cycle of the grants depend on the final option. The following table provides an overview about the pros and cons for the two options:

	Pros	Cons
Option A*: Co-financing of project grants of other donors and implementing the call on institutional grants directly	<ul style="list-style-type: none"> - Less fragmented calls by the 5 donors implementing project grants through KCSF - Cooperation and exchange among donors utilizing synergies (and better efficiency) - Less reporting diversity and burden for grantees - Less or shared oversight burden - Improves the sustainability perspectives if DSP III is the last phase 	<ul style="list-style-type: none"> - SDC would have to negotiate its role (e.g. observer in GABs and possibly SteeComs related to these calls) - Intensive coordination required - The monitoring of SDC indicators and their aggregation would possibly require a compromise (simplification) - Thematic orientation depends on the other donors
Option B: Directly implementing all grant instruments (= DSP II model)	<ul style="list-style-type: none"> - Full ownership of project grants by SDC - Bigger flexibility 	<ul style="list-style-type: none"> - Competition with other similar calls (running in parallel) - Higher workload for GAB

* Option A: This will have to be further developed on the basis of the KCSF feasibility study which will be implemented in the coming weeks. Such co-financing could be done according the call rhythm of the other donors (i.e. semi-annually or annually).

Target groups: This would not change compared to DSP Phase II. For institutional grants basically only established and credible CSOs and think tanks fulfill the criteria. For project grants also relatively young but promising organisations with innovative ideas and projects should be eligible for financing.

Thematic priorities: Given the experience of DSP II the thematic focus shall not be narrowed too much because demand could be (too low) and as a result competition is reduced. There could be less emphasis or even an exclusion of themes, e.g. culture, because this is addressed sufficiently through other schemes of SDC as well as other donors. Underfunded topics mentioned during the interviews appear to be: education,

health and environment. Gender equality and social inclusion appear to be quite well covered by several donors and appear to be less of a priority.

5.2 Theory of Change and intervention logic

The following is a first input for a Theory of Change (ToC) for the forthcoming DSP Phase III. The impact hypothesis is:

If dedicated CSOs are supported to engage in consistent and advocacy-based and participatory as well as evidence-based decision-making, **then** these CSOs, their constituencies and target groups (politicians and citizens) are empowered to use and claim spaces for shaping public affairs in a more consultative manner. **As a result**, policy making at central and local level is more effective, participatory, sustainable and inclusive and the basis for a democratic functioning of Kosovar institutions is strengthened.

This formulation of the ToC for DSP III takes into account: (1) The progress achieved so far by two previous phases of DSP in democratisation processes and lessons learned. (2) The general context, including the legal environment for inclusive policy making through consultation mechanisms. (3) Swiss Cooperation Strategy for Kosovo (2017-2020); and, (4) the current practice and the potential of target group to improve policy making cycles in Kosovo.

Specific context factors feeding this ToC and approach are: (1) Governance and policy making in Kosovo is dominated by elites such as politicians, foreign embassies and development actors, technical assistance of donors, local NGOs and think tanks. (2) Policy-making is generally considered by citizens far beyond their reach and thus many CSOs contributing to policy-making rarely involve citizens neither in designing nor in advocating; and (3) Advocacy from NGOs is often project-based and donor-driven and lacks consistency over time.

To address the above challenges, DSP III will continue its support for active engagement of civil society in policy making while seeking to reinforce the impact through requirements for inclusiveness. To that aim, DSP III will only support advocacy initiatives supporting the democratisation agenda by applying: (1) Consistent advocacy during the full advocacy cycle²⁴; (2) Participatory advocacy (direct involvement of citizens, representative associations or other interest groups throughout their advocacy cycle beyond organising ad-hoc workshops).

Internal governance of CSOs: Efforts have been made to enhance internal governance (e.g. KCSF and EU). Despite modest improvements the proper implementation of internal procedures remains an issue (KFOS 2015). There are two main levels of “internal governance and accountability of CSOs” to be considered: (1) Financial and administrative regularity; and (2) Programmatic accountability. The focus for DSP III shall be on the latter, while recognizing the limitations (and need) to address the first one. Conditioning (and supporting) grantees to embed practices of “participatory advocacy” will require them to identify and involve their constituencies in all or most stages of their work. In doing so, CSOs will have to expose themselves to a wider audience, at least in a programmatic sense, but sometimes also on financial/administrative one. Increased transparency of their work is assumed to increase their accountability towards internal and external parties.

Constituency building of CSOs: The lack of real constituencies of most Kosovar CSOs has been noted as bottleneck since years and also DSP II tried to address it. This is obviously not an easy task and cannot be accomplished in a short period and requires

²⁴ This consist of: (1) Issue identification, (2) research and Analysis, (3) planning the implementation of the strategy/campaign, (4) implementation and action, (5) monitoring of activities, outputs and outcomes, (6) evaluation of achievements for lessons learning.

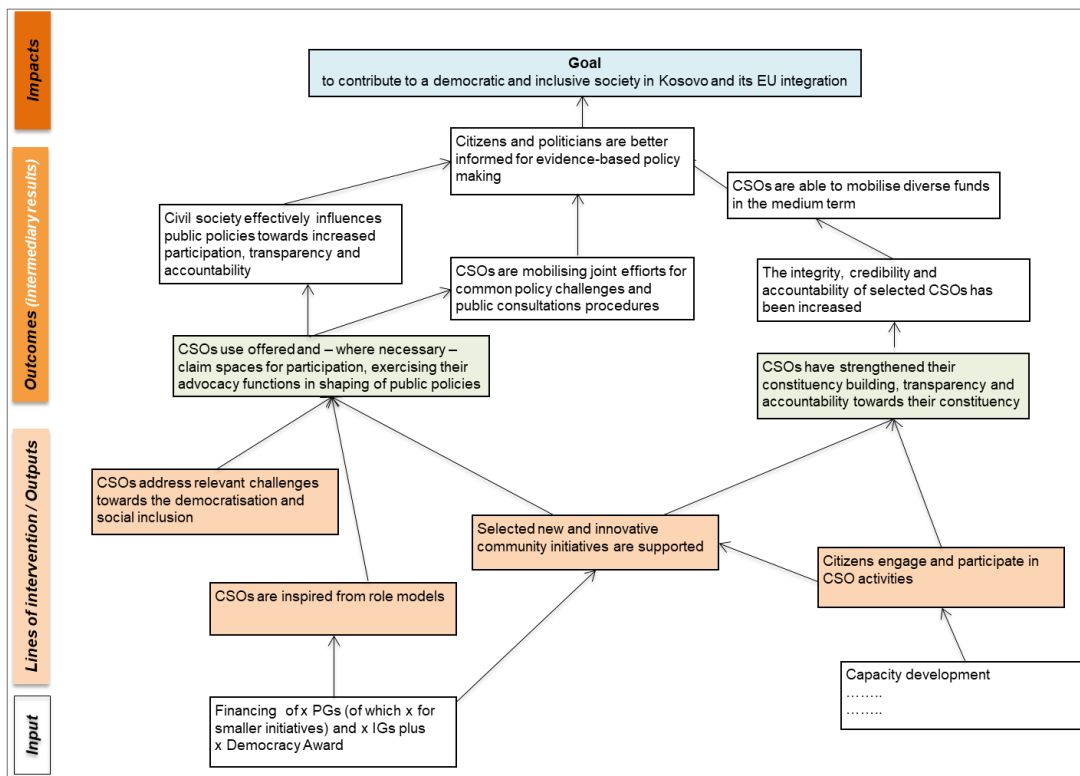
also improvements in the economic framework, personal incomes and a growing private sector supporting corporate social responsibility activities (e.g. through sponsoring). A possible way to further address constituency building of CSOs through DSP III intervention is by conditioning the funding with the need for participatory advocacy and voluntary work, as elaborated above in the explanation of the ToC. Combined with the requirement for a consistent advocacy, we believe that CSOs will embed the practice of involving citizens in their work, develop an emotional linkage thus directly contribute to strengthening of their constituency.

5.3 DSP III: Outcomes and Outputs

Based on the above parameters and the ToC an intervention logic could look as follows (see also the following figure for more details):

Overall Goal: *to contribute to a democratic and inclusive society in Kosovo and its EU integration.* The two related outcomes are: (1) *CSOs use offered and – where necessary – claim spaces for participation, exercise their advocacy functions in shaping of public policies,* and (2) *CSOs have strengthened their constituency building, transparency and accountability towards their constituency.* The constituency in this regard is meant to be their internal constituency (members, volunteers, etc.) and not the donor.

Figure 2: Proposal for an intervention logic of DSP III



Based on the final option the model would have to be fine-tuned regarding the project grants.

5.4 Issues to be clarified by SDC as preparatory step towards DSP III

- Whether Option A (co-financing of project grants of other donors' calls) or Option B (Swiss grants only) will be implemented. This has to be done on the basis of the forthcoming KCSF feasibility study on pooled funding.
- Mix of granting: Proportion of institutional grants and project grants (financial allocations).
- Clear definition of policy level tasks expected by SDC from KCSF. This should be done on the basis of joint or well-coordinated activities of donors in this field.
- Specification of the exact modality for a pragmatic coordination across all Swiss actors supporting CSOs in Kosovo. Instruments to be explored:
 - sharing of quarterly lists of NGOs projects/grants under preparation/financing
 - internal web-platform (shareweb);
 - everything is fed into / reflected in the new EU data base
 - a CSO Task Force is created (HSD, SDC, small grants and possibly bigger SDC projects supporting also CSOs) which meets bi-monthly and exchanges views on CSO grants in the pipeline.

Annex 1 Terms of Reference

Review of the project “Democratic Society Promotion” (DSP) Phase II; funded by the Swiss Agency for Development and Cooperation (SDC) and the Ministry of Foreign Affairs of Denmark (DANIDA)

The Swiss Cooperation Office Kosovo (SCO-K) is mandating an experienced consultant to conduct an external review of the project “Democratic Society Promotion” (DSP) Phase II financed by SDC and DANIDA, implemented by Kosovar Civil Society Foundation (KCSF). These terms of reference outline the framework upon which the consultant shall provide his services.

Background

Democracy in Kosovo is in early stage of development. The country suffers from weak institutions, poor governance, high level of corruption, a sub-optimal public service provision and an underperforming economy. The gender gap is substantial, both in the public and private sectors. Kosovo Serbs and Kosovo Albanians live their daily lives in two parallel worlds.

The democratic development of any country must include - besides institution building – support to an active citizenry to demand transparent, accountable and inclusive governance. DSP is meant to represent an alternative and innovative source of funding for civic initiatives that advance democracy and inclusion in Kosovo, through promotion of civic participation, ethnic cohesion and gender equality.

The first phase of DSP (duration: November 2011 to June 2014 and budget: CHF 1.896.000) supported 19 interventions (from about 170 applications). The mid-term external review by the Institute for Development Studies (IDS), made a very positive overall assessment, concluding that: *“the DSP design and practice are highly appropriate to making an original contribution to the democratic transition in Kosovo”*.

DSP Phase II

DSP Phase II has a planned duration of four years from July 2014 to December 2018. It started with a total budget of Euro 3.800.000 with SDC funding. As of January 2016 DANIDA made available additional Euro 1,900.000 for the period January 2016 to December 2018, for co-financing of outcome 1 of DSP II.

The **overall goal** of DSP II is to support the development of a democratic society in Kosovo. The project aims at supporting projects, initiatives or activities arising from civil society with a potential to contribute to significant changes in society at national, regional and local level.

Outcome I Kosovar citizens and civil society organisations increase their demand for, and take an active role in seeking, high-quality services, good governance, gender equality, and the integration of minorities.

Outcome II Diaspora actively contributes to the democratic and social development of Kosovo.²⁵

Theory of Change:

DSP II is premised on the notion that in order to create and sustain transparent, accountable and inclusive democracy there needs to be sufficient demand for good governance, oversight and social inclusion from the public. Only an active citizenry exerting its democratic rights and powers can pressure and sustain government into acting more democratic and inclusive.

If civic initiatives are adequately selected according to the set criteria (of having a constituency, be result oriented and competent in political economy and ready to overcome a degree of resistance and opposition in implementation), funding their efforts (for better representation, systemic rights establishment, creating social capital and expanding access to information on socially important issues) is very likely to advance the democratisation process in Kosovo measurably and sustainably.²⁶

Output 1.1: DSP funding has enabled a diverse range of original domestic civil society initiatives and actors to address relevant challenges towards the democratisation of the Kosovar society.

Output 1.2: Funded civil society initiatives are successfully and effectively implemented. DSP has provided coaching, proportional to the democracy impact potential of the funded intervention.

Output 1.3: Citizens and civil society are inspired from role models to contribute to democracy advancement.

Output 2.1: Diaspora, civil society and media contribute to policy-and decision-making processes that advance diaspora social and political rights.

Output 2.2 Initiatives that aim to create sustainable and institutional mechanisms for providing and transferring know-how between diaspora and Kosovo are supported.

A mid- term review of Phase II (conducted by Tana Consulting, from Copenhagen) carried out in December 2016 assessed the overall progress achieved in the first half of the phase period and provided recommendations on the remainder of the phase.

²⁵ Outcome 2 is not subject of this review.

Project achievements

With the main objective of increasing civic activism in demanding good governance, high quality services and integration of non-majority communities (outcome I), to date, DSP has supported in total **42 project grants** and **24 institutional grants**, in value of over 3.7 million EUR (over 80 percent of the available resources for grants). Supported organisations implement projects in the field of local governance, accountability and transparency, good governance, education, security, environment, health, culture, gender equality, integration of non-majority communities, among others. Institutional grants support beneficiary organisations in building internal capacities in areas such as project management, financial management, public relations and strategic planning. Also, many organisations have improved internal governance through coaching provided in drafting the internal documents.

Reflecting on the need and lack of interventions in the field of waste management, including the discussions in the GAB and Steering Committee, DSP responded by announcing a **Call for Implementation** specially designed for this area and **contracted two grants**.

Finally, out of the 12 nominations received, **three DSP Democracy Awards** were given aiming to acknowledge individuals and / or organisations that have contributed to the democratisation process and exemplify DSP objectives,

Purpose and Objectives of the Review

The main objective of this mandate is twofold: to assess **the achievements of second phase** and **provide recommendations regarding phase III**.

SDC will use the findings, lessons learned and recommendations of this review for decision making related to phase III (steering) as well as for the purpose of documentation, institutional learning and accountability (i.e. End of Phase Report for phase II).

Key questions (the below list of specific questions is not exhaustive):

1. What are the main findings related to relevance, effectiveness, efficiency, impact and sustainability of the project phase II?

- Given the overall context in the country and the donor environment, has the intervention and the suggested intervention strategy been relevant?
- To what extent are the project objectives achieved / likely to be achieved?
- Was the project implemented in the most efficient way compared to alternatives?
- What is the wanted / unwanted impact of the project?
- Which are the main findings at the level of single instruments of DSP II with regard to their relevance, impact potential, applied approach and results achieved so far: i) institutional grants, ii) project grants, iii) awards, iv) ad-hoc grants, and v) calls for implementation?
- What are some of the grantee results? What has worked given the context?
- How did the project address the issue of gender equality and social inclusion?
- Were contextual, institutional and programmatic risks identified and adequately addressed?
- Has the project created sufficient synergies with other SDC projects (i.e. DEMOS) and is it aligned with other SDC interventions (including SDCs small grants scheme)?

- What are the main conclusions and lessons learned in phase II?

2. How is the project implementation / set up assessed?

- Assess if the set-up of the project, including the Grants and Awards Board (GAB) as well as all granting and review procedures and processes were adequate to guarantee efficiency, effectiveness, transparency and integrity.
- How is the overall role and performance of the implementing partner, including perception by relevant stakeholders, assessed?
- Was there an efficient allocation of Human Resources?
- Was the monitoring scheme adequate and effective and has the project enabled learning and adaptation?

3. What are the main findings related to the situation and role of civil society in the democratisation of Kosovo?

- Main problems/potentials, drivers/restrainers and issues challenges to address.
- Main actors and their plans (GoK, international donors, others).
- What is the added value and perception of Switzerland in the project and what role does / should Switzerland play as a stakeholder (i.e. policy dialogue)?
- Comment main observations with regard to the governance of civil society in Kosovo (networks, common advocacy mechanisms etc.) and self-regulation mechanisms (i.e. code of conduct)? Identify fields of improvement that could eventually be addressed in phase III)

4. What are main strategic and operational recommendations for phase III?

- What should be the main strategic elements (incl. outcomes and outputs)?
- What approach / intervention strategy is proposed?
- Proposed implementation set up and operational arrangements. What evaluation process is proposed?
- Coherence within the Swiss Cooperation programme with Kosovo and with the CS 2017 to 2020. How to best combine but also delineate phase III with other Swiss sectorial programmes and funds (small funds, water, HSD, etc)?
- Which grant instruments should be continued? Any new suggestions?
- Should themes / priority areas to support be focused or broad?
- Should the target group be more focused or broad?

Scope and Method of Work

- Desk research (list of documents proposed in Annex 1)
- Briefing with the SCO K and SDC Regional Governance Advisor.
- Interviews with management and all DSP staff, GAB members, a sample of DSP grantees (including a sample of unsuccessful DSP applicants), representatives of main donors (Sida, EU, USAID, LUX Embassy, GIZ, RBF, FES, etc) Swiss Embassy/the Human Security Division, and other key partners. Briefing with DANIDA representative (probably over skype)
- Consultations with NPOs responsible for civil society support in Embassies of Skopje and Tirana. These NPOs have expressed readiness to attend selected “moments forts” of this review mission.

- Two debriefing with the SCO discussion of the main findings: Part 1) presentation and discussion of preliminary findings and recommendations after the first mission week and Part 2) review conclusions, lessons learned and recommendations for phase III.
- Preparation of the report. The above list of steps is not exhaustive and the consultant may engage in other activities deemed important for accomplishing this mandate. A detailed work plan will be elaborated including a detailed mission programme Kosovo jointly by the consultant and the SCO-K.

A translator will be subcontracted by the consultant. Taxi services will be utilised for reaching interview destinations. SCO K will provide logistical support, i.e. identification of translation and taxi services.

Qualification and Professional Requirements

SCO K will entrust the mandate for carrying out this external review to KEK-CDC consulting Dieter Zürcher.

The consultant should demonstrate a strong expertise in the following areas:

- Good knowledge (preferably international comparative) in the area of democratisation, good governance and civil society;
- Good knowledge of context in the Balkans / Kosovo;
- Excellent and proven knowledge in reviewing programs in the above mentioned area;
- Excellent and proven experience in similar mandates;
- Excellent analytical skills, ability to propose recommendations;
- Excellent coordination, communication and reporting skills;
- Excellent in both spoken and written English.

Note: The mandated consultant will not be eligible for an involvement in the implementation of the follow up phase of this project.

Reporting

The report shall not be longer than 20 pages (size 12, single spaces) and shall comprise the following chapters:

- Executive summary (max 2 pages)
- Methodology for the assessment (max 1 page)
- Findings (based on the ToR) and conclusions (max 10 pages)
- Main recommendations for phase III (max 7 pages)
- Annexes

The SCO-K reserves the right to request additional information or changes in the report.

The report shall be written in English. A first draft report shall be submitted to SCO-K by 30th July 2018. The final report revised based on comments and remarks of the SCO-K shall be submitted by 30th of August 2018.

Timeframe

Task	Dieter Zürcher	Additional remarks
<i>Relevant desk review</i>	<i>4 days</i>	<i>Home days</i>
Assessment mission in Kosovo during the second and third week of July (09 to 19 th July): briefings and debriefings with SCO, interviews with Stakeholders, field visits, focus group discussions, etc.	<i>10 days</i>	<i>Kosovo</i>
Writing of the draft Report (4 days draft report and 2 days to address comments and finalise report)	<i>6 days</i>	<i>Home days</i>
<i>Reserve days to be utilised if requested by SCO K (for inputs / upgrade of the project document for phase III)</i>	<i>4 days</i>	<i>Home days.</i>
<i>Travel</i>	<i>1 day</i>	<i>(2X1/2 days)</i>
Total	25 days	

Annex 2 Mission Itinerary and People Met

Itinerary of the mandate	
Time	Activity / People met
Wednesday, 4.7	
09:00	Phone call with Haxhiu Sokol (NPO, SCO Albania)
14:00	Phone call with Ibrahim Mehmeti (NPO, SCO Macedonia)
Thursday, 5.7	
14:30	Phone call with Dario Di Benedetto (Team Coordinator Civil Society / Human Development, EU Kosovo)
15:30	Phone call with Sascha Müller (SDC Regional governance advisor, Belgrade)
Monday, 9.7	
08:45	Arrival in Pristina
11:00	Briefing meeting with Patrick Etienne (Head SCO-A), Saranda Cana (NPO, SCO-K), Francesca Cardillo (Trainee, SCO-K) and Fetanete Kastrati (Programme/Administrative Assistant, SCO-K)
12:00	Lunch with Patrick Etienne and Saranda Cani
14:00	Meeting with KCSF: Taulant Hoxha (Director of Research & Advocacy Unit), Edona Haliti (Admin & Finance Director), Edona Krasniqi (Senior Monitoring & Evaluation expert) and Rina Dragidella (Grants Officer)
16:00	Meeting with Dhurata Bytyci (Head of Finance, SCO-K)
Tuesday, 10.7	
09:00	Meeting with Goran Paulsson and Visare Gorani (Swedish Embassy)
10:30	Meeting with KCSF: Venera Hajrullahu (Executive Director) and Fatmir Curri (Programme Director for Fund Forwarding)
12:30	Lunch with Anne Dostert (Head of mission, Embassy of Luxembourg), Mr. Stein-Ivar Lothe Eide (deputy head Norwegian Embassy), Christopher Tuetsch (Director Democratisation, OSCE)
14:30	Meeting with Kushtrim Kaloshi (Executive Director, ATRC)
16:00	Interview Albulena Sadiku (Deputy Executive Director BIRN) and Kreshnik Gashi, (Editor of Kallxo.com , BIRN)
Wednesday, 11.7	
08:30	Interview with Kuno Schläfli and Hajrudin Skenderi (HSD)
10:00	Interview with Rinor Beka (GAB member)
11:30	Interview with Adriana Billaca (Responsible for small actions, SCO-K)
12:30	Lunch with Saranda, Francesca and Fetanete (mission update)
13:30	Interview Ardiana Zhuri (NPO) and Bernhard Soland (deputy director SCO-K)
15:00	Meeting with Luljeta Gjonbalaj (Elections and Civil Society Specialist, Democracy and Governance Office, USAID) and Martina Perino (Strategic Planning Specialist, Democracy and Governance Office, USAID) as well as Christina Davis (Director Democracy and Governance Office, USAID)
16:30	Skype interview with Haki Abazi (former Director Rockefeller Foundation) and Jeta Xhara (Executive Director BIRN)
Thursday, 12.7	

08:30	Skype interview with Sascha Müller
10:00	Interview with Besa Luzha (FES - Friedrich Ebert Stiftung and member of the DSP Steering Committee)
11:30	Meeting with Ertan Munoglu (Helvetas Project Manager of the DEMOS project and GAB member of the DSP)
12:30	Lunch
13:30	Interview with Vjollca Çavolli (Executive Director STIKK) and Egzon Gashi (Project Manager STIKK)
15:00	Visit Project ORCA: Interview with Rron Gjinovci (Executive Director) and Adea Kondirolli (Project Manager)
16:30	Visit project Kosovo2.0: Interview with Cristina Mari (Programme Manager) and Aulone Kadriu (Journalist)
Friday, 13.7	
08:00	Travel to South Mitrovica
09:00	Visit project 7arte: Interview with Lulzim Hoti (Executive Director 7arte) and 2 team members
10:00	Travel to North Mitrovica
10.15	Visit project ACDC: Interview with Dusan Radakovic (Director)
11:00	Visit project NSI: Interview with Aca Mitic (Programme Director)
12:00	Travel to Peja
14:30	Visit project Let's do it Peja: Interview Urim Xharavina (Director) and Arjan Harxhi (Project Coordinator)
15:15	Visit project Syri I Vizionit: Interview with Veton Mujaj (Executive Director) and Vlora Latifi (Project Manager)
16:00	Travel to Pristina
Saturday, 14.7	
11:00	Visit project CEL: Interview with Blert Morina (Executive Director)
12:30	Visit project INDEP: Interview with Burim Ejupi (Executive Director) and Dardan Abazi (Project Manager)
Sunday 15.7	
	Free
Monday 16.7	
08:45	Briefing with Saranda Cana
09:30	Interview with Arjan Shabani (NPO for anti-corruption, social inclusion and migration, SDC-K)
10:30	Visit project CiviKos: Interview with Dardan Kryeziu (Director)
12:00	Lunch
14:30	Visit project Kosovo Women for Women (K-W4W): Interview with Iliriana Gashi (Executive Director) and Vesa Reznici - Pallaska (Monitoring and Evaluation Manager)
16:00	Skype interview with Patrick Etienne
Tuesday 17.7	
08:30	Briefing with Saranda Cana
10:00	Visit project KGLI: Interview with Besnik Mucaj (Programme Manager) and Valmir Tashi (Operational Manager)
11:30	Visit project GLPS: Interview with Dren Doli (Director) and Njomza Arifi (Project Manager)
12.30	Lunch

15:00	Meeting with Mr. Driton Kajtazi (ISEAL)
16:00	Preparation of workshop
Wednesday 18.7	
08:00	Preparation of workshop
10:00	Validation workshop at SCO-K: Saranda Cana (SCO-K), Kuno Schläfli (HSD), Ibrahim Mehmeti (Swiss Embassy Macedonia), Sokol Haxhiu (Swiss Embassy Albania), Venera Hajrullahu and Fatmir Curri (KCSF), Luljeta Gjonbalaj (USAID), Visare Gorani (Swedish Embassy), Rinor Beka (NDI), Amir Haxhikadrija (International Relief & Development), Christopher Tuetsch (OSCE)
12:15	Lunch
13.30	Workshop for planning DSP Phase III: Saranda Cana (SCO-K), Ibrahim Mehmeti (Swiss Embassy Macedonia), Sokol Haxhiu (Swiss Embassy Albania), Venera Hajrullahu and Fatmir Curri (KCSF) and Visare Gorani (Swedish Embassy)
16:00	Interview Luigi Brusa, (Head of Cooperation Section, EU)
Thursday, 19.7	
08:00	Visit project Termokiss: Interview with Njomza Dragusha
09:15	Meeting with KCSF staff
09:45	Meeting with Edona Krasniqi (Monitoring Officer KCSF)
11:30	Debriefing at SCO-K with Saranda Cana
14:50	Departure

Annex 3 Context data and indicators

Figure 3: Source of funding of civil society sector in Kosovo (KCSF 2016)

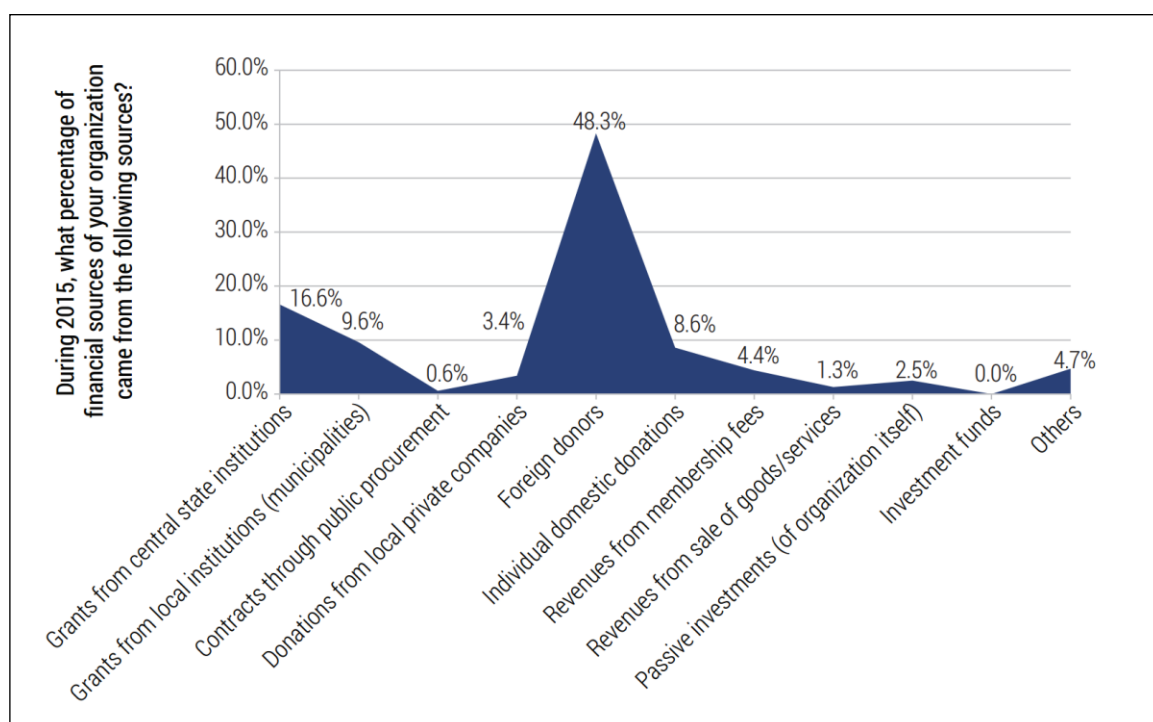


Table 3: Democratisation progress based on NIT scorings

Nations in Transit Ratings and Averaged Scores										
NIT Edition	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
National Democratic Governance	5.25	5.50	5.75	5.75	5.75	5.50	5.50	5.50	5.50	5.50
Electoral Process	4.50	4.25	4.50	5.00	5.00	4.75	4.75	4.75	4.75	4.50
Civil Society	4.00	3.75	3.75	3.75	4.00	3.75	3.75	3.75	3.75	3.75
Independent Media	5.50	5.50	5.75	5.75	5.75	5.75	5.50	5.25	5.00	5.00
Local Democratic Governance	5.25	5.00	5.00	4.75	4.75	4.75	4.75	4.50	4.50	4.50
Judicial Framework and Independence	5.75	5.75	5.75	5.50	5.50	5.50	5.75	5.75	5.50	5.50
Corruption	5.75	5.75	5.75	5.75	6.00	6.00	6.00	6.00	5.75	5.75
Democracy Score	5.14	5.07	5.18	5.18	5.25	5.14	5.14	5.07	4.96	4.93

Source: Freedom House, Nations in Transit 2018

Table 4: CSO Sustainability Index (1 = most developed, 7 = most challenging)

	2008	2009	2010	2011	2012	2013	2014	2015	2016
Legal Environment	3.4	3.5	3.5	3.5	3.6	3.6	3.5	3.6	3.6
Organisational capacity	3.7	3.7	3.7	3.8	3.8	3.8	3.8	3.8	3.8

Financial viability	4.7	4.8	4.8	4.7	4.8	4.8	4.7	4.7	4.7
Advocacy	3.9	3.8	3.7	3.8	3.8	3.7	3.6	3.7	3.7
Service provision	4.0	3.9	3.9	3.9	3.9	3.9	3.8	3.8	3.8
Infrastructure	3.5	3.6	3.6	3.7	3.7	3.7	3.7	3.7	3.7
Public image	3.8	3.7	3.7	3.8	3.8	3.7	3.6	3.5	3.5
Overall sustainability	3.9	3.9	3.8	3.9	3.9	3.9	3.8	3.8	3.8

Source: USAID 2017

Table 5: BTI for the aspect of “political transformation” towards democracy of Kosovo 2014 and 2018 reports (Best rating is 10, worst rating is 1)

	2010	2012	2014	2016	2018
Stateness	7.8	7.8	7.5	7.8	7.5
Political participation	8.3	7.5	7.3	7.3	7.3
Rule of law	5.5	5.5	5.5	5.5	5.8
Stability of democratic institutions	7.0	6.5	6.5	6.5	6.0
Political and social integration	6.3	6.3	6.3	6.3	5.8
Overall political transformations (Democracy status)	7.0	6.7	6.6	6.7	6.5

Annex 4 DSP project data

A) Finances

Table 6: Financial overview DSP Phase II (SDC and DANIDA)

	2015	2016	2017	2018*	Total	Budget	Absorption Rate
SDC							
Granting	693'028	956'616	902'805	520'000	3'072'449		
other costs	156'103	146'178	138'457	130'000	570'738		
Subtotal	849'131	1'102'794	1'041'262	650'000	3'643'187	3'824'000	95
Gross overhead	18.4	13.3	13.3	20.0	15.7		
<i>Of which Outcome 2</i>							
Granting	0	50'480	79'007		129'487		
Gross overhead	24'277	16'153	15'851		56'281		
	n.a	24.2	16.7		30.3		
Danida							
Granting		181'506	565'132	480'000	1'226'638		
other costs	**	133'303	115'050	120'000	368'353		
Subtotal		314'809	680'182	600'000	1'594'991	1'937'500	82
Gross overhead		42.3	16.9	20.0	23.1		
Total DSP							
Granting	693'028	1'188'602	1'546'944	1'000'000	4'428'574		
Other costs	180'380	295'634	269'358	250'000	995'372		
Subtotal	873'408	1'484'236	1'816'302	1'250'000	5'423'946	5'761'500	94
Gross overhead	20.7	19.9	14.8	20.0	18.4		
* Projection for 2018, based on expenses during first 6 months and grant commitments.							
** Share of granting for DANIDA started only in Sept 2016, after agreement of both donors to co-finance each project by 50%. Hence, other costs are considerable higher compared to granting portion in first year of Danida ie 2016.							

Source: KCSF

B) Supported Projects

Table 7: Overview on grants allocated in DSP Phase II
































































SUPPORTED PROJECTS FROM DSP I

 01 FOL_DSP Grantees Fact Sheet	 11 KDI_DSP Grantees Fact Sheet
 02 D4D_DSP Grantees Fact Sheet	 12 KADC_DSP Grantees Fact Sheet
 03 KCGS_DSP Grantees Fact Sheet	 13 MRS Information from Grantees DSP
 04 INTEGRA_DSP Grantees Fact Sheet	 14 EC Ma Ndryshe Informata nga Grantistat DSP
 05 FSSHK_DSP Grantees Fact Sheet	 15 Informata nga Grantistat DSP KMSHK
 06 NORMA_DSP Grantees Fact Sheet	 16 ÇOHU Informata nga Grantistat DSP
 07 KYC_DSP Grantees fact Sheet	 17 Multimedia Information from Grantees DSP
 08 LINK Production_DSP Grantees Fact Sheet	 18 ENCOMPASS Informata nga Grantistat DSP
 09 GLPS_DSP Grantees Fact Sheet	 19 BIRN Information from Grantees DSP
 10 ATTA_DSP Grantees Fact Sheet	

Also in Phase 2: 01, 02, 04, 07, 09, 11, 12, 14, 16, 19

09 had a research project under the Regional Research Project Western Balkan.

SUPPORTED PROJECTS FROM DSP II





















 01 VKBIK_DSP Grantee Factsheet	 20 Germin_DSP Grantee Factsheet	 41 CDKD_DSP grantee factsheet
 02 CDKD_DSP Grantee Factsheet	 21 GAP_DSP Grantee Factsheet	 42 PIPS_DSP grantee factsheet
 03 KIPRED_DSP Grantee Fact Sheet	 22 D+_DSP Grantee Factsheet	 43 FKAK_DSP grantee factsheet
 04 KYC_DSP Grantee Fact Sheet	 23 QKSGJ_DSP Grantee Factsheet	 44 POLIS_DSP grantee factsheet
 05 Elita Viti_DSP Grantee Fact Sheet	 24 CDKD_DSP grantee factsheet	 45 OPDMF_DSP grantee factsheet
 06 SHIP_DSP Grantee Factsheet	 25 Pro-Planning_DSP grantee factsheet	 46 Handikos Prishtinë_DSP grantee factsheet
 07 Cohu_DSP Grantee Fact Sheet	 26 BIRN_DSP grantee factsheet	 47 RRITU_DSP grantee factsheet
 08 KosovaLive_DSP Grantee Fact Sheet	 27 KDI_DSP grantee factsheet	 48 Syri i Vizionit_DSP grantee factsheet
 09 KDI_DSP Grantee Fact Sheet	 28 KIPRED_DSP grantee factsheet	 49 CRMC_DSP grantee factsheet
 10 KAF_DSP Grantee Fact Sheet	 29 ORCA_DSP grantee factsheet	 50 ORCA_DSP grantee factsheet
 11 ACDC_DSP Grantee Fact Sheet	 30 AUK Media Pulse_DSP grantee factsheet	 51 EdGuard_DSP grantee factsheet
 12 KGVK_DSP Grantee Fact Sheet	 31 NSI_DSP grantee factsheet	 52 FIT_DSP grantee factsheet
 13 BIRN_DSP Grantee Fact Sheet	 32 YIHR_DSP grantee factsheet	 53 KDI_DSP grantee factsheet
 14 NOPM_DSP Grantee Fact Sheet	 33 Ekovizioni_DSP grantee factsheet	 54 TOKA_DSP grantee factsheet
 15 DT_DSP Grantee Fact Sheet	 34 Media Centar_DSP Grantee Fact Sheet	 55 DT_DSP grantee factsheet
 16 GLPS_DSP Grantee Fact Sheet	 35 LENS_DSP grantee factsheet	 56 INDEP_DSP grantee factsheet
 17 LUMBARDHI_DSP Grantee Fact Sheet	 36 GAP_DSP grantee factsheet	 57 Plejada_DSP grantee factsheet
 18 7Arte_DSP Grantee Fact Sheet	 37 GWY_DSP grantee factsheet	 58 Handikos Kaçanik_DSP grantee factsheet
 19 VIZIONIDA_DSP Grantee Fact Sheet	 38 D+_DSP grantee factsheet	 59 GJETHI_DSP grantee factsheet
	 39 Integra_DSP grantee factsheet	 60 HLC_DSP grantee factsheet
	 40 LDIP_DSP grantee factsheet	 61 DSK_DSP grantee factsheet
		 62 GERMIN_DSP grantee factsheet
		 63 KLI_DSP grantee factsheet

2 Projects: 02/41, 13/26, 20/62, 22/38, 29/50, 46/58

3 Projects: 09/27/53

Also Projects from HSD: 13/26, 27/53

Institutional Grants DSP II:

 01 Radio KIM_Information on DSP institutional grant beneficiaries	 13 CEL_Information on DSP institutional grant beneficiaries
 02 POLIS_Information on DSP institutional grant beneficiaries	 14 INDEP_Information on DSP institutional grant beneficiaries
 03 GWY_Information on DSP institutional grant beneficiaries	 15 CiviKos_Information on DSP institutional grant beneficiaries
 04 KMSHK_Information on DSP institutional grant beneficiaries	 16 BPRG_Information on DSP institutional grant beneficiaries
 05 Ec ma Ndryshe_Information on DSP institutional grant beneficiaries	 17 AGK_Information on DSP institutional grant beneficiaries
 06 KADC_Information on DSP institutional grant beneficiaries	 18 AKTIV_Information on DSP institutional grant beneficiaries
 07 QKSS_Information on DSP institutional grant beneficiaries	 19 7Arte_Information on DSP institutional grant beneficiaries
 08 KLGJ_Information on DSP institutional grant beneficiaries	 20 Cohu_Information on DSP institutional grant beneficiaries
 09 D4D_Information on DSP institutional grant beneficiaries	 21 GLPS_Information on DSP institutional grant beneficiaries
 10 FOL_Information on DSP institutional grant beneficiaries	 22 K-WFW_Information on DSP institutional grant beneficiaries
 11 INPO_Information on DSP institutional grant beneficiaries	 23 Vizionida_Information on DSP institutional grant beneficiaries
 12 Kosovo 2.0_Information on DSP institutional grant beneficiaries	 24 RROGRAEK_Information on DSP institutional grant beneficiaries

Also project grants in Phase 2: 02, 03, 14 (just starting after closure of the IG), 19, 20, 21, 23

Also project from HSD: 09, 12, 18 (overlaps with 2 HSD projects starting 1.1.2018)

Annex 5 Funding for Civil Society in Kosovo 2018

(Input prepared by KCSF and complemented with information by the author)

A) Donors:

For the years 2014-2018 the “[Democratic Society Promotion \(DSP\)](#)” was one of the largest schemes that provides support and funding for civil society in Kosovo, funded by **SDC and DANIDA**. With regards to donor support to civil society for democratization of Kosovo, DSP remains one of the big projects funding civil society initiatives with an average of EUR 1m available per year. A wide range of support and grant instruments (project grants, institutional grants, ad-hoc grants and awards) makes DSP the most well-known scheme supporting democratization in the country, both at local and central level. The **Swiss Embassy** through the **HSD** allocates annually EUR 1.0m to around 10 handpicked NGOs that are active in supporting the reconciliation process with Serbia, dealing with the past and improving accountability. SDC is additionally funding grass root CSOs through small actions CHF 0.2m per year and cultural activities with CHF 0.3m per year.

Following the signature of the cooperation agreement in 2017, KCSF is mandated by **Ministry of Foreign Affairs of Luxembourg** to support civil society in Kosovo for four years. The overall amount is EUR 2m for the period 2017-2020. The [Luxembourg project](#) intends to support civil society initiatives in Kosovo through provision of financial support to NGOs by focusing its outcomes in these main thematic areas: **Social integration as a measure to prevent radicalization and support for righteous journalist reporting**. Through a restricted call for applications the following organizations were awarded under social integration thematic area: *IPKO Foundation, RIT Kosovo (AUK), Initiative for Agriculture Development of Kosovo (IADK), Peer Educators Network (PEN), Sbunker, Dokufest and EC Ma Ndryshe*. The total amount of the awarded grants is EUR 1m while the average grant amount is about EUR 140'000. The grantees have started with the implementation of the projects since January, 2018. The maximum implementation period is two years, while the average implementation is 22 months. Supported projects aim at active youth engagement for active citizenship and creation of opportunities for youth inclusion in the labour market.

With regards to the righteous journalist reporting the call for project proposals was opened in March, 2018. In total 5 organizations were selected for support: *KMSHK, COHU, Kosovo 2.0, Crno Beli Svet and BIRN*. The total budget of the approved projects is EUR 200'000 whereas the average grant amount is EUR 40'000. The selected organizations aim to raise the journalists' capacities on professional and ethical standards, improve the overall quality of journalism produced in Kosovo, develop capacities for investigative journalism of journalists reporting in Serbian language and monitor the fulfilment of ethical standards by online media. The projects started in May, 2018. The maximum implementation timeframe of the projects is up to two years, while the average implementation timeframe is 20 months.

Although this scheme is much longer, for the year 2018 it overlaps in timing with DSP II whereby its thematic areas are complementary to the DSP intervention.

European Union mainly provides its support through directly managed schemes such as Civil Society Facility and European Instrument for Democracy and Human Rights (EIDHR), but also through a small re-granting scheme (about 500,000 EUR for small grants) for grassroots organizations. The last re-granting scheme for years 2016-2017 was implemented by KCSF. The support for CSF on average ranges between EUR 2-3 m yearly, whereas EIDHR on average is about EUR 1m yearly. Since 2014 (when DSP II started) a total of 50 projects have been supported in a range between EUR 60'000 and EUR 1m per grant. The EU Office in Kosovo has recently contracted its support for NGOs and in parallel is currently programming its support to the sector through the Civil Society Facility, whereby the overall support for years 2018 - 2019 is estimated for 5m EUR. The

areas of the support will include support to media to report fairly, freely and in a professional and ethical manner, operating grants in underrepresented areas of high importance for EU accession, action grants focusing on key priorities of EC country reports, a grant to award the Civil Society National Resource Centre and a technical assistance to support the implementation of Civil Society – Government of Kosovo cooperation strategy 2018 - 2021. Also a call on supporting media is envisaged for 2018.

A re-granting scheme supporting cultural organizations was launched in spring 2018 named Culture for Change. [“Culture for change”](#) is a three-year program funded by the European Union, managed by the European Union Office in Kosovo and implemented by Qendra Multimedia and Goethe-Institut. The project aims at strengthening cultural organizations and public libraries across Kosovo, by directly supporting financially cultural and educational activities with a budget of EUR 460'000 for two calls. One of the strategic approaches of the project is, organizing activities in other remote areas in the country, rather than capital and main big cities. At the same time, it will aim at improving involvement of local communities of all ethnic backgrounds in the cultural activities. Around 40 organizations in Kosovo are expected to benefit directly from the sub-grants and capacity building activities.

Another recent project started in Feb, 2018 named [“Fostering sustainable organisational development for CSOs in Kosovo”](#) is funded by EU and implemented by FIQ and INDEP. This three-year project aims to contribute towards a democratic society through developing sustainable CSOs, which would serve as agents to changes in policymaking and decision taking in all levels. One out of three project components is grants for participating CSOs. Grants allocation is foreseen for 15 community-based organisations, which will be financed from 3'500 – 4'000 euro. The main areas include a) democracy and good governance, b) education, employment and social policies, c) youth and volunteerism and d) rule of law and human rights.

Swedish Reform Cooperation for Kosovo - Sida for the period 2014-2020 is focused on: enhanced economic integration with the EU and development of market economy; strengthened democracy, greater respect for human rights and a more fully developed state under the rule of law; a better environment, reduced climate impact and enhanced resilience to environmental impact and climate change. Within the 2nd area, Sida has a longstanding programme of support to development of civil society, including core support to identified strategic local CSO partners. Sida employs a mixed approach in funding local CSOs in Kosovo, i.e. support via Swedish intermediary CSOs (Olof Palme Center, Civil Right Defenders), direct support to international organizations (Danish Refugee Council) and core support directly to local CSOs (KCSF, GAP, IKS, ICK and CHWB). For the period 2014-2020, Sida has an allocation of 40 million SEK/annually or approx. 7-8 mil EUR/annually (more than ½ of all of its support to Kosovo) for support to civil society in Kosovo.

In spring 2018, the **Norwegian Ministry of Foreign Affairs** has launched its [programme for the Western Balkans](#), including Kosovo. The Norwegian Government intends to intensify its efforts in the Western Balkans to contribute to lasting stability and democratic development. Priority areas for Kosovo include: Reconciliation and transitional justice, European integration, Job creation and competitiveness, Justice sector reform, independent control bodies and police, combating organised crime and corruption, promoting transparency and efficiency in the parliament and public institutions, and gender equality and non-discrimination. These grants range between EUR 150'000 - 200'000 and are subject to regional competition in the WB. Within this regional programme the Norwegian embassy in Kosovo also has specific re-granting scheme of 3 years with average of EUR 500'000 annually for both Kosovo and Albania. The purpose of the programme will be to support civil society in both countries, with the following priority areas: Non-discrimination and gender equality, Independent media, Minorities and marginalized groups, Environmental protection and Anti-corruption.

USAID bases its work on the four-year Strategy which covers the period 2014 - 2018. This Strategy has determined three objectives: to improve the rule of law and Governance to fulfil the needs of the citizens; increasing investments and employment in the private sector and expansion of the human capital. With regards to civil society the current strategy promotes active political participation with focus on minorities, ensuring they have a voice in shaping their own and their country's future. Furthermore, it aims for Strengthened Civil Society to Increasingly Engage Constructively with Government.

The overall goal of the Engagement for Equity (E4E) program implemented by [ATRC](#) is to improve integration of vulnerable and marginalized groups and to strengthen civil society's role in raising critical democracy and governance issues and in influencing the development and effective implementation of policies affecting these communities. E4E program covers years 2015-2020 with a total budget of 5 million \$. Out of these, 3,5 million \$ are dedicated for grants. Up to date, around 2,5 million \$ have been committed for grants, and there is a remaining of 1 million \$ to be contracted in next 2 years (until the end of 2020). E4E program assistance for grantees is based on five thematic areas: 1) Women in Governance and Economy; 2) Empowering Women through Enhanced Awareness of Women's Property Rights; 3) Increased protection and awareness of vulnerable populations' rights, 4) Expand Participation of Persons with Disabilities (PwD); and 5) Expand Youth Participation. E4E Program awards three types of grants for each of five thematic areas: Large Grants, Medium to Small-Scale Grants and Rapid Response Funds.

Another active civil society donor is the **Kosovo Foundation for Open Society (KFOS)**. KFOS is a non-governmental organization and part of an international network of philanthropic foundations financed by George Soros. The Foundation works with the government and the civil society to strengthen capacities and to improve the implementation of existing policies and developing new strategic directions. The aim is to achieve these objectives through developing and implementing projects, and through supporting Kosovar organizations that seek financial and operational assistance. The Foundation, works on four yearly rolling strategies focusing mainly on programs in the field of EU integration, strengthening civic activism and protection for the minorities. It mainly implements the strategy with internal resources through operational grants; including targeted projects in the north of Kosovo, however, it has several NGO partners that it supports directly through restricted calls. Overall, the budget for four years of the KFOS strategy is about EUR 3-4 m.

Other supporters include the **Dutch Embassy (MATRA) Programme** for the period 2017-2020 is directed at supporting reforms needed for Kosovo on its EU integration path, with focus on "fundamentals first" approach. The annual funding allocation of approx. EUR 0.5m is allocated to the MATRA scheme targeting CSOs.

Until 2016 the Finnish Embassy ran the Fund for Local Cooperation scheme in Kosovo.²⁷ The Fund focused on project support in 3 areas: support to human development; support to income generating activities and; special initiatives supporting the decentralization process. The yearly fund available was EUR 150'000, making it a small project granting scheme. As of 2017, Finland has phased out of Kosovo and will no longer offer support to any of the sectors, including civil society.

Other supporters include private or public funded multilateral donors based in the region or in HQs but having available support for the civil society activities in Kosovo (such as BTD, EFB, UNDEF, NED, RBF, Global Fund, FES, OSI TTF etc.)

B) Granting operators

²⁷ <http://www.finlandkosovo.org/public/default.aspx?nodeid=42580&contentlan=2&culture=en-US>

Over the past 3-4 years, KCSF continued implementing grant schemes funded by the Swiss and Danish Governments, Sweden, Luxembourg, Canada and the European Union. Through bilateral agreements with these donors, besides engagement for achieving its mission, KCSF aims at achieving the specific objectives and outcomes agreed together with its partners. With a re-granting budget of around EUR 2m per year, KCSF is one of the leading partners in grant making for main bilateral donors. In sum, the support of KCSF and its partners aims to develop civil society in Kosovo, support NGOs and civic initiatives to develop democracy in the country, and mobilize the existing potential to contribute to the European integration process.

The USAID funds for civil society are implemented through a local partner and a re-granting 5 years program implemented by ATRC – Advocacy Training and Resource Centre.

C) Purpose of selected grant schemes

Table 8: Overview on current grant schemes

Priority themes / target groups for CS support	
EU (annual calls by Qendra multimedia, latest Call April 2018)	<ul style="list-style-type: none"> • The project aims at strengthening cultural organisations and public libraries across Kosovo, by directly supporting financially cultural and educational activities. • One of the strategic approaches of the project is, organizing activities in other remote areas in the country, rather than capital and main big cities. At the same time, it will aim at improving involvement of local communities of all ethnic backgrounds in the cultural activities
USAID (annual calls by ATRC, 2015-2020)	<ul style="list-style-type: none"> • Women in Governance and Economy • Empowering Women through Enhanced Awareness of Women's Property Rights • Increased protection and awareness of vulnerable populations' rights • Expand Participation of Persons with Disabilities • Expand Youth Participation
Canada (annual calls by KCSF, latest Call July 2018)	<ul style="list-style-type: none"> • Gender equality and the empowerment of women and girls. • Inclusive governance, including diversity, democracy, human rights and the rule of law. • Peace and security, with a focus on conflict prevention and building peace. • Human dignity, covering health, education and nutrition. • Growth that works for everyone, including women's economic rights, decent jobs and entrepreneurship, investing in the poorest and most vulnerable, and safeguarding economic gains. • Environment and climate action focusing on adaptation and mitigation, as well as on water management.
Luxembourg (Scheme managed by KCSF)	<ul style="list-style-type: none"> • Social integration as a measure to prevent radicalization; • Support for righteous journalist reporting; • Enhancing knowledge on Stabilization and Association Agreement and European Integration processes.

	The role of women, gender equality, as well as the integration of minorities will be systematically upheld and promoted in all activities of the scheme.
Norway (call by KCSF late 2018)	<ul style="list-style-type: none"> • Non-discrimination and gender equality • Independent media • Minorities and marginalized groups • Environmental protection and • Anti-corruption
Sweden (calls by KCSF)	<ul style="list-style-type: none"> • Individual grants for networking and international representation • Partners grant as contribution on the Implementation of Stabilization and Association Agreement (SAA) and Kosovo's European Reform Agenda (ERA) • Service contracts with NGOs on monitoring the application of regulation 05/2016 on minimal standards of public consultation
DSP Phase II (managed by KCSF, annual calls for IGs)	<ul style="list-style-type: none"> • Increased civic activity in influencing the priorities, planning and decision making of local and central government; • Increased civic activity in monitoring with the aim of requesting accountability for the shortcomings identified at the local and central government; • Higher participation in budgeting, with special emphasis on women and minority community inclusion; • Fair and transparent elections; • Better social, economic, cultural integration between the majority and minority communities; • Improvement of gender equality in education, job positions and public life; • Contribution of Kosovo media and civil society in decision-making and policy-drafting processes that will reflect and implement social and political rights of Diaspora.

Annex 6 Bibliography

Most important websites

- BTI (Bertelsmann Transformation Index): <https://www.bti-project.org/en/reports/country-reports/detail/itc/RKS/>
- CPI (Corruption Perception Index): https://www.transparency.org/news/feature/corruption_perceptions_index_2017#table
- KCSF: www.kcsfoundation.org/dsp
- NIT (Nations in Transit): <https://freedomhouse.org/report/nations-transit/2018/kosovo>
- SDC – DDLGN: https://www.shareweb.ch/site/DDLGN/topics/democratisation/citizen_participation/SitePages/Home.aspx

Context Documents

- EC (2018): Kosovo 2018 Report.
- KCSF (2017a): Initial contribution to the Kosovo Country Report 2018 on Governance, Civil society, Policy development and coordination, Fight against organized crime
- KCSF (2017b): Overview of Donor Support for Civil Society in 2017. Draft for SDC
- KCSF (2016): The Kosovar Civil Society - Index 2016
- KFOS (2015): Who guards the guardians? Research study on accountability of civil society on Kosovo
- Mearsheimer, John J. (2018): The great delusion. Liberal dreams and international realities.
- Office of the Prime Minister (2013): Government Strategy For Cooperation With Civil Society 2013 - 2017
- SDC (2016): SDC Policy - Democratisation, Decentralisation and Local Governance
- SDC, SECO and PD (2016): Swiss Cooperation Strategy Kosovo 2017 - 2020
- UNDP and USAID (2018): Public Pulse XIV, June 2018
- USAID (2017): 2016 CSO Sustainability Index for Central and Eastern Europe and Eurasia
- USAID (2010): Kosovo Civil Society Strengthening Project Evaluation 2010

DSP Project Documents

- DSP: Annual Reports 2015, 2016 and 2017
- DSP (2018): Call documents
- DSP: Guidelines: TORs for GAB members, Review Guidelines, Pre-assessment forms, admin checks, internal processes etc.
- DSP (2014): Project Document 2014 -2018
- DSP Excel sheets, Monitoring and Evaluation data

GAB documents and minutes (list of applications, assessment scores)

IDS (2012): Report of the external review (after 1 year of Phase I)

Tana Consult (2016): Report of the external mid- term review Phase II

Steering committees: Documents and minutes

SDC Inspection Reports (2015 and 2018)

Selected grantees documentation: Contracts, Log-frames, Plan of Activities, Budget