



An EU funded project managed by the
European Union Office in Kosovo



FONDACIONI KOSOVAR PËR SHQËRI CIVILE
KOSOVAR CIVIL SOCIETY FOUNDATION

Evaluation of the EU project “Support to advocacy initiatives of grass-root Civil Society Organisations”

Implemented by:
Kosovar Civil Society Foundation

Evaluation conducted by:
UBO Consulting



MAY 2018
KOSOVO

"This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of UBO Consulting and can in no way be taken to reflect the views of the European Union."

Table of Contents

Executive Summary	4
Project Background and Objectives	5
A. Objectives of the Evaluation	6
B. Evaluation Framework	6
Evaluation Results	8
A. Relevance and Quality of Design	8
B. Effectiveness	12
C. Efficiency	15
D. Impact	20
E. Sustainability	26
Recommendations and Lessons Learned	28
Annex I – List of Interviewees	29

Table of Figures

Figure 1: Which of the following elements were the most important while designing your project?	9
Figure 2: How much did the following processes helped during the application phase?	18
Figure 3: On a scale from 1 to 4, how would you rate the difficultness of the following application sections?	19
Figure 4: To what extent was the KCSF staff helpful in refining your project proposal (after approval from the Board and before contracting)?	21
Figure 5: On a scale from 1 to 4, how satisfied are you with the quality of KCSF training? ..	21

Executive Summary

The EU project “Support to advocacy initiatives of grass-root Civil Society Organisations,” implemented by Kosovar Civil Society Foundation (KCSF), began in 2016, initially planned for 24 months, with a no-cost extension to 28 months. This action aimed to support the advocacy initiatives of grass-root CSOs in Kosovo through establishing a sub-granting scheme.

The overall objective of this action was to support the advocacy initiatives of grass-root CSOs in Kosovo, which will contribute to the increased participation of grass-root CSOs in Kosovo and enhance their input into decision and policy making processes of local and central government. The project worked in all seven major regions in Kosovo, supporting all communities in Kosovo.

UBO Consulting was hired by KCSF to conduct an end-line evaluation which focused on the assessment of the program on the following criteria: relevance and quality of design, effectiveness, efficiency, impact and sustainability.

Review of secondary data, group discussion with KCSF staff involved in the management of EU project, qualitative interviews with benefiting CSOs, CSOs that applied but were not selected as beneficiaries, Steering Committee Members, and Grant Board members, were all used to gain a better understanding of the project, its successes and obstacles, as well as to provide recommendations for future programs of similar design.

After careful analysis of the evaluation results, UBO Consulting concludes that KCSF successfully fulfilled its three specific objectives. They have designed and managed complete granting cycle, including sub-granting scheme and the application documents, such as application guidelines document and information sessions, which were evaluated as highly helpful during the application period from both the beneficiaries and non-beneficiaries of the project.

Throughout this call, KCSF along with the benefiting CSOs have managed through the provided financial support to generate advocacy initiatives from grass-root CSOs on issues of their interest, at the local and central level. Some of the themes covered by the advocacy initiatives are: involvement of citizens in decision-making processes, local governance, transparency, accountability, education, women empowerment, environment, youth, animal rights, minorities, people with disability, and civic activism.

Most of the benefiting CSOs, who benefited from training and coaching, have claimed that this project has increased their capacity to manage similar projects in the future, as well as has provided valuable information for financial and narrative reporting.

To this extent, some of the lessons learned for future similar projects are:

- Work on proper definition of grassroots, including in a given context, so to adequately categorize the target group and support mechanisms.
- Instead of two calls, propose one call for proposal with more time to implement the activities
- More funds to CSOs that would allow for project monitoring from CSOs

- More human resources devoted to monitoring and offering support to grass-root CSOs

Project Background and Objectives

The EU project “Support to advocacy initiatives of grass-root Civil Society Organisations,” implemented by Kosovo Civil Society Foundation, began in 2016 with a lasting period of 28 months. Initially the project was planned to be realized in 24 months, however in coordination with the Contracting Authority, the project was extended through a no-cost extension for an additional four months, in order to provide more time to second round grantees to implement their advocacy initiatives. This action aimed to support the advocacy initiatives of grass-root CSOs in Kosovo through establishing a sub-granting scheme.

The overall objective of this action was to support the advocacy initiatives of grass-root CSOs in Kosovo, which will contribute to the increased participation of grass-root CSOs in Kosovo and enhance their input into decision and policy making processes of local and central government.

Specific objectives to contribute to the overall goal are:

- Offer support, through the establishment of the sub-granting scheme, for the participation of grass-root CSOs in decision-making and policy process;
- Generate advocacy initiatives from grass-root CSOs on issues of their interest, at the local and central level, through the provided financial support;
- Strengthen capacities for effective advocacy and project management of the awarded grass-root CSOs.

The action was expected to achieve the following results:

- The established sub-granting scheme offers support to the participation of grass-root CSOs in the decision and policy-making process;
- Provided financial support generates advocacy initiatives of grass-root CSOs on issues of their interest, at local and central level;
- Awarded grass-root CSOs have strengthened their capacities for effective advocacy and project management.

Ten specific activities were proposed to achieve the results for this action, and are outlined below:

- Establish governance structure for sub-granting scheme
- Design the sub-granting procedures, application forms, and implementation documents
- A public launch of sub-granting scheme and promotion of sub-grant opportunities
- Receipt, processing, and preparation of applications for Grants Board
- Governance structure meetings and decisions
- Contracting of approved sub-grants
- Monitoring and Evaluation (M&E) system
- Periodic reporting on awarded sub-grantees and sub-grants closure

- Provision of assistance and coaching to conditionally approved sub-grants and awarded sub-grantees
- Evaluation and auditing of the sub-granting scheme

A. Objectives of the Evaluation

The external evaluation of this project aims to take stock of the action delivery and achievements against contractual obligations and use findings for future activities.

It specifically aims to serve as an independent evaluation on the performance of the project against the project's goals and planned activities, as well as the external context on this field. The external evaluation will serve as a supplementary source of information about the project performance and design, and delivery of similar projects in the future.

The evaluation will focus on three primary objectives:

- Overall implementation of deliveries vs. Project Proposal;
- Assessment of performance in main project components;
- Evaluation of the management and administrative capacity to implement the project;

B. Evaluation Framework

The evaluation methodology included three main instruments:

- Secondary data analysis, such as:
 - Project Proposal and EU Guidelines for grant applicants
 - Interim Narrative Report
 - Evaluation Guidelines for EUOK Proposals
 - Matrix for individual evaluation
 - Monitoring action tracker
 - Regulation on Public Funding for CSOs
 - Relevant documents for the first and second call for proposals
- Group discussion with KCSF staff involved in the management of the sub-granting scheme
- Semi-structured interviews with:
 - CSOs who benefited from this project
 - CSOs who applied but did not benefit from this project
 - Board members
 - Steering Committee members
 - EUOK Representative (from the Steering Committee list)

The evaluation framework included four main phases:

- Phase I: Development of methodological plan (inception report)
- Phase II: Development of the questionnaires
Semi-structured and in-depth questionnaires were developed by UBO Consulting and shared with KCSF staff for comments. This methodology utilized open-ended questions that were not limited to defined answers but allowed respondents to answer and express opinions at length and closed questions for quantitative analysis purposes.

- Phase III: Fieldwork and data collection
- Phase IV: Data analysis and report compilation

The evaluation is based on DAC criteria: relevance, effectiveness, efficiency, impact, and sustainability.

Evaluation Results

A. Relevance and Quality of Design

Summary table: Specific Objective Indicators Important to Relevance Section			
Specific Objective - Relevance	Indicators of achievement	Achievement/Non-achievement (from project framework)	Comments – From interviews with beneficiaries
<i>SO2 – Generate advocacy initiatives from grass-root CSOs on issues of their interest, at local and central level, through the provided financial support.</i>	<i>2.1 “Number of advocacy initiatives from grass-root CSOs supported ”: target value 25-30 (SO2)</i>	35 (exceeded)	26 of 35 beneficiaries were interviewed.
	<i>2.2 “Number of themes/sectors /institutions targeted by the supported advocacy initiatives ”: target :10-15</i>	47 (exceeded)	<u>Some of the themes/sectors/institutions are:</u> Involvement of citizens in decision making processes; local institutions; transparency; accountability; education; women; youth; animal rights; security in school, municipal work, minorities; people with disability; civic activism
	<i>2.3 “Number of issues raised for public debate by supported advocacy initiatives ”: target value: 10-15 (SO2)</i>	21 (exceeded)	<u>Some of the issues raised for public debate from CSOs are:</u> Youth inclusiveness in decision making processes; Municipal transparency ; Municipal accountability; Gender equality; Women in business; Animals’ rights; Security in schools; Youth and environment protection; Education of youth; Violence and bullying among youth; Needs of people with disability (mental and physical); Monitoring of municipal work; Inclusiveness of minorities in decision making processes
	<i>2.4 "Number of cases where specific advocacy efforts promote neglected positions or under-represented groups in decision-making and policy processes" : target value 5-7 (SO2)</i>	11 (exceeded)	<u>Some of the efforts to promote neglected positions or underrepresented groups</u> Approval of Plan for the inclusiveness of people with disability in the working environment; Creation of an open space for the youth training; Inclusion of the specific budget on youth in the Municipal Action Plan; Strategy on the empowerment of women; Placement of GPS in municipality cars to increase the accountability and transparency of municipality.

The main objective of this project, which is to provide support to the advocacy initiatives of grass-root CSOs in Kosovo, has been addressed through two main results: increase in access to funding for grass-root CSOs and strengthen the internal capacities for effective advocacy. In line with one of the main objectives of this call for proposal, to generate advocacy initiatives from grass-root CSOs on issues of their interest, at the local and central level, through the provided financial support, two calls for proposals were designed with the aim of attracting applications from grass-root CSOs located in different municipalities in Kosovo. Both of the calls for proposals were designed to attract ideas that will increase participation in decision and policy-making process of CSOs, as well as generate advocacy initiatives on issues of CSOs' interest.

Given the insufficient expertise of local grass-roots CSOs in Kosovo, the project was highly relevant to the needs and capacities of the local CSOs. Some of the advocacy topics raised by CSOs at local level proposed and implemented during the two years include:

- Youth inclusiveness in decision making processes
- Municipal transparency and accountability
- Gender equality
- Women in business
- Public space usage and animals' rights
- Security in schools
- Youth and environment protection
- Education, protection from violence, and bullyism among youth
- Needs of people with disability (mental and physical)
- Monitoring of municipal work
- Training, research, and round tables for youth development
- Inclusiveness of minorities in decision making processes

The chosen topics were mainly based on community's needs where the CSO is located. From the total of twenty-six CSOs interviewed, 15 of them rated community needs as the most important factor that shaped their decision while designing their project idea. Nevertheless, seven CSOs rated the CSOs span of activity as the primary factor, two CSOs rated call criteria from KCSF, and another two CSOs reported that the most important factor that shaped their decision while designing their project idea is the possibility to make changes through advocacy in the community where they operate. As such, both calls for proposals gave

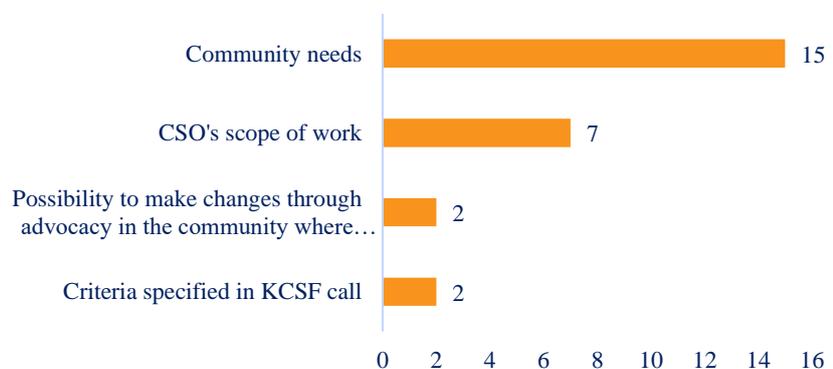


Figure 1: Which of the following elements were the most important while designing your project?

space to the applicants to introduce ideas of advocacy, without interference or suggestion from third parties.

The activities that were proposed and implemented by CSOs were in line with the overall objective of the proposed project. On a scale from 1 to 5, where 1 meant “not at all,” and 5 meant “a lot,” the beneficiaries (CSOs) were asked to rate the adequacy of their activities on reaching the project's goals. Of the 26 CSOs that were recipients of grants, 19 of them rated the relevance of their activities on achieving the project's goals with a 5, and seven of them rated it with a 4. The scale of rating differed for some CSOs because some CSOs had difficulties to influence the central level through the planned activities.

At the local level, CSOs were able to advocate on the topics they have proposed and increase citizens' awareness on various issues; however, some CSOs found it challenging when ratifying laws or changing particular policies because of short time span and limited funds, in particular for interventions at central level.

“We installed GPS in municipality cars. We wanted to increase the transparency and accountability of the municipality of Fushë Kosovë/Kosovo Polje on the public expenditures that come as a result of people paying taxes”
Interviewee from benefiting CSO

Some of the advocacy activities included:

- Discussions with citizens
- Facilitation of discussions between municipal representatives and citizens
- Roundtable discussions with stakeholders
- Trainings and workshops for youth
- Research activities
- Debates and public forums
- Lectures
- Installing GPS on municipality's cars
- Conferences and other public events

The grass-root term specified in the both calls for application was: “*Grassroots organizations are considered all those non-governmental organizations based in a particular locality, which are focused in addressing the needs of a specific group of the society through active involvement of this group in their work, and primarily operating on volunteer basis.*” There was a modification between the first and second round of calls for proposals regarding the application criteria and the number of funds available to the applicants for the implementation of their project. In the first call the amount of funds to apply for was up to 20,000 EUR, and there was no specific topics or area of intervention suggested for advocacy initiatives. The second call had a specific criterion for the CSOs not to have more than 25,000 EUR turnover in the last three years, and the amount of fund to apply for was up to 12,000 EUR. Additionally, in the second call, the proposed topics were suggested but not limited to youth, gender, and

anti-corruption at the local level. The changes in the second call came as a result of lessons learned from the first call and discussions with the Steering Committee members.

This terminology of grass-root and the more general criteria in the first call, compared to the second one, allowed for some well-established CSOs, such as Integra, HANDIKOS, and AKTIV, to be beneficiaries of the first round of the project. However, it must be noted that all these CSOs fulfilled the criteria set in the first call and have advocated for grass-roots activities, meaning that their scope and approach of work tackled micro issues at the local level that are of utmost importance to citizens. Through their activities, the above-mentioned CSOs worked on increasing the accountability of local municipalities and increasing the awareness of citizens on issues of their interest.

Based on the comments from the interviews, applicants consider that adding more criteria to the call and making it more specific would be more beneficial to the applying CSOs. However, based on the discussion, more criteria in the calls would make the call more specific but it could also end up creating so-called donor-driven initiatives, which would hinder the opportunity of local CSOs to propose advocacy themes they think are important to the local community where they operate. Furthermore, during the interviews, the beneficiaries suggested for a larger time span and funds for the implementation of the projects.

In general, the implemented projects were important because they managed to:

- Increase citizens' participation in the decision-making processes;
- Increase citizens' involvement in policy formulation, educate and inform citizens on applicable legislation;
- Increase youth participation in training and research;
- Educate and inform youth on the implications of engaging in altercations;
- Inform citizens on the needs and inclusiveness of people with disability;
- Empower women in decision making and income generation
- Increase the awareness for environment protection;
- Increase the municipal accountability towards citizens, and;
- Advocate for more efficient implementation to the time-consuming municipal projects.

B. Effectiveness

Summary table: Specific Objective Indicators Important to Effectiveness Section				
Specific Objective - Effectiveness	Results connected to the specific objective	Indicators of achievement	Achievement/Non-achievement (from project framework)	Comments – From interviews with beneficiaries
<i>SO1 - Offer support, through establishment of the sub-granting scheme, for participation of grass-root CSOs in decision-making and policy process</i>	<i>R1) Established sub-granting scheme offers support to participation of grass-root CSOs in decision and policy making process;</i>	<i>1.1 “Governance structure for sub-granting scheme is up and running”: Number of SC meetings (2), Number of GB meetings (2), and KCSF team appointed</i>	1 SC Meeting 2 GB Meetings KCSF Project Team appointed	The evaluation process was transparent and KCSF granted full independence to the GB on evaluation of applications
		<i>1.2 “Sub-granting procedures, application forms and documents are designed and available online in three languages (Alb, Serb, Eng)”:</i>	√	Application guidelines was evaluated as the most helpful document
		<i>1.3 “Official launch ceremony”</i>	√	Postponed in accordance with the donor. Evaluated as highly beneficial from the interviewees.
		<i>1.4 “Number of information sessions on funding opportunity for advocacy initiatives”: target value: 7 regional centres.</i>	√ Comment from KCSF team: 18 information sessions were held	Information sessions were evaluated second most beneficial information-wise event from beneficiaries
	<i>R2) Provided financial support generates advocacy initiatives of grass-root CSOs on issues of their interest, at local and central level;</i>	<i>1.5 “Number of grass-root CSO representatives informed on the funding opportunity for advocacy initiatives”: target value: 500</i>	Exceeded Comment from KCSF team: 206 CSO representatives attended informative sessions 3,000 subscribers of	Informed mostly through social media (Facebook) and online database

			KCSF's database were notified for the grant	
		2.1 "Number of applications from grass-root CSOs received": target value: 75	Exceeded 255 applications were received and administered	
		2.2 "Number of expert days allocated for GB members for applications assessment": 24	√	
		2.3 "Number of conditionally approved grants by Grants Board" 25-30	Exceeded	26 of 35 CSOs have been interviewed.
		2.4 "Number of trainings for conditionally approved grants" 4	√	Titles of trainings: Internal Governance of CSOs Project Cycle Management Advocacy skills
		2.5 "Number of contracts signed with grant beneficiaries" 25-30	√ 35 grant contracts	
		2.6 "Number of info sessions on reporting/visibility requirements and financial responsibilities" 4	√	
		2.7 "Number of monitoring cases (milestone, event and ad-hoc)"50-60	√	

Measuring the effectiveness of a project lies mainly on assessing the extent to which the project meets its objectives and the factors that helped or impeded the completion of the objectives. On general, the three specific objectives of this call, measured by the pre-set indicators and results and assessed through interviews with beneficiaries, have been achieved. To attaining of the overall objectives, special importance is given to the first objective, to offer support, through establishment of the sub-granting scheme, for participation of grass-root CSOs in decision-making and policy process. That is because the establishment of the sub-granting scheme sets up the foundation for the realization of the other two objectives.

The first step in setting up the sub-granting scheme was the establishment of the governance body and their meetings. The evaluation of the applications was administered by the Grants Board, composed of three experienced individuals in the field of evaluation, knowledgeable of the civil society sector in Kosovo, and local advocacy. Each of the members first had to evaluate the applications individually, and then discuss the applications as a group. Lastly, the Grant Board decided jointly on the projects that deserved to be awarded. During the evaluation of the applications, special importance was given to the independence of the members of the Grant Board to decide on the best projects based on their experience, which, according to the interviews, was granted at maximum to each member of the board. As such, it is important for the Grant Board members to be consistent on their evaluations, and unbiased since their decision during the application phase is considered as the stepping stone of having a fair process.

The second and third objectives are also connected to the performance of the grantees. Overall the rate of the objectives achieved, from grantees side, is high. Moreover, meeting the objectives depended mainly on what direction the advocacy was oriented. Projects targeting citizens, increase of awareness, debates and public hearings, were the ones with the highest achievement rate. Projects related to local institutions, drafting of local plans, and the active participation of municipal officers to the public discussions, faced some obstacles in the realization of their objectives. Projects which activities were based mainly at the central level were the most difficult due to short time-frame, insufficient funds, and institution's unwillingness to cooperate. Of the 26 CSOs interviewed, 21 of them managed to achieve their project results. The factors that helped on achieving the project results and objectives were:

- Support from KCSF staff,
- Willingness of citizens to cooperate,
- Willingness of municipal officers to participate in meetings and discussions
- Support from other civil society organizations and stakeholders
- Willingness and hard work of the staff of the grantee
- KCSF capacity building modules

In total five CSOs did not manage to fully meet their objectives as intended. While the grantees had several objectives, some objectives could not be realized without the approval of the municipality. In general, none of the projects failed to achieve all of its objectives. The CSOs who have not reached their objectives at full, had impeding factors, such as:

- Central and local elections during 2017
- Lack of central level willingness to actually implement the action plan drafted and proposed by the grantees of the project
- Lack of municipal funds to implement the projects advocated by CSOs
- Lack of time for central level to amend and approve the laws
- Lack of willingness from the involved parties and relevant stakeholders to continue the projects on their own.

To ensure that the process of project management and realization of objectives goes as planned, the benefiting CSOs were monitored continuously. KCSF monitored the activities of the CSOs including their visibility, as well as office-based monitoring, which was oriented towards the financial and narrative reporting of the benefiting CSOs. As such, there were three monitoring types: activity and visibility monitoring, financial reporting, and ad-hoc monitoring in office. During the interviews, benefiting CSOs mentioned only the financial reporting and ad-hoc monitoring. Based on group discussion with KCSF, monitoring of activities happened in the field, not in the office, and not necessarily involving CSOs staff. As such, monitoring of the activities was performed by the KCSF staff in the field where the activities took place, without pre-notice to CSOs. The monitoring staff were mostly in the role of support rather than control. Based on the information from CSOs, the comments provided by KCSF on narrative and financial reporting during the monitoring phase were necessary for the capacity building of their organizations. One of the issues identified through monitoring was the sound financial administration of funds. In the case of small CSOs, there was a no-cost extension period for some of them, due to CSOs' insufficient planning skills. However, these no-cost extension periods were not perceived as problematic from the interviewed CSOs, but in contrary were considered as lessons learned for other projects that they hope will apply and implement in the future.

C. Efficiency

The extent to which a project was efficient is measured based on the outputs, which come as a result of project inputs. There was a delay in both calls for proposal. In the first call for proposal, there was a delay in the approval of the grants, which postponed the starting time of the project. In the second call for proposals, there was a delay of around two months in the approval of the call, due to the revisions in eligibility criteria and proposed thematic orientations. This postponed the initiation of CSOs activities from what was initially planned. As a result, a no-cost extension took place in programme for four months, to provide the necessary time to CSOs to realize their activities and intended objectives. The no-cost extension enabled the CSOs to continue their work without having negative implications for the realization of their objectives.

When it comes to the benefiting CSOs, 19 of them have managed to realize their activities on time, as planned during the initial phase. Of these 19, two of them managed to realize the activities even before time, and as a result, added extra activities without asking for additional funds. Kosovo Centre for Business Support, with their project on the Empowerment of Women in Business in Gjilan/Gnjilane, managed to include another activity related to women-in-

business empowerment, which helped on accelerating the implementation of the project in the municipality of Gjilan/Gnjilane. United for Animals increased the number of schools where educative, information sessions were held, due to the increased interest of children and parents to learn about dogs' treatment and security.

In total seven benefiting CSOs did not manage to realize all of their activities on time. Excluding CSO KAND in Gjilan/Gnjilane who did not manage to accomplish the murals, and CSO Let's do it Peja who did not manage to form and operationalize the Consultative Commission for Environment Protection, the other CSOs managed to realize their activities, but to a later date to what was initially planned. The reasons cited for not being able to realize the activities on time were:

- Delay of funds (for some of the organizations in a period of six weeks)¹
- Central and local elections during 2017
- Lack of willingness and cooperation from the municipalities
- Lack of willingness to cooperate at central level and assembly
- Short time span for project monitoring
- Lack of planning skills of some CSOs

The cost efficiency for this project assessed three main parts: monitoring activities, administrative and management part, and capacity building. Based on the responses from benefiting CSOs, KCSF staff performed two types of monitoring, financial reporting and activity and visibility monitoring. There were times when KCSF staff visited CSO's office to check for financial reporting and compliance; however, often times monitoring happened also through constant communication through phone and emails with the benefiting CSOs. On general, benefiting CSOs evaluated monitoring as a support step towards compliance with their obligations, rather than obligatory control. As such, there was no identified issues or complaints in this prospect. For this project, two monitoring officers were proposed, one with 100% effort and the other one with 21% effort. However, a recommendation for future projects was to devote more staff to the monitoring of activities, especially when working with less developed CSOs. That is because, based on information from KCSF, due to the CSOs' needs, more staff was engaged in monitoring than what was initially planned. There were no issues identified with the application forms or with the communication between benefiting CSOs and KCSF. In fact, these two factors were evaluated as highly satisfactory from benefiting CSOs. Most of the CSOs claimed that their capacities have increased, and that they are able to manage similar projects in the future. The grantees specifically mentioned the financial and narrative report coaching as the most beneficial parts of the capacity building process.

Regarding benefiting CSOs, due to the design of the call, both calls for proposals had a pre-set amount of funds for which the CSOs needed to apply and design activities that could be managed with that amount of funds. Because of this, CSOs planned the costs of their activities

¹ According to the group discussion with KCSF, funds were delayed because of two reasons: pending approval of interim reports, and in two cases funds were delayed due to a delay in the allocation of funds for the second instalment from EUOK

and proposed the activities and objectives that can be realized with the pre-set budget. However, from the 26 CSOs interviewed, six of them expressed the need for more funds during the interview. To their reasoning, if there would be more funds, they could plan other activities to monitor the implementation of the project, and some of the CSOs added other activities on their way to realizing the objectives, which activities were not planned in the initial phase. Because of this, sometimes CSOs had some minor expenses during the fieldwork, which they did not expect in the beginning, but managed to cover them within the budget.

According to the recommendations from the interviews, the project would need for a more extensive time span for the implementation of activities. Six to seven months, based on interviewees, are enough to advocate and raise awareness on different issues but are not enough for implementation of the plan in the local level and to influence the central level. Instead of two calls, a proposal from interviews was to have one request for proposal which will allow for more time for the implementation and monitoring of the activities. The method used to inform interested parties for the grants was rated, in general, as satisfactory by the interviewees.

“The implementation guidelines was a document that we hold with us all the time. It served as an informational document and every time we had a question we referred back to it, and the answer was there”

Interviewee from benefiting CSO

Starting from the application process, interviewees were asked to rate each of the activities and documents they had access to in order to get informed on the grant and the criteria needed to be fulfilled in order to apply for the grant. A total of four activities had to be rated on a scale from one to three, where one (1) meant that the activity did not help at all during the application process and three (3) meant that the activity helped a lot during the application process (Figure 2 below). In this exercise, from the total of 30 CSOs who participated in interviews, 26 of them have benefited from the grant, while four of them have applied but were not selected as project beneficiaries. With the aim of understanding the perspective of both parties in the application process, figure 2 presents ratings from both parties together.

The management and administrative capacity to implement the project from KCSF was assessed by interviewing the benefiting CSOs on the efficiency and usefulness of the application material.

Application guidelines that were accessible to all the interested applicants were rated the highest compared to other application documents, with an average of 2.9 points. According to the feedback, every detail regarding the grant was stated in the guideline document posted online. Furthermore, the implementation and reporting guidelines and visibility guidelines, based on the interviewees, contain information on the topics for which CSOs can apply, the objectives and expected results, budget guidelines, which helped on planning the project better. However, one recommendation for future guides would be to better explain taxes, such as VAT and taxes on salaries, because CSOs were not informed beforehand on how to proceed with payments when a donor or funds are exempt from the VAT.

Information sessions were rated as the second most helpful activity during the application process, with an average of 2.5 points. Not all CSOs participated in the information sessions. Of the 21 that did so (from 26 benefiting CSOs), their feedback was positive, confirming that the information sessions were well organized, contained the necessary information for the application, information was available on time and publicly and allowed for more specific questions for better clarifications. Some of the recommendations towards information sessions were for them to be organized at a larger venue, comforting more people, and provide more information on taxes, such as VAT and taxes on salaries. CSOs that applied but were not awarded grants did not participate in the information sessions.

The third most effective method of communication for the application process was social media, namely Facebook, and the CSOs network database through which most of CSOs got informed about the granting opportunity. Overall, this category was rated with 2.45 points, and as mentioned above that comes as a result of high rating for social media and the database, but of low ratings for other information channels.

The fourth-rated channel of communication was webpage and the frequently asked questions section. KCSF's webpage was frequently accessed by CSOs, and that is because they downloaded the documentation needed for application mostly from the website. Furthermore, based on interviews, KCSF's website is a popular website among CSOs which gets frequently visited for different opportunities. However, the frequently asked questions section for this project was not used as much, since most of the questions CSOs had they addressed them during the information session or through emails sent directly to KCSF's staff. When asked to rate the helpfulness of this activity during the application process, overall, it was rated with 2.3 points.

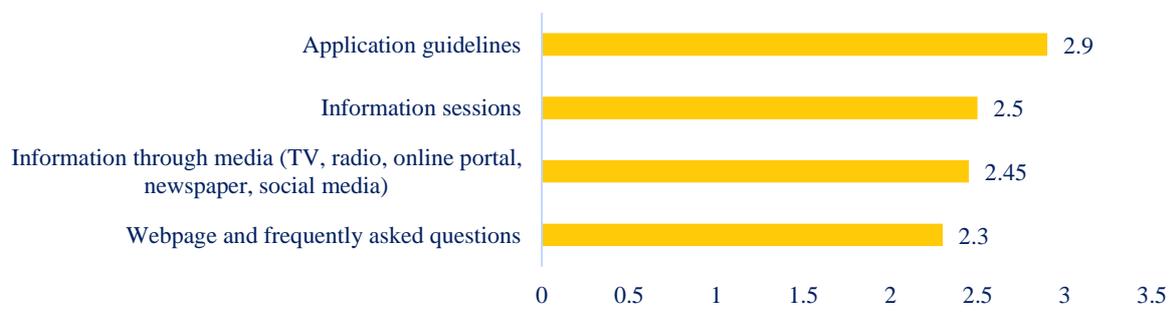


Figure 2: How much did the following processes helped during the application phase?

To assess the project management effectiveness and the design of application documents, a similar rating activity was performed by benefiting and non-benefiting CSOs for all the sections of the application. The application document had four main parts to be filled by the applicant: project relevance, intervention logic, impact and expected results, and budget. All of these sections were rated from one to four, where one means that filling this section was very difficult and four means that filling this section was easy.

On average, all of the sections were rated as easy to fill. The easiest ones were rated the relevance of the project and intervention logic, with 3.5 points both of them. The reason to it is that the CSOs applied for a topic of their interest, to which the aim of their organization was

based on. They had clear ideas on the topics they wanted to address and advocate for, and as such describing their idea and why it is important was not rated as difficult as the other sections.

The budget, the impact, and the expected results were rated as more difficult to fill in the application compared to the other two sections. According to the interviewees, it is difficult to describe the impact and the results of advocating initiatives, because the effect of the project is usually intangible and unmeasurable; thus, it is difficult to identify what results are aimed to be achieved. On average, the impact and the expected results were rated with 3.3 points. At the budget section, most of the CSOs mentioned that they needed additional clarifications and consultations with KCSF to determine the budget for each activity and to plan on the costs they will incur in the future. The CSOs that had no difficulty in filling the budget section rated this section as very easy, usually pointed out that they had previous experience on other projects. Two of the most mentioned issues that came out in the budget section were gross salary and opening a new, exclusive account dedicated only to the funds received for this project from the EU. Some of the CSOs did not plan for these expenses and ended up adjusting their budget to account for them as well. Overall, the budget was rated with 3.2 points.

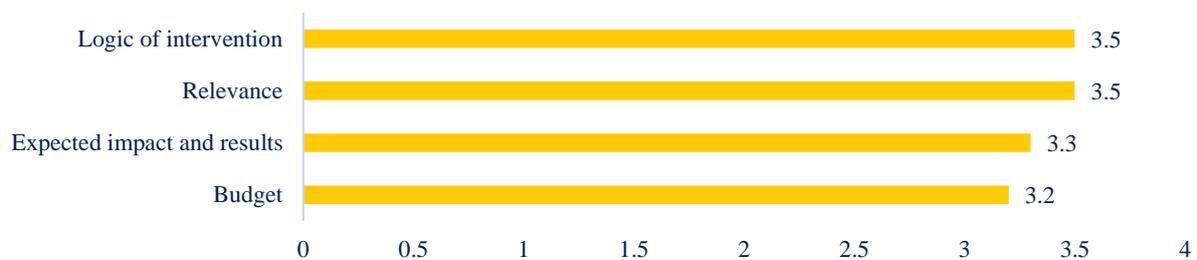


Figure 3: On a scale from 1 to 4, how would you rate the difficulty of the following application sections?

The non-benefiting CSOs were also asked on how they were notified for the refusal of funds. From the findings, it was understood that all of the non-benefiting CSOs were notified through email. The email contained general information on the rejection of the project for funds, the number of projects that were evaluated, and the number of projects that were selected. One of the recommendations that came from these interviews was for emails to contain specific information on the evaluation process, and the reasons why a project was not selected. As such, two of the CSOs were not satisfied at all with the reasoning provided in the email for the disqualification of their organization.

Three of the non-benefiting CSOs did not know that they could file a complaint. As such, of the four non-benefiting CSOs, three of them did not ask and did not receive additional comments on their application besides one of them. The CSO that

“I would like to see more information, specific reasons as why my project was refused in the rejection email”

Interviewee from non-benefiting CSO

got additional comments claimed that those comments were helpful and taught them how to better write a project proposal in the future and how to explain ideas more thoroughly.

D. Impact

Summary table: Specific Objective Indicators Important to Effectiveness Section				
Specific Objective - Effectiveness	Results connected to the specific objective	Indicators of achievement	Achievement/ Non-achievement (from project framework)	Comments – From interviews with beneficiaries
<i>SO3 – Strengthen capacities for effective advocacy and project management of the awarded grass-root CSOs.</i>	<i>Awarded grass-root CSOs have strengthened their capacities for effective advocacy and project management</i>	<i>3.1."Number of coaching days allocated to grass-root CSOs for project design" : 50-55</i>	√	Evaluated as highly beneficial, specifically in enhancing planning skills
		<i>3.2."Number of coaching days allocated to grass-root CSOs for project management" : 20-30</i>	√	Evaluated as highly beneficial, especially coaching on financial reporting
		<i>3.3."Number of coaching days allocated to grass-root CSOs for advocacy initiatives" : 20-30</i>	√	Evaluated more beneficial to small CSOs compared to big CSOs

The impact of the project is dependent on the three specific objectives. A direct impact of the programme is measured by measuring the capacities of CSOs for effective advocacy and project management of the benefiting CSOs. However, in order to be able to do so, the first and second objective need to be in place. As such, after creating the sub-granting scheme and distributing funds to CSOs for advocacy initiatives, it is necessary to increase the capacities of CSOs that will enable them to implement their activities and meet objectives.

One of the ideas behind this project was to transfer the knowledge and the experience of a well-established and qualified CSO to small, grass-root CSOs, aiming to build the capacities of these CSOs in order for them to be effective, accountable, and independent actors in the society. This result was proposed to be achieved through coaching sessions and training on three different topics: Internal management capacities of CSOs, project management cycle, and advocacy.

The applications that were received were evaluated from the Grants Board. The first step in evaluation was to score the applications with points, and those that passed the threshold of 60 points, were selected for the next phase. After the CSOs were selected from the Board, and before signing the contract, the conditionally approved CSOs were coached by the project team on project planning documents, namely in log-frame, activity plan and budget. The aim of these coaching sessions was to better plan the activities of the CSOs and the proposed budget. The CSOs interviewed were asked to rate the helpfulness of the KCSF during this phase on a scale from “very helpful” to “not at all helpful.” Seventeen interviewed CSOs rated the help received during this phase as very helpful; seven of them rated it as helpful; one of them rated it as not helpful, and one of them rated it as not helpful at all. Those who have rated it as helpful and very helpful, in general, valued the information received during this coaching phase, especially

regarding planning and defining the activities. This phase was beneficial to them because it facilitated CSOs through other steps, especially through the implementation of their objectives. The two CSOs that rated this activity as not helpful and not at all helpful; claimed that they did not need such help due to their experience and knowledge with similar projects.

“I must say that besides the professional assistance provided, KCSF staff had a very friendly approach and willingness to help us at any time, even after the working hours.”

Interviewee from benefiting CSO

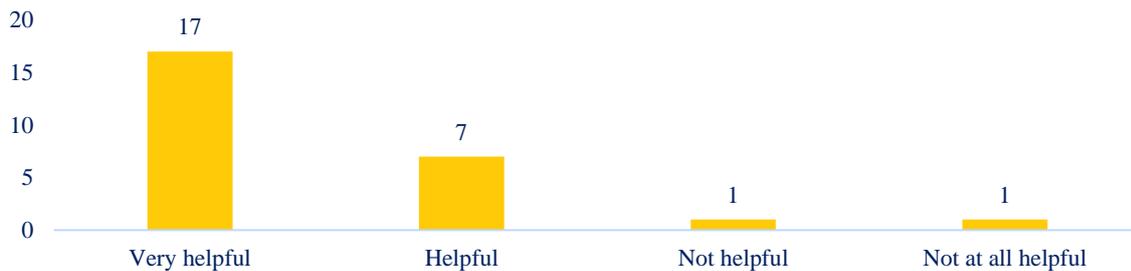


Figure 4: To what extent was the KCSF staff helpful in refining your project proposal (after approval from the Board and before contracting)?

After approval, the benefiting CSOs participated in training modules described above. The training lasted two to three days. The training was organized only for the Albanian speaking CSOs, and not for the Serbian speaking CSOs. According to the group discussion with KCSF staff, except one case there was no need for the Serb grantee organizations to be taking part in such training because they are well-experienced and already master the information. The sample interviewed for this evaluation included four Serbian-speaking CSOs. As such, the sample size for the training ratings is 22.

The participants of these training modules were asked to rate their satisfaction with the content of the training and the information received on a scale from one to four, where one means “not at all satisfied” and four means “very satisfied.” Overall, the benefiting CSOs were satisfied with the content discussed and the information received in these training modules. The most beneficial one was project management cycle training (3.6 points on average), followed by the internal management capacities of CSOs and advocacy (rated with 3.5 points both of them).

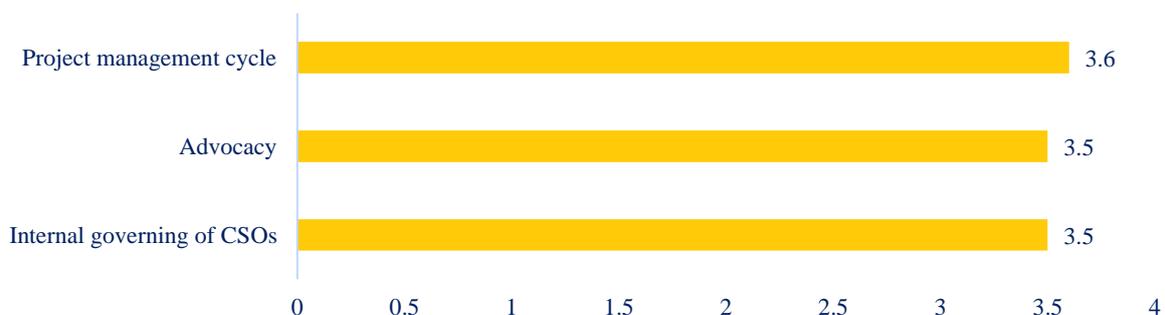


Figure 5: On a scale from 1 to 4, how satisfied are you with the quality of KCSF training?

In general, these training modules provided valuable information to the CSOs and managed to increase their capacities. Training topics and the training staff were two main components valued the highest by the participants. The interviewees mentioned the internal governance of a CSO training as highly beneficial training, which came at the right moment when these CSOs needed it the most, and it also provided information that CSOs continue to use for the management of the organizations. For instance, one of the CSOs pointed that these training modules were beneficial to their CSO because they managed to build the capacities of the newly hired staff.

The CSOs who did not rate the training as satisfactory, did so mainly because they already took similar training before. Nevertheless, those CSOs recommended to the KCSF staff to continue to design training modules but with different topics related to CSOs' activity. Some CSOs have better management capacities than others, and for the training not to be tedious and redundant, they recommended to the KCSF staff to account for these differences and design training on topics based on CSO'S needs.

Besides the training, some of the organizations also benefited from financial mentoring and mentoring on advocacy, depending on their needs. The mentoring activities were performed in two ways: by an external consultant (on-the-job training) or by the KCSF staff. CSOs benefited from one of them. Of the interviewed CSOs, twenty of them benefited from such mentoring, either by an external consultant or by KCSF staff. Based on the interviews, most of the mentoring sessions were subjected to narrative and financial reporting, to a lesser degree on the advocacy. That happened because most of the CSOs were not familiar with the reporting style required by this project, especially the financial one. The mentoring activities were oriented towards the needs of the organizations. In this regard, the CSOs were asked to state their satisfaction with the help they received from KCSF, both with the narrative and financial reporting, particularly during the mentoring phase. The majority of the CSOs were satisfied with the knowledge they got during the mentoring sessions and the help from the KCSF staff and the external experts. This was one of the strongest points, evaluated so by the interviewees, through which they managed to learn lessons even for future projects.

“Mentoring was a crucial activity to our organization, both to our professional development and internal management of the project.”
Interviewee from benefiting CSO

The questionnaire also assessed the communication between the CSOs and KCSF staff. Of the 26 benefiting CSOs interviewed, 23 of them were satisfied with the communication method and the approach of KCSF staff towards CSOs. What most of the CSOs valued was the instant communication, immediate answers to CSOs requests, professional communication, help with any process at the municipal level, and willingness to provide support at any instance. Three CSOs were not satisfied with the communication and persistence from KCSF staff to realize the objectives despite of the lack of willingness of the municipality to cooperate. Three reasons provided were: lack of municipal willingness to cooperate with the CSOs, and lack of on-time information about payment procedures (payments not including VAT).

As a result of this project, the majority of the CSOs were able to extract valuable information from the training modules, coaching and mentoring sessions. For some grass-root CSOs, this was one of the major projects they had since they were

“Together with KCSF we developed a financial tool, which I use every time I apply for other projects”

Interviewee from benefiting CSO

established or even the first project; thus, these activities were rated as highly beneficial to them. Especially mentoring was mentioned most of the time, and that is because mentoring was tailored specifically to what the organization needed. However, there few CSOs that did not attend training, or even if they attended they did not benefit as much from the information provided. That happened mainly as a result of the capacities that these CSOs already had, and as such the training they were attending contained information they already got from other trainings. Nevertheless, a notable positive difference has been made to almost all of the organizations when it comes to tax exemptions and budget planning. The majority of the organizations pointed out that due to this project they now know how to file payments without VAT, how to address requirements from international donors, are more familiar with the process of paying taxes on salaries, file formal requests for reallocations and no cost extensions and can apply this knowledge in other projects. Moreover, during this project CSOs were supplied with financial and budget forms, tailored to CSOs needs, which forms can be used for other projects as well.

The projects awarded were from all Kosovo regions. They supported advocacy initiatives regarding youth, women, ethnicity, people with disability, legalization of objects, animal treatment, security, local accountability and transparency and environment protection. The table below presents some of the advocacy initiatives and their impact in society:

Summary of the Success Stories – Activities and Impact				
CSO	General Topic	Municipality	Activities	Impact
George Williams Youth Association in Kosovo	Education and empowerment of youth	Junik/Junik	Research, open discussions and weekly trainings with 60 youth participants on leadership, gender equality and community-based volunteer work.	Creation of Action Plan for the inclusion of youth activities at the local level, implemented by the Municipality for the year 2018-2019 providing youth with a budget, enabling them to plan their weekly activities.
Kosovo Centre for Business Support	Women in Business	Gjilan/Gnjilane	Research on identifying the needs of women in business, offering trainings to women on management, conducting business plans and advocacy.	Conducting a Strategic Plan on empowering women in business, approved by the Municipality of Gjilan/Gnjilane and being implemented under the supervision of the Directory for Economic Development in the local level.
Gračanačka Inicijativa za Odrzivi Razvoj – Gior	Movement of animals' bazaar	Gračanicë/Gračanica	Advocacy initiative to local authorities in Graçanicë/Gračanica to solve the problem of the animals' bazaar which was located in private parcels of land, therefore provided a problem for the land owners.	Reached cooperation with the Municipality of Graçanicë/Gračanica, who purchased another parcel of land which was cleaned and used for animals' bazaar and improved the wellbeing of residents who lived in the former bazaar area.
Civil Development Organization	Legalization of Objects	Mitrovicë/Mitrovica	Public hearings, debates, and official meetings with municipality officials to inform the public on the newly established legal framework by the Municipality for authorized construction activities.	Organized meetings between municipality officials and citizens of Mitrovicë/Mitrovica to discuss the new legislation for construction and provide recommendations and suggestions to the Directory of Cadastre and Urbanism.
United for Animals	Education of Youth for Animal Treatment	Prishtinë/Priština	Public lectures and hearings, movie nights, showing documentaries and visiting	Organized lectures to 1250 4 th grade elementary school children on how to approach street dogs, therefore raise awareness and educate them on this matter.

			7 elementary schools away from city centre more prone to danger from street dogs.	
Handikos Vushtrri	People with Disabilities	Vushtrri/Vučitrn	Activities to raise awareness to the public and local institutions about the rights of people with disabilities and their needs for employment and their integration in the society.	Approved Action Plan by the Municipality of Vushtrri/Vučitrn and Ferizaj/Uroševac for employing people with disabilities. Employment of two persons in private businesses and enabling one person to participate in trainings from Centre for Professional Development.
Raise Your Hand for Help	Minority Representation	Fushë Kosovë/Kosovo Polje	Activities that inform minority groups in Kosovo about their legal rights and ways how to acquire them.	Socializing minority groups and help integrate them in the society.
Rrjeti i Radioeve per te Drejtat e Njeriut	Transparency of Municipal Governance	Fushë Kosovë/Kosovo Polje	Radio programs and debates that raise awareness on governmental transparency and accountability to the public. Interviews with public officials in the Municipality of Fushë Kosovë/Kosovo Polje, on transparency matters.	Proposal to install GPS devices in official municipality vehicles that provide transparency to the public on the amount of money that goes into gas, service and so on. The proposal has been approved by the municipality in their budget plan for 2018.
Fondacioni Jeshil	Environment	Prishtinë/Priština	Lectures, workshops, building gardens and other advocacy initiatives for conducting classes in nature through collaborating with schools to provide students with the practical experience to saving the environment.	Developed a model of permaculture that educates students on environmental values and healthy life through establishing garden in schools to offer environmental classes.

An important fact mentioned by one of the organizations was the fair organized by KCSF in the municipality of Pejë/Peć, where CSOs that benefited from donations and managed to complete their activities on a different topic on advocacy were invited to present their work and their achievements. Such events were highly recommended by the interviewees because through these events CSOs have the opportunity to network and also share their best practices, which increases their capacities and knowledge for future projects.

E. Sustainability

The sub-grant idea was for the grass-root CSOs to gain knowledge they can use to apply for other projects and gain experience they can apply to their daily operations and management of other projects. As such, sustainability in this project is mainly related to the capacity of grass-root CSOs to manage similar projects in the future and gain experience on developing initial ideas to fully-fledged project, and to the extent to which the activities implemented by CSOs during the project time will continue to be implemented even after the end of the project.

In general, the majority of the benefiting CSOs have been working on other projects before being awarded this one. Four CSOs have claimed for this project to be the first one that their organization managed, while the other 22 claimed that they have already managed other projects before this one.

The majority of the CSOs have also applied and been awarded another project since the time they have been involved with the implementation of the activities for this project. Of the 26 benefiting CSOs, 19 of them have benefited and managed another project due to the skills and

“This project increased our internal capacities to apply for other projects. We have been using the knowledge and experience taken during this project to apply for other grants”

Interviewee from benefiting CSO

knowledge they got through managing this project. Those that did not benefit from other projects (7), the reason is that they have not applied for other projects due to the lack of permanent staff. When asked if they think that they can manage other projects of similar topics and activities in the future, all of the interviewees answered positively. That is because, according to some of the interviewed CSOs, this project increased their internal capacities especially those of planing, and financial and narrative reporting.

Another important result that came from this project is the professional development of staff. Interviewees pointed out that the staff that participated in training and mentoring sessions benefited from the topics discussed and recommendations received. As a result, some of the staff were able to get full-time employment, promotion, and were able to manage other similar projects. Some of the CSOs managed to hire new staff, thus increasing the number of employees who will be working on other projects as well.

To the CSOs for whom this was the first project they were awarded and managed, the highest benefits were mostly at the planning phase, outlining the expected problems they might encounter during the implementation of the project.

Overall, the project was more beneficial to the small CSOs who did not manage any projects before or at least did not manage similar projects. Internal management of a CSO and project management with a particular focus on financial management were two main topics rated as the most beneficial by the interviewees. To the larger organizations, the benefits were at a lower extent compared to the small ones, since they were familiar with application procedures, reporting, and management of a project.

When it comes to the extent to which these projects will continue to be implemented even after the project ends, two constraints impede the full realization of this objective: time and funds. According to the interviewees, to see the results that these advocacy initiatives have achieved might take three to five years after the end of the project and they also depend upon other activities and projects. A common concern of the CSOs interviewed is the implementation of the activities that they have fulfilled during this project. However, to be able to track the projects more time and funds are needed.

It must be noted that the majority of the CSOs continue to advocate on similar issues in the municipalities where their activities are based on, either through other projects or on volunteer basis. Some of the CSOs have pointed out that they still get contacted by people, indirect project beneficiaries, about the issues they have been advocating for, which shows an increase in the awareness and accountability of citizens towards the municipality. Some of the CSOs as part of their projects organized workshops with youth, where they managed to train them on different topics. These CSOs have claimed that they still get contacted by youth who are willing to volunteer on various activities organized by these CSOs.

All of the interviewed parties in this project share the opinion that these kinds of projects are essential, and there should be continuous support through funding by the international donors as well as local institutions. Kosovo needs advocating about:

- Youth involvement in decision-making processes;
- Education of youth;
- Education of society on gender equality;
- Education of society about women in workplace;
- Advocating on inclusion of women in the working place;
- Equal pay for both genders;
- Inclusion of people with disability in the workplace;
- Equal representation of ethnic groups, and;
- Advocacy initiatives in law implementation.

Recommendations and Lessons Learned

In general, the objectives for this project have been met and the deliverables were implemented according to the project proposal. Based on the interviews, the sub-granting scheme was well managed and administrated and the participants were satisfied overall with the design of the scheme, especially with the application documents and the information sessions. Overall, grantees were satisfied with training sessions, coaching and communication with KCSF. Most of the benefiting CSOs claimed that this project has increased their capacities to manage similar projects in the future and has equipped them with the necessary experience to perform well in this sector.

To this extent the recommendations for future projects come from the interviewed parties, focusing on both the design and the management of the project.

1. A common recommendation from all the interviewees regarding the design of the project is to allow for more time for the implementation of activities. One call for proposal, instead of two calls, with a larger time-span and more funds for project implementation, was mentioned by the interviewees in the process. Given the aim of the project, advocacy initiatives, according to the benefiting CSOs, six to eight months is a short time to carry out the activities and monitor their implementation. To their reasoning, for the advocacy to have its intended results the activities need to continue for a longer time. Furthermore, some of CSOs stated that in order to be able to monitor the implementation of the activities more funds are needed, as well. Lastly, more time allows for more flexibility towards unexpected challenges, as it was the case of elections.
 - a. Designing the call into one lot would also have implications on the budgeting phase of the project. Overall, this would require more staff to be devoted to each activity, especially in the monitoring and capacity building process. Even for the current design of the project, considering the level of benefiting CSOs and their capacities, it is advisable for more staff to be devoted at the monitoring phase. That is because monitoring was also evaluated as a support activity from which CSOs managed to learn, and as such it is a learning activity besides being a control one.
2. In term of the design of the application documents, the interviewees suggested for more information on taxes, such as employer contributions and VAT. Considering the experience level of some of the benefiting CSOs and the early stages of functioning, such basic information is crucial to their performance. This helps them to better plan for the project and also saves them time and direct costs.
3. Due to the application criteria for the first call, some well-established CSOs managed to benefit from the grant, whose advocacy activities were oriented at local level increasing the awareness of citizens on issues of interest to them. However, because of their preparedness and capacities, they did not benefit as much as the other CSOs from the training and coaching assistance. That is because their management capacities are already at a satisfying level, they have participated in similar training, and they have experience in the field so there is no need for coaching in financial and narrative reporting. From lessons learned from the first call, the second call added more criteria to narrow down the level of organizations who could apply to the project. As such, for future references, it is recommended for the criteria to be well defined from all involved parties in the process, so that all grantees could equally benefit from the project.

Annex I – List of Interviewees

Organization/Entity	Name and Surname of Person interviewed
Benefiting CSOs	
Fondacioni Jeshil	Xhevdet Gegollaj
Bllloqet e Ndertimit per Sukses	Rema Duli
Rrjeti i Radiove për te Drejtat e Njeriut	Emire Shabani
Ekovizioni	Shpend Sopa
HANDIKOS Prishtina	Faruk Kukaj
Klubi Dëshira	Nusret Shillova
Raise Your Hand for Help	Florenta Kadriu
United for Animals	Vjosa Shkodra
Network of Peace Movement	Alban Kamenica
Organizata e personave me distrofi muskulare	Enver Kosumi
Kosovo Center for Business Support	Alma Gjupeva
KAND – Qendra për Zhvillim Social dhe Kulturor	Vlora Shabiu
George Williams Youth Association in Kosovo	Dorina Davies
HANDIKOS Gjakova	Brilanda Ballata
OJQ KOHA	Labinot Krasniqi
Let's Do It Peja	Urim Xheravina
Civil Development Organization (CDO)	Migjen Abrashi
Me dore ne zemer (MDNZ)	Shqipe Qarkaj
HANDIKOS Vushtrri	Isak Hyseni
Iniciativa Qytetare Skenderaj	Jeton Rushiti
Junior Chamber International Mitrovica	Edmond Kumnova
Integra	Kushtrim Koliqi
AKTIV	Miodrag Milicevic
GRAČANAČKA INICIJATIVA ZA ODRŽIVI RAZVOJ (GIOR)	Živojin Ćirković
Omladinski edukativni klub Sinergija	Igor Simić
NVO Mlada i sportska Gračanica – Omladina napred (ON)	Emilija Ivić
Non-benefiting CSOs	
DRIT' OJQ	Krenare Lleshaj
PROAKTIV	Lavdim Klaiqi
Drita Jone	Sevdije Voca
Shoqata Bletare ALDI	Jehona Abdullahu
Grants Board	
Ertan Munoglu	
Steering Committee Members	
Dario Di-Benedetto	
Ariana Qosaj- Mustafa	
<i>Sihana Xhaferrri was contacted because she is in the list of Steering Committee Members, but she claimed that she did not take place in one meeting she was invited</i>	



An EU funded project managed by the
European Union Office in Kosovo



Evaluation of the EU project “Support to advocacy initiatives of grass-root Civil Society Organisations”

Evaluation conducted by:
UBO Consulting

May 2018