End-line study Report

on

"Working together towards productive working relations between civil society and the authorities in Kosovo project"

September 2014

Commissioned by: **Conducted by:**

CiviKos Platform   **Kosovar Civil Society Foundation**

Abbreviations and Acronyms

CiviKos	CiviKos Platform
CNVOS	Centre for information Service, Co-operation and Development of NGOs
CSO	Civil Society Organization
ED	Executive Director
EU	European Union
EUOK	European Union Office in Kosovo
jAC	joint Advisory Council / Council for implementation of the Strategy
KCSF	Kosovar Civil Society Foundation
MER	Monitoring, Evaluation and Reporting
OGG	Office for Good Governance within the Office of Prime Minister
Secretariat	Secretariat of the CiviKos Platform
Strategy	Governmental Strategy for cooperation with civil society
TF	Task Forces

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1. Introduction

In April 2013, the CiviKos Platform launched a one year project with the aim to improve and strengthen cooperation between civil society and public authorities in Kosovo. The project titled 'Working Together' was financially supported by the European Union Office in Kosovo. With an initial one-year contract (extended through a no-cost extension until 30th of September 2014), the grant was part of a three year framework project to be continued following an external review of the first year activities[1].

A baseline study was conducted in September 2013, assessing the relevance and the expected effectiveness of the project. The findings derived from this study were used for designing the framework for monitoring the results of the project. More than a year from the project kick-off, this end-line study aims to review the implementation process of the project. In particular, the end-line study aims to identify achievements against set indicators for the results and outcomes of the project as per project Log frame, as well as recommendations derived from the baseline study. Wherever possible, the study aims to identify promising practices, but also problems and challenges faced during implementation. Through identifying and documenting lessons learned and specific recommendations, the ultimate aim of the study is to assist project partners and stakeholders improve the implementation of the continuation of the project and design of similar projects in the future.

1.1 Background of the end-line study

CiviKos Platform (CiviKos) is an initiative of civil society organizations in Kosovo launched in early 2007 and officially registered on 2 September 2007, aimed at creating an enabling environment for formal cooperation between civil society sector and the Government.

CiviKos, after a long and comprehensive consultation process with the participation of over 130 civil society organizations, on 9th of November 2007 signed a Memorandum of Cooperation between the Government and civil society (represented by CiviKos). This memorandum represents the first formal document that provides for a mutual commitment and institutional cooperation for a genuine partnership between the Government and civil society. As a result of internal developments, CiviKos passed through a passive period of activity during 2008 and

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[1] CiviKos was approved a continuation of the second phase of the project for the next two years, which is expected to start with implementation in November 2014.

2009. As of July 2010, CiviKos focused on its internal strengthening, through consolidating its membership and internal structures and documents. During the period July 2010 – December 2011, CiviKos was hosted by the Kosovar Civil Society Foundation (KCSF), which provided the necessary human resources, office space and expertise for the process of revitalizing the network, while financial support was provided by Kosovo Foundation for Open Society (KFOS) and KCSF. As of 1st of January 2012, the newly elected Board appointed the new Executive Director and the Secretariat of CiviKos was established as an independent unit. CiviKos Platform continues to function as a voluntary network of CSOs, while Assembly of Members has elected a new Board in 2014.

Following the internal consolidation, the dialogue between CiviKos and the Government of Kosovo, based on the Memorandum of Understanding of 2007, resulted in initiating the official process of drafting the Governmental Strategy for Cooperation with civil society (the Strategy). Although it is a governmental document, this Strategy has been drafted based on a long and comprehensive process of consultations and resulted with a number of strategic priorities to be achieved for the period 2013-2017, jointly agreed between both sectors. The Strategy was adopted in 5th of July 2013 and is accompanied by an Action Plan for implementation during its first two years. The decision to establish a Council for implementation of the Strategy (jAC) has been adopted in April 2014 and has had its inaugural meeting only in October 2014. Currently, CiviKos priority goal is to contribute to the implementation of the Strategy through coordinating and facilitating civil society interest and representation on different bodies and activities which derive from the Strategy, as well as facilitate internal coordination and cooperation among its members towards achieving the strategic priorities.

In this context, the project "Working together" is intended to primarily serve the strengthening of CiviKos in order to play its role in implementation of the Strategy and strengthening of the civil society sector as a whole.

1.2 The project

The project "Working Together - towards a productive working relations between civil society and the authorities in Kosovo" is supported by European Union Office in Kosovo (EUOK) for the period 22nd of April 2013 – 22nd of April 2014 (extended until 30th of September 2014), with the possibility of further funding for two additional years, following an external review of the first year activities. **The total budget of the project is 120,340 EUR**, with 100,000 EUR granted by

the EUOK and the remaining part co-financed by the Netherlands Embassy in Prishtina and Kosovo Foundation for Open Society.

The overall objective of the project is to contribute to good governance, European integration, and a vibrant civil society in Kosovo through ensuring good cooperation between civil society and the authorities in Kosovo.

The specific objective of the project is to establish, operate and sustain an inclusive, accountable, transparent, efficient and effective working relation between civil society and the Government in Kosovo.

The expected results to be achieved are:

- Strengthened executive, operational, managerial, financial and technical capacities and established and sustained functional Governance and Management Structures of CiviKos, in line with the requirements of the civic participation process in Kosovo in general and those of civil society's cooperation with the Government in particular.
- Established and functional operational framework for the civic participation process in Kosovo in general and for civil society's cooperation with the Government in particular.
- Established package of basic set of information, facilitation and financial services to support the civic participation process in Kosovo in general and civil society's cooperation with the Government in particular.
- Increased and regular monitoring, evaluation and reporting on the civic participation process in Kosovo in general and on civil society's cooperation with the Government in particular.
- Increased and continuous visibility on the civic participation process in Kosovo in general and on civil society's cooperation with the Government in particular.

The project consists of various activities organized under five integrated activity streams, in line with the expected results of the project:

1.1 - Strengthening CiviKos' Governance and Management Structures
1.2 -Strengthening CiviKos' executive, operational, managerial, financial and technical capacities
1.3 - CiviKos Internship Programme
2.1 – Partnership - Advocacy for a genuine Civil Society – Government Partnership
2.2 – Dialogue - Establishment and operation of the joint Advisory Council on the implementation of the Government Strategy for Cooperation with Civil Society
2.3 – Consultation - Establishment and operation of three joint "Task Forces" as per strategic priorities of the Government Strategy for Cooperation with Civil Society

2.4 – Information – Enhancing the Government's information provision on Government – Civil Society Cooperation
3.1 – Information Services for Civil Society – Government Cooperation
3.2 – Facilitation Services for Civil Society – Government Cooperation
3.3 – Financial Services for Civil Society - Government Cooperation
4.1 – Monitoring, Evaluation and Reporting
5.1 – Visibility

Table 1: Activity stream/activities

1.3 Objectives of the end-line study

According to the Terms of Reference published by CiviKos, the goal of the end-line survey is to review the implementation process of 'Working together' project. In particular, the end-line study aims to identify achievements against set indicators for the results and outcomes of the project as per project Log frame, as well as recommendations derived from the baseline study (see Annex: Table of Recommendations). Wherever possible, the study aims to identify promising practices, but also problems and challenges faced during implementation and explore how those were overcome and addressed. In order to assess the change, the end-line study maintained the same objectives and methodology as in baseline survey.

The specific objectives of the end-line study are:

- To identify the achieved results aligning with the set indicators and how those were achieved
- To identify the changes in the environment for formal cooperation between civil society sector and the Government by the project intervention
- To identify at what extent the project could address issues related with governance and management structures of CiviKos, framework for civic participation, basic information package (information facilitation, financial services to support civic participation process, etc.), monitoring and evaluation, visibility
- To understand and define the values added by the CiviKos approach and how the CiviKos Secretariat contributed to the project implementation process
- To come up with suggestions and recommendations for the next phase of the project following lessons learnt, promising practices and impacts of the project

2. Methodology description

In order to evaluate the implementation of the project, the methodology implemented for the end-line survey focuses on qualitative tools, which provide an in-depth view of the most pressing needs and issues and the means and tools which CiviKos deployed to address them.

Concretely, the methods used to collect the required data included:

a) Project document review, as submitted to the EUOK (including Log-frame, Activity Plan, Project interim and monthly grant reports);

b) Baseline study review, as endorsed by the CiviKos Platform (including its Board) and project Steering Committee

c) Literature review and data extraction from various publications/documents;

d) Semi-structured interviews with CSOs, government, CiviKos (Secretariat, Board and its member organizations) and non-member organisations;

e) Documents produced by CiviKos within the project activities;

Project document review

The project document, as it was submitted and approved by the EUOK, was initially read and analysed, in order to understand the specific tasks and activities which were to be carried by the project. The Log-frame of the project was analysed to understand the logics and interrelation of the specific objectives, expected results and activities, while the Activity Plan was used to assess the level of achievement of specific project activities with regards to the time-span of the project. The project monthly and interim reports were also reviewed, in order to understand the continuous progress of the project.

Baseline study review

The baseline study report, as it was endorsed by CiviKos Platform and project Steering Committee, was reviewed at its all, with particular attention in its specific recommendations on different activities of the project. The baseline study provided a number of recommendations which influenced the expected delivery of specific activities, thus was used as one of the reference documents for assessment of project implementation.

Literature review and data extraction

Various publications, studies, strategies and other documents were consulted to understand the context on which the project was implemented. Also, specific data extraction forms where used to extract data from various documents, needed for appropriate assessment of the project, in terms of relevance and effectiveness. A list of literature review and data used is attached as an appendix to this report.

Semi structured interviews

Semi-structured interviews were held at three different levels. At the first level the interviews were conducted with selected members of CiviKos Board and Secretariat, in order to get informed for the content, activities and implementation of the project. At the second level interviews were conducted with CiviKos member organizations, as well as non-member organizations that were considered to have an interest in developments influenced by CiviKos. At the third level interviews were conducted with government representatives who are in charge of implementation of the Strategy or its specific activities.

The selection of the interviewees was based on the method of "key informants", based on their previous involvement in CiviKos activities, assuming they possess information and ideas that can be explored by the assessors. One key informant was interviewed for each of the targeted levels of assessment.

Each of the interviewed groups had a number of standard questions, as well as specific sets of questions, depending on their positions and role towards CiviKos. The questions aimed to assess both the performance of the project and CiviKos Secretariat as well as the expectations of different actors towards CiviKos, but also to identify promising practices, problems and challenges faced during implementation.

Moreover, aiming to explore in-depth the supplementary information provided by key informants, the interviews were conducted with an added flexibility in terms of topics and questions covered. Complementing the key informants, the methodology consisted on interviewing a number of "outsiders", namely organizations/individuals which are potential beneficiaries of the project and CiviKos, but have not been directly involved in activities up to date. The interview with the outsiders consisted on a limited set of basic questions, which was possible to be extended depending on the level of information provided by the respondents. A list of interviewees is attached as an appendix to this report.

With regards to the sampling of the interviewees, the methodology has ensured adequate representation of different levels and types of organizations and institutions with regards to their relation with CiviKos. The special focus was given also to organizations located outside Prishtina - big and small organizations based in Ferizaj, Gjilan, Gjakove, Peje, Prizren and

Zvecan. In numbers, the ratio of local organizations in comparison to all interviews is 41.76%. Concretely, the rate of inclusion of member organizations in the interviews list is 6%, while the ratio of member organizations in comparison to all interviewees is 47 %. 23.5% of the interviews fall under the category of "key informants" while the rest fall under the category of "outsiders".

The research and interviews were conducted from July 2014 to September 2014.

Documents produced by CiviKos

A number of activities of the project include production of different documents, such as Rules of Procedures, Code of Conduct, ToR for a number of bodies and task forces to be established, monitoring plan, etc. These drafts or final documents which were produced by the project were analysed and reviewed in comparison to the project tasks, expectations from the target groups and the general context in which CiviKos operates.

Data processing and analysing

Data collected were processed and analysed using two strategies: "answer to question" and "organizing by theme". Initially, the data has been organized based on the specific questions, with recorded interview notes and other data according to the answers provided for each of the questions. Additional notes that were brought up on other questions during the interviews, but which related to the certain question, were also coded within the same answers to the question. Following this, in order to address all issues emerging from the interviews and other data collection tools, the data were organized by themes. This strategy consists on grouping comments and data addressing the same themes, regardless of the question or source of information they derive from. Last, for questions which could be quantified in terms of standard type of answers from all respondents, the results are presented in the report in a scaled format: "some of the respondents" – when fewer than 50% of respondents had the same or similar answer, "most of the respondents" – when more than 50% of respondents had the same or similar answer, "all respondents" – when 100 % of respondents had the same or similar answer.

3. Data analysis

Prior to assessing specific activity streams and project components, it is important to mention that the original project contained a very high volume of activities. The workload required to complete the entire set of project activities was enormous. Projects of this scale could be challenging even for well-established organizations with prior experience in implementing projects of similar scale, let alone for a network which is still in the early stages of building its capacities and structures. It was in the design phase when the expected workload should have been properly assessed and put in relation to the level of development of the implementing organization. This was acknowledged also during the baseline study, when a number of less relevant activities were recommended to be postponed.

Notwithstanding the general remark mentioned above, the following assessment has been made purely based on the original project document and baseline study recommendations.

3.1 Functional Governance and Management Structures of CiviKos

The aim of the first activity stream of the project was to strengthen CiviKos' Governance and Management Structure, to Strengthen CiviKos' executive, operational, managerial, financial and technical capacities, and to promote knowledge sharing between CiviKos and its Members through CiviKos Internship Program. At initial phase of the project implementation, although an increased focus was given to consolidate itself, the Secretariat experienced difficulties in ensuring sufficient ownership of the internal documents, satisfactory involvement of member organizations in the drafting process and building sufficient capacities to perform according to the expectations of members and mission. The baseline study resulted with a number of specific recommendations which aimed to address the above mentioned issues, with priority given to a number of approaches and activities:

- Better information of the CiviKos members with the content of internal documents;

- Comprehensive consultations with member organizations, undertaken by CiviKos Secretariat;

- Utilization of specific expertise of member organizations in capacity building efforts;

- Increase the presence of Secretariat staff in the activities of its member organizations, as well as creation of more opportunities for direct interaction with member organizations;

- Enhancement of CiviKos Secretariat skills and capacities for technical and content coordination;

- Better use of interns on achieving the initial aim of this programme in getting the members closer to the daily work of CiviKos and vice versa,

The assessment conducted during the end-line study shows that many of these recommendations were fully or partially achieved, while some others need to be further addressed. More details on the results of each activity are presented in the following sections:

Activity 1.1-Strengthening CiviKos' Governance and Management structures

There is significant progress towards strengthening of the Governance and Management structures of CiviKos. CiviKos has a revised Statute, new Rules of Procedure and Code of Conduct, while the adopted Government Strategy for cooperation with civil society presents a roadmap for most of the content-related work of CiviKos. The documents were drafted by external experts, but comprehensive consultations with member organizations and other stakeholders were conducted during this period. These consultations were followed with the Assembly of Members held in April 2014, where the entire set of internal documents was approved.

Adoption of these documents is considered to have laid the foundations of CiviKos functioning. Nevertheless, interviewees point on a number of issues which should be still addressed. The process of drafting of the documents was delayed. Although comprehensive, the consultations process has not been conducted in compliance with the best standards and principles of consultation. This has resulted with few comments from member organizations, delayed comments from Board members and little substantial feedback from the Secretariat.

Discussing the delay in drafting internal documents, some of the reasons mentioned by interviewees are the lack of coordination capacities and the high and rigid Board-dependency of CiviKos Secretariat. The over-engagement of Board members in the consolidation phase of CiviKos through suggestions, recommendations, drafting and other tasks, sometimes influenced the timeframe of the project. The strong support offered by Board members was very valuable to strengthen the Secretariat, but waiting for the Board approval often stopped the Secretariat to proceed or act independently.

Following the solid progress made under this activity, some promising practices should be followed by CiviKos Secretariat, members and other stakeholders: the effective use of external expertise, the comprehensive consultations with member organizations and the constructive communication with Board members.

Activity 1.2-Strengthening CiviKos' executive, operational, managerial, financial and technical capacities

CiviKos' executive, operational, managerial, financial and technical capacities have been strengthened, although much more needs to be done. CiviKos has been completed with staff and currently has 5 employees: Executive Director, Project Manager/Secretariat coordinator, Finance Manager, Communication and Information Manager and Monitoring, Evaluation and Reporting Officer. The staff has undergone through various trainings and coaching, increasing their understanding on the CiviKos role and mission and improving their skills for a better performance. Their greater presence in activities related to drafting and consulting internal documents has also increased the ownership on the documents.

However, more technical and operational capacities are needed for smooth implementation of CiviKos mission, internal documents and the Strategy. The discussions with interviewees demonstrate the need for further strengthening of CiviKos staff especially in terms of information, coordination, monitoring and visibility. Interviewees mention the high director-dependency of Secretariat staff; the lack of initiatives to organize thematic meetings (including at local level); lack of adequate monitoring expertise and insufficient efforts to utilize expertise of member organizations in this field; limited capacities and initiatives for visibility; etc. Furthermore, many respondents would like to see a more efficient implementation of important activities (such as the Assembly of Members), including more efficient pressure to relevant institutions in cases where processes are delayed or principles are breached.

It is important to note that the assessment of the activity on strengthening CiviKos' staff capacities is based solely on the interviews and in-depth discussions with all respondents, as there is neither a capacity building needs assessment and plan nor staff performance evaluation. Assisted by CNVOS, the Secretariat has drafted internal manuals on staff performance evaluation, while its implementation is expected to start very soon.

Some of the promising practices which need to be utilized for further development are the willingness of staff to learn and be advised by relevant partners/stakeholders, as well as the open nature of work of the Executive Director towards all parties which are involved in CiviKos' work.

<u>Activity 1.3-CiviKos Internship Programme</u>

In comparison with the findings from the baseline study, not much has been changed and the internship programmed is continuing. The selection of applicants was done based on open call for application which was published in social media and in the webpage of the Career Development Centre of the University of Prishtina. The information was sent to all member organisations but no interest for this programme was expressed from them. However, some member organisations claimed they never received any information for the internship programme, and they are not informed on the process and selection procedures applied by CiviKos.

The interns were selected from a list of 21 applicants by a commission comprised by the Executive Director, Project Manager and one Board member. From the selected interns, one was from Mitrovica and the other one from Prishtina. Two other interns were hosted during this period, although not selected through the above mentioned process. One part-time intern was engaged for one year and was assigned with designing a manual on voluntary work, while another intern from USA was engaged for six weeks and was in charge mainly for drafting and revising CiviKos documents in English. In the new project, the internship program is expected to continue and an "internship manual" will be produced by CiviKos.

An interesting recommendation from one of the interviewees could be considered by CiviKos for its new project – CiviKos could prepare a list of volunteers and/or individuals who are interested in internships, while the continuous updated list could be available for member organizations for potential recruitment of interested volunteers/interns.

The recommendation of the baseline for increased involvement of member organizations in preparation and implementation of internship program still remains valid and shall be considered by CiviKos for its new project.

3.2 Established and functional operational framework for the civic participation process in Kosovo

The aim of this activity stream was to contribute in establishing of a functional operational framework for the civic participation process in Kosovo in general and for civil society's cooperation with the Government in particular. The baseline study showed no progress towards promotion of the partnership principles in public policy and decision-making (advocacy, awareness raising, sharing of information, etc.).

In regard to this activity stream the recommendations derived from the baseline study were focused on:

- Organisation of an intensive outreach campaign to member organizations to inform and mobilise their contribution for the implementation of the Strategy;

- Expertise and direction from the CiviKos Board and Task Forces for the Secretariat;

- Organization by the Secretariat of qualitative consultation with members on concepts and draft documents on joint Council and Task Forces;

- Election of civil society representatives in the Council only after adoption of selection procedures by the Assembly of Members;

- Involvement by the CiviKos Secretariat of all members who have the necessary expertise to contribute in finalization of the documents for jAC and Task Forces;

The assessment conducted during the end-line study shows that some of these recommendations were achieved, while a number are not addressed or delayed. More details on the results of each activity are presented in the following sections:

Activity 2.1-Partnership-Advocacy for a genuine Civil-Society-Government Partnership

In the baseline study, two preconditions were considered determinant for CiviKos to play the role of promoter of partnership principles: 1) possessing of functional internal mechanisms, and 2) proactivity of the Secretariat to track the developments and mobilize and involve its members to contribute and/or react. The first precondition was met with regards to adopting the internal documents, while their implementation and functionality are still to be seen. The second precondition still is lagging behind.

The interaction of the Secretariat with member organizations has increased, but it needs to go beyond formal meetings on drafting documents. CiviKos still faces difficulties to get members closer to its daily work, thus a significant gap among two sides still exists. There is no regular interaction which would generate joint activities or actions. Most of the meetings between them were related to the documents on the Strategy or internal documents, but many interviewees would like to see more significant content in these meetings. CiviKos staff did not achieve to build a proper information system, and traditional "email forwarding" communication remains the most common way of information delivery. Although a more proactive approach from the Secretariat is required from many member organizations, some of the reasons contributing to the gap are directly related to the very low level of responsiveness and contribution from member organizations. The poor knowledge on issues related to civil

society development and different expectations and understanding with regards to CiviKos role are important factors contributing to this situation.

In numbers, CiviKos membership has increased and reached 140 registered organizations, based in various regions and municipalities of Kosovo. The highest number of members is from Prishtina region (79 member organizations), followed by Mitrovica (27), Peja and Prizren (10 each), Gjilan (6) and Ferizaj (5). The number has increased significantly, but it needs to have more geographical diversity – some members would like to see more engagement of the Secretariat to attract CSOs from smaller municipalities. As part of the new project, CiviKos has prepared a management plan to gather and share more information on member activities and improve the coordination of joint activities.

<u>Activity 2.2 and 2.3- Establishment and operation of the joint Advisory Council and three joint ''Task Forces'' as per strategic priorities</u>

The joint Advisory Council and its Task Forces have not been established during the implementation of this project. Nevertheless, a number of activities in preparing establishment of these bodies have taken place and CiviKos was actively involved in them. Initially, CiviKos was involved in preparing the Government decision to establish the Council, including its revision. Secondly, it was directly involved in drafting and consulting the Rules of Procedures of this Council. Last, it was directly mandated to manage the selection process of civil society members of the Council. The Board was active in preparing comments for the Government decision and the draft Rules of Procedures, as well and preparing and adopting the selection procedures for civil society members in the Council. The Secretariat was in charge to organize consultations with members on the Rules of Procedures of the Council, to communicate and pressure on consideration of the comments to OGG, and to implement the entire selection process.

The strategy was officially launched at a conference held in April 2014, organized jointly by Office of Good Governance and CiviKos platform. The conference was delayed as per original plan, until all the documents were finalized and approved. In addition to the Strategy, the conference served to present also the draft of the Rules of Procedures of the Council. The Council was established only in October 2014 (15 months after the adoption of the Strategy and 6 months after the launching conference), following two decisions by the Government and a long process of selection of civil society representatives. The selection process was among the most successful activities of CiviKos, with 29 successful nominations and 42 voting organizations, resulting in 14 representatives of civil society selected as members of the Council.

In this period, based on the recommendations from the baseline study, CiviKos was active in informing its members on the content of the Strategy through numerous regional meetings organized throughout Kosovo. Nevertheless, the interviews show that these meetings have not resulted in a proper understanding of the Strategy by CiviKos members. This is valid especially for member organizations located outside Prishtina. Few of these organizations are informed for the upcoming activities of the Strategy and if they can be involved and contribute. When asked on their expectations from CiviKos in the coming months/years, the Strategy is not on their list - most of them expect to receive information for call for funding and training opportunities.

A key challenge of this activity stream remains the implementation of the produced documents and agreements with regards to the Council and Task Forces. Since establishment of the Council has been long delayed, CiviKos needs to intensively engage in coordinating members and pressuring the Government to deliver on the specific activities of the Strategy.

This component has produced some promising practices which need to be further developed, and most of them are related to the role that Secretariat has played in this process. With initial drafts produced by the Government, there were many comments from different parties which the Secretariat mobilized and pushed forward. Similar situations are expected to be more frequent in the future, and Secretariat should continue to play the intermediary role. However, in addition to transferring comments from one side to the other, the Secretariat should be more involved in the content of documents, through identifying the flaws and being able to produce concrete comments and solutions based on general consultations with other parties.

Activity 2.4- Enhancing the Government's information provision on Government –Civil Society Cooperation

In the baseline study this activity was considered as less relevant, in particular due to other priority issues which were to be addressed. CiviKos was considered not in a position to assist Government in building its information system on cooperation between two sectors, until its internal capacities were sufficiently raised and other urgent issues were addressed. This is why there is no assessment on this activity stream. Nevertheless, it is under CiviKos mandate to monitor and contribute to the development of any information system by the Government, in particular through insisting that any proposal is not developed before it is discussed and agreed in the Council.

3.3 Support the civic participation process in Kosovo (Info, facilitation, finance)

The aim of the third activity stream of the project was to establish a set of information, facilitation and financial services to support the civic participation process in Kosovo in general and civil society's cooperation with the Government in particular. The findings of the baseline study showed that only few tools and cases of information and facilitation provision were identified and systems to provide these services were yet to be established.

The recommendations that resulted from the baseline study were focused in some concrete actions to be followed by the Secretariat in order to be able to provide the necessary services to interested CSOs, in particular its member organizations, such as:

- Diversification of the communication tools;

- Provide more opportunities for member organizations to react and contribute;

- Increase the capacities of the Secretariat to gather and process relevant information;

- Postpone opening of Regional Hubs;

- Provide selection mechanisms facilitation as one of the initial services to be provided to its members and interested institutions;

- Direct services should be offered by member organizations which have the necessary expertise on particular issues, while CiviKos should map the existing support capacities by its members, which than can be made available to other CSOs through a CiviKos facilitation

- The Secretariat should become a mechanism for matching the corresponding demand and supply, as well as identifying needs that are not addressed

- CiviKos needs to develop financial support system and discuss its design with member organizations, and promote it to all potential beneficiaries

The assessment conducted during the end-line study shows that selection mechanisms have been successfully tested during this period, while the system and capacities for providing other services are still to be developed. More details on the results of each activity are presented in the following sections:

Activity 3.1 Information Services for Civil Society-Government Cooperation

CiviKos' information system has not yet been fully established. CiviKos continues to serve as a 'tool' for sharing information produced by others, while it rarely collects, analyses and produces its own data and materials. There is no diversification of information tools and communication with members is done mainly through e-mails. Draft laws and some funding and training opportunities are forwarded by the secretariat staff, with few or no additional information and without any selection of members to receive specific information. This way of communication for some member organizations (in particular Prishtina based organizations) has become bothersome, both with regards to the content and lack of differentiation. On the latter, some of them suggest that selection of organizations depending on their area of work should be made. According to Secretariat, non-differentiation was a joint decision of Secretariat and its Board, so every member organization can chose by themselves on which draft-laws they want to comment or participate in consultation process. The assessors believe that such differentiation shall be considered, but it can be technically achieved only when a fully-fledged information system is in place.

CiviKos' website, though with few upgrades, still does not offer much substantive information. It has CiviKos' basic documents, but it lacks systematic information on the daily activities or ongoing processes and does not offer any interactivity with its members. The original documents are in Albanian language, with most of the documents translated in Serbian language, although Secretariat plans to translate them soon in English language too. Another concern raised by some interviewees is that there is a lack of quality control for the information and documents published on the website. There were cases when the published documents have not been finalized (without clear information that the document was still a draft), while other interviewees mention cases of documents and information which had numerous content and language mistakes. Some of the interviewees think that CiviKos' website prevents member organizations which are not part of the CiviKos Board to be informed on what is going on within the platform. The Secretariat declares that some responsibility for the current content of the website belong to member organizations, which are reluctant to send their activities which could be published on this website. For illustration, many member organizations do not have their logo symbols on CiviKos website, and still do not send them, although they have been contacted several times by the Secretariat. Facebook and Twitter accounts of CiviKos have increased the number of followers, but most of the respondents consider that website should remain the focal point of information from CiviKos.

In addition to online communication, CiviKos communicates with its members also through direct meetings. These meetings were mostly part of the regional consultations on different documents, while no thematic meetings have been organized so far. Other meetings are held

mainly from the Executive Director, and some member organizations would like to see an increased presence and communication with the rest of Secretariat too.

With regards to communication and information provision to other stakeholders, it is still on the level of individual meetings from Executive Director rather than in the capacity of the platform representing more member organizations. The main communication channel with public institutions was the Office for Good Governance, which CiviKos met regularly throughout the process of preparing the Strategy, the Council documents and the preparation of Council establishment. A joint Annual Forum on Civil Society - Government Cooperation which was mentioned in the project and baseline study was not held and it is not expected to be organized in the near future.

Following the recommendations of the baseline study, opening of regional hubs was postponed for a period when the Secretariat can provide sufficient information and content to work with.

Activity 3.2- Facilitation Services for Civil Society-Government Cooperation

Since the baseline study, the progress of CiviKos in providing facilitation services was mixed. This period was characterized by the launch of selection process for civil society members of the Council, a process which was facilitated successfully by the Secretariat. Based on the principles of Rules of Procedures of CiviKos, specific terms of references were designed and implemented for this process. The internal selection mechanism valid only for CiviKos members has still not been tested, although it was adopted during the April Assembly of Members.

Other facilitation services mainly remain at the same level. The internal mechanism for position building is also part of the adopted Rules of Procedures, but no utilization has been reported to the date. The recommendation of the baseline to map the existing support capacities by its members and try to match the corresponding demand and supply has not been implemented. There are few cases of support by CiviKos for its member organizations, such as the case of NGO 'Svet Andjela' from Mitrovica who was advised how to participate in the consultation process, or "Network of Roma Women Associations" who was assisted to arrange meetings with institutions and donors. It is a concern that despite the huge need for information and support member organizations, especially those located outside Prishtina, rarely ask for any support from CiviKos. For many interviewees, this is an indication for existing gap between CiviKos Secretariat and its members for the mandate of the platform and services to be asked and provided.

This component has produced a very promising practice related to the selection mechanisms which needs to be further promoted and utilized by CiviKos. The selection of civil society members for the Council has demonstrated that CiviKos is recognized as a neutral platform

which can facilitate selection of civil society representatives in important public bodies. Moreover, the Secretariat has handled the entire process successfully, despite the fact that participants of the process were not only CiviKos member organizations. Based on this experience, CiviKos shall advocate towards public bodies to utilize such a process in all relevant cases, while in parallel work with its members to increase their interest to actively participate whenever selection processes are organized.

Activity 3.3- Financial Services for Civil Society-Government Cooperation

Since the baseline study, there was no progress in developing a system on financial services for civil society-government cooperation. The baseline study recommended that CiviKos needs to develop this system as soon as possible, in cooperation with its members, while the support could be provided only based on a developed and agreed system. None of the above was fulfilled and the reason behind is that CiviKos decided to limit the provision of financial support only to CSOs in relation to Strategy implementation. An initial regulation intended to regulate the financial support system was developed by the Secretariat but was not approved by European Union Office in Kosovo, because some details were missing. Specifically, EUOK asked from CiviKos to draft a regulation which will precisely define the eligible costs, types of activities and payment for reimbursement. The Secretariat has decided to postpone this activity for next year, reallocating also the respective budget for the next phase. By then, the Strategy will be in the course of its implementation and CSOs will be eligible to require funding on implementation of the Strategy.

However, the end-line study findings show that some member organizations were reimbursed for their direct costs (travel costs, daily meal etc.) for their involvement in working groups/conferences, mainly on drafting internal documents. The Secretariat plans that in the future, only member organizations that are part of Strategy related working groups will be reimbursed.

On this component, the recommendations from the baseline study are still valid and need to be addressed as soon as possible.

3.4 Monitoring, evaluation and reporting on the civic participation process in Kosovo

The initial aim of this activity stream was to foster the regular monitoring, evaluation and reporting (MER) on the civic participation process in Kosovo in general and on civil society's

cooperation with the Government in particular. According to the project document, the main role of CiviKos in this domain was to closely cooperate with different stakeholders with relevant expertise on MER in order to build an effective monitoring system for civic participation, implementation of the strategy, and cooperation between Government and civil society. The findings of the baseline study showed that monitoring, evaluation and reporting within CiviKos was at an early stage of development. For this system to be developed, the recommendations derived from the baseline study suggested that:

- The initial technical monitoring conducted in the beginning of the project should be complemented with content related monitoring;

- All stakeholders should tentatively share the same understanding of the role of CiviKos in this M&E process, in particular the Secretariat and its members who will contribute and benefit from the monitoring system;

- CiviKos should gather and produce independent data in order to properly assess the level of implementation of the Strategy and identify gaps and opportunities of this process, thus the monitoring system not necessarily needs to be unique for Government and CiviKos;

- CiviKos should initiate and mobilize the expertise from its member organizations which have expertise in monitoring and/or civic participation, so a functional and Kosovo specific monitoring, evaluation and reporting system could be designed.

The end-line study shows that some progress has been achieved, although CiviKos still does not possess a system of monitoring, evaluation and reporting. Until now, no monitoring report or data was distributed to member organizations for discussion or consultation. The current form of monitoring is more related to internal activities of CiviKos rather than activities of the Strategy or cooperation between Government and civil society. The technical online monitoring is still continuing. The Monitoring officer continuously monitors how many laws were received by CiviKos and in which languages; he collected data from regional meetings with CiviKos members; and up-dated the list of member organizations. A concern for the Secretariat remains the negligence of member organizations: only 20 out of 140 member organizations replied to an email to update the basic information of their organizations, and a series of phone calls was necessary to update the list.

Recently, a more qualitative monitoring has started and 10 member organizations will be interviewed and monitored. The monitoring will aim to assess the number of laws received by these organizations, the available time for comments and their contribution in the consultation process. The findings are expected to be published in December 2014. Although this can be

assessed as a positive step, it is necessary that MER needs to be conducted based on a properly designed system.

In building such a system, CiviKos was not active in consulting and mobilizing the expertise of its member organizations with expertise in monitoring and civic participation, as recommended in the baseline study. According to the Secretariat, this is due to lack of internal capacities, but they plan to initiate the design of a MER system within the next year's project, with adequate software and coaching engaged.

Last, as recommended in the baseline study, a joint monitoring system between CiviKos and Government is not in the agenda of CiviKos. Rather, CiviKos shall design its parallel monitoring system for implementation of the Strategy. Nevertheless, the communication between both parties on monitoring the Strategy implementation needs to be improved significantly. The Office for Good Governance declares that they are monitoring the implementation of the Strategy, although nothing was presented on paper and made known to CiviKos or others. At the same time, Office for Good Governance does not have any information on CiviKos monitoring activities related to the implementation of the Strategy.

On monitoring, evaluation and reporting system, most of the recommendations from the baseline study are still valid. Despite some promising initiatives on starting with qualitative monitoring, it is only at its initial phase to be properly assessed. Nevertheless, establishing a monitoring system is crucial to a proper implementation of the Strategy. With the Council established and functioning, the importance of monitoring from CiviKos is further increased. Thus, one of the most urgent initiatives to be undertaken by CiviKos is designing and implementing a comprehensive MER system, which would include all activities related to the Strategy and cooperation between government and civil society.

3.5 Visibility on the civic participation process in Kosovo

The aim of this activity stream was to ensure an increased and continuous visibility on the civic participation process in Kosovo in general and on civil society cooperation with the Government in particular. The baseline study revealed that visibility is the weakest point of CiviKos. Not much from the activities foreseen in project document was fulfilled and the planned visibility tools (media, leaflets, brochures, newsletter, website, etc.) were not used or properly developed.

In order to address the issue of visibility and identified challenges, some recommendations were provided in the baseline study and priority was given to:

- Better promotion of CiviKos work and activities;

- Extension of communication tools beyond traditional e-mails;

- More presence in media to inform other stakeholders and general public on CiviKos work and cooperation between civil society and government;

- Regular update of CiviKos website and promotion of a new concept of utilizing web-tools for information and communication.

The end-line findings show that there has been some progress in this area, but visibility still remains one the weakest point of CiviKos. At organizational level, a Communication Action Plan 20145-20176 was drafted with the support of TACSO project and has been consulted only with one Board member, and it is expected to be discussed and approved by the Board by the end of 2014. At individual level, the Information and Communication Manager was trained, also with the support of TACSO project. During this period, the first CiviKos newsletter was also launched and distributed to member organizations. All of these activities were conducted with much delay compared to the initial project plan and the recommendations from the baseline study. According to the Secretariat, the lack of internal capacities was the reason behind this delay and difficulties to prepare and publish the documents on time.

With regards to media presence, the situation has improved significantly and one can note a solid openness of CiviKos platform toward the general public. The Executive Director of CiviKos and Information and Communication Officer participated in several TV debates, as well as numerous conferences and seminars. The Information and Communication Manager had some initial meetings with journalists aiming to create a network of cooperation. There were few articles in daily newspapers for the national conference on the Strategy. However, according to most of the interviews, CiviKos has still not achieved to clearly convey to the public which is the role and mission of the platform. This is due to lacking a systematic and strategic approach on visibility, with most of the appearances being ad-hoc and not properly planned. Despite the increased presence of Executive Director in different media, this was not sufficient for CiviKos to position itself as a powerful leader of civil society which represents the voice of 140 member organizations.

The presence of Executive Director is assessed as a positive exception and could be considered as a promising practice. For further development of this practice, Executive Director needs to be present in media and other forums at regular basis and the messages promoted should

reflect concrete positions of its member organizations rather than formal and static information on the CiviKos internal issues. Furthermore, the visibility needs to be expanded beyond Executive Director, depending on the forum, topic and issue to be addressed.

4. Conclusions and Recommendations

The main aim of this end-line study was to assess the progress during implementation process of the project, specifically to identify promising practices, problems and challenges faced during implementation and how those were overcome and addressed.

As stated also in the baseline study, during the design phase of this project the expected workload was not properly put in relation with the level of development of CiviKos Platform, thus the workload required to complete the entire set of project activities was enormous. In the baseline study, a number of less relevant activities were recommended to be postponed, in order to make the maximum use of available resources for important activities. While taking note on this important issue, the end-line study has been made purely based on the original project document and baseline study recommendations.

In general, the findings show that solid **progress** has been made in some of the project components, while numerous components and objectives have still not been fulfilled. The main documents which provide the basis of CiviKos operation are now in place: the Government Strategy for cooperation with civil society, CiviKos Rules of Procedures and CiviKos Code of Conduct. All of these have been consulted with all stakeholders in a comprehensive manner. Serious concerns remain over the ownership of these documents, quality of the consultations, including the feedback from the Secretariat, as well as the level of implementation of these documents which were adopted months from now. Other important documents are in the preparation phase: CiviKos Strategic Planning and Communication Action Plan.

The Council has been established more than a year after the adoption of the Strategy and its functioning still remains to be seen. CiviKos has played an active role in preparing the documents and other preconditions for establishment of the Council, but it was not able to pressure the Government for a more rapid implementation of the Strategy activities.

Two of the **weakest points** of CiviKos continue to be the lack of proper MER system and the visibility of its work. No monitoring and reporting system for implementation of the Strategy has been designed and this hinders the identification of real gaps and challenges during the implementation process. Without the necessary pressure to deliver on specific activities of the Strategy, there will be an absence of concrete and interesting topics to be promoted by CiviKos, thus the platform visibility will be poor. Lacking visibility could hinder also the fundraising efforts, namely CiviKos sustainability. This is why designing and functionalizing a comprehensive MER system is the most pressing need which needs to be addressed by CiviKos Platform.

The staff of CiviKos Secretariat has been active in advancing its capacities at different aspects, but this continues to be one of the issues which still need to be addressed. Related to this, a high dependency on the Board is still present and this can be reduced only when the Secretariat will build all necessary capacities to routinely perform the platforms daily tasks.

A number of **promising practices** have been identified and CiviKos should build on these practices in designing and implementing its future projects and activities. Some of these practices are related to the comprehensive consultations with member organizations at different occasions, constructive communication between the Secretariat and Board members, open nature of the Executive Director which reflects a very positive approach of CiviKos towards all relevant stakeholders, successful experience in facilitating selection process and a positive attitude of the Executive Director towards media. Last but not least important, the high number of member organizations and a solid potential for new members provides CiviKos with a unique opportunity to become a strong platform which would advance the cooperation between the civil society and public institutions and defend principles and openness, transparency and partnership within this cooperation.

The main recommendations which need to be considered in designing and implementing future projects and activities are:

CiviKos Board

- Concentrate in supervision of CiviKos strategic direction rather than on its daily activities;

- Establish a system for consistent communication, reporting and evaluation from the Secretariat, which would ensure that strategic direction supervision is properly conducted;

- Promote further the CiviKos platform and its mission;

- Be more responsive (in particular time-wise) towards Secretariat requests for approval of documents/initiatives.

Secretariat

- Increase the ownership on recent produced documents (Strategy, Rules of Procedures, Code of Ethics);

- Increase and share the understanding on the role and mission of CiviKos platform;

- Increase internal capacities for designing and providing information, facilitation and financial support services;

- Intensify communication with member organizations and other stakeholders, in particular through increasing opportunities for thematic communication;

- Urgently design and implement a comprehensive MER system for implementation of the Strategy, with the assistance of member organizations, as a basis for intensive engagement towards Strategy implementation;

- Significantly increase internal capacities for monitoring, reporting and evaluation, as well as data analysis and communication;

- Work with OGG and/or other institutions to increase the presence and utilization of CiviKos from other government units and public institutions;

- Intensify visibility related activities and be more strategic in promotion of CiviKos work and important causes and issues.

Member organizations

- Be more proactive and cooperative with CiviKos;

- Be more demanding from the Secretariat to perform its functions, based on the adopted internal documents;

- Increase their contribution at different levels, in particular with regards to implementation of the Strategy;

- Share their relevant activities with CiviKos;

- Utilize CiviKos as a platform for strengthening their advocacy work.

Appendixes:

Table of recommendation (baseline study)

Activity 1.1 - Strengthening CiviKos' Governance and Management Structure	Relevance	Priority
(C) - The internal documents which have been planned to be completed are still on the drafting process and further consultations need to be undertaken in order to finalize the documents.	N/A	N/A
(R) - Rules of Procedure and Code of Conduct will determine functioning of CiviKos in the coming years, thus members need to be fully informed and consent with the content of these documents.	High	High
(R) - As the documents shall be adopted by the Assembly of Members by the end of 2013, CiviKos Secretariat should undertake comprehensive consultations to ensure that member organizations provide their comments and are prepared to implement the provisions after their adoption.	High	High
(C) - As a result of these consultations, both the Secretariat and member organizations would increase their ownership in the drafting process	High	Medium
Activity 1.2 - Strengthening CiviKos' executive, operational, managerial, financial and technical capacities	Relevance	Priority
(C) - The performance of Secretariat was not in line with the expectations from the member organizations and is still highly dependent on the external expertise.	N/A	N/A
(C) - Since one of the reasons for this is assumed to be the insufficient capacities of the staff to perform the required tasks, further capacity building of the staff is necessary, based on a clear and specific capacity building plan.	N/A	N/A
(R) - Specific expertise of member organizations should be utilized in capacity building efforts and more direct contact with them is crucial in achieving this. More presence of Secretariat staff in the activities of its member organizations, as well as creation of more opportunities for direct interaction with member organizations is one of the first steps to contribute to this.	Medium	High

	Relevance	Priority
(R) - According to its statute and expectations from member organizations, main task of CiviKos Secretariat is coordination of member organizations towards the cooperation with government and initiatives on the main issues of common interest that fall within CiviKos' mission. For this to happen, it is a necessity to align the required and expected role with the capacities and performance of the Secretariat.	High	Medium
(R) - For the coming period, CiviKos Secretariat should focus on increasing their skills and capacities for technical and content coordination, as well as be more proactive in undertaking initiatives on issues which fall within the mission of the network. Thus, an increased commitment from Secretariat in advancing their capacities is crucial to achieving the set objectives of the project, as well as become fully operational for the needs of CiviKos in general.	High	High

Activity 1.3 - CiviKos Internship Programme	Relevance	Priority
(C) - In general, the current implementation of the internship programme has been satisfactory, and additional human resources available for the Secretariat present a good opportunity to increase the overall volume and quality of work. Definition of tasks for the selected interns is a great way of focusing their smooth inclusion in the daily work of the Secretariat.	N/A	N/A
(R) - The next round of interns should also be more focused on achieving the initial aim of this programme in getting the members closer to the daily work of CiviKos and vice versa, through increased involvement of member organizations in preparation and implementation of this programme.	Low	Low

Activity 2.1 - Partnership - Advocacy for a genuine Civil Society – Government Partnership	Relevance	Priority
(C) - CiviKos Platform is best placed to promote the partnership principles and exert the necessary pressure towards the government in applying the principles and objectives already agreed through the Strategy. In absence of CiviKos, the likes of the government to implement the Strategy are minimal, or at least not according to the principles agreed by both parties.	N/A	N/A
(C) - In order for CiviKos to play its role, two main preconditions need to be met: 1) possessing of functional internal mechanisms, and 2) proactivity of the Secretariat to track the developments and mobilize and involve its members to contribute and/or react.	N/A	N/A

(C) - While the first precondition will be met as soon as the activities from the 1st project component will be completed, the second precondition is dependent mostly on the performance of the Secretariat.	N/A	N/A
(R) - An intensive outreach campaign to member organizations and others with the aim of informing and mobilizing their contribution for the implementation of the Strategy is urgent.	High	High
(R) - CiviKos Board and Task Forces have also an important role to play in providing the necessary directions, respectively expertise for the Secretariat	High	High
Activities 2.2 and 2.3 - Establishment and operation of the joint Advisory Council and three joint "Task Forces" as per strategic priorities	**Relevance**	**Priority**
(C) - There are a couple of problems on design and implementation plan of the part on joint Advisory Council and Task Forces. There is no clear and uniform understanding of the concept and positioning of the Task Forces; the sequencing of implementation of activities related to these two bodies are not rational and have conflicting hierarchy; and draft documents for jAC and Task Forces have not been yet consulted with members, thus contributing to this unclear situation.	N/A	N/A
(R) - As the members will be those who will participate and contribute in the work of both bodies, a qualitative consultation of the concepts and draft documents is the very first step to be undertaken by the Secretariat.	High	High
(R) - Both CiviKos and OGG should refrain from launching incomplete documents in their already planned October conference. Since Secretariat is planning to launch the consultations very soon, the October conference can be used as an additional consultation opportunity for the jAC mandate and establishment.	High	High
(R) - None of CiviKos representatives can be elected before the Assembly of Members adopts the selection procedures. Thus, preparations for the Assembly shall start immediately and all unclear issues clarified before the Assembly takes place.	High	High
(R) - As the drafts of the documents for jAC and Task Forces are produced by external consultants only, CiviKos Secretariat should officially invite all members who have the necessary expertise to contribute to their finalization. Only if Kosovo specific context is taken into account, such documents can be properly implemented in practice.	High	High

Activity 2.4 - Enhancing the Government's information provision on Government – Civil Society Cooperation	Relevance	Priority
(C) - Given that a number of other top priority issues need to be addressed at the earliest convenience, CiviKos is not well positioned to assist the Government in building an information system at this period of time.	N/A	N/A
(C) - CiviKos can provide assistance and expertise to other parties for information provision only after its internal capacities and mechanisms are sufficiently developed.	N/A	N/A
(R) - When doing so, it needs to carefully assess a wide spectrum of factors which influence a successful information provision and aim to build a complementary system which links governmental and CiviKos information systems.	Medium	Low
(R) - This activity is considered not relevant for the first year of project implementation and needs to be re-scheduled at later phases of the project.	N/A	N/A

Activity 3.1 - Information Services for Civil Society – Government Cooperation	Relevance	Priority
(C) - CiviKos' information system is yet to be established and a substantial work needs to be done for a proper design of this system.	N/A	N/A
(C) - The most pressing issue is establishing the necessary tools to gather, process and disseminate information from the Secretariat.	N/A	N/A
(R) - E-mails, although a low-cost and effective communication tools, need to be complemented with other tools, including web-site and direct communication.	Medium	Medium
(R) - It is necessary to ensure that communication is not one-directional, thus providing member organizations with opportunities to react and contribute to the disseminated information is of crucial importance.	High	Medium
(R) - A precondition to this is to increase the capacities of the Secretariat to gather and process relevant information and not limit only to forwarding documents and materials which are produced by other parties only.	High	Medium
(R) - Opening of Regional Hubs is considered still not feasible and shall be postponed for later stages of the project.	N/A	N/A
Activity 3.2 - Facilitation Services for Civil Society – Government Cooperation	Relevance	Priority

	Relevance	Priority
(C) - Until now, CiviKos has provided few facilitation services and most of them have been not related directly to the cooperation process or the Strategy.	N/A	N/A
(R) - The understanding of facilitation services to be provided by CiviKos should be extended beyond its Secretariat, and expertise and experience of member organizations should be utilized more.	Medium	Medium
(R) - Considering the limited capacities of the Secretariat and pressing need to start with Strategy implementation, priority should be given to support the "Strategy related initiatives", although other initiatives shall not be excluded when resources and time might be available.	Medium	Medium
(R) - As one of the most pressing needs related to the Strategy and other cooperation initiatives, providing facilitation for selection mechanisms and position building could be the initial service provided by CiviKos for the coming period.	High	High
(R) - Direct services should be offered by member organizations which have the necessary expertise on particular issues.	Medium	Low
(R) - CiviKos should map the existing support capacities by its members, which than can be made available to other CSOs through a CiviKos facilitation.	Medium	Medium
(R) - The Secretariat shall become a mechanism for matching the corresponding demand and supply, as well as identifying needs that are not addressed. This would perfectly fit with the entire vision of making the Secretariat as a coordination mechanism which would mobilize its members and other parties to add value to each other initiatives and activities.	High	Low
Activity 3.3 - Financial Services for Civil Society - Government Cooperation	**Relevance**	**Priority**
(C) - The financial support system for CSOs that are active in participation process is an interesting model which provides modest but concrete benefits to small and remote CSOs.	N/A	N/A
(C) - The financial support system was not developed until now. The Secretariat is working to develop a model which will be proposed to the Board for approval.	N/A	N/A
(R) - It is necessary that this support is provided only based on a developed and agreed system, which ensures that the support is properly used and only those who really need it will benefit from the available funds.	High	High
(R) - CiviKos needs to develop this system as soon as possible and discussions for its design should be extended beyond the Secretariat, involving member organizations as well.	High	High

(R) - This support should be promoted so all potential beneficiaries will be informed on this opportunity.	Medium	Medium

Activity 4.1 - Monitoring, Evaluation and Reporting	Relevance	Priority
(C) - Establishing a monitoring system is crucial to a proper implementation of the Strategy and other processes of cooperation between civil society and government.	N/A	N/A
(C) - Until now, the monitoring, evaluation and reporting is quite at an early stage of development within CiviKos.	N/A	N/A
(R) - The initial technical monitoring conducted recently should be added with content related monitoring.	High	Medium
(R) - In order to further advance, understanding of the role of CiviKos in this process needs to be same from all stakeholders, in particular the Secretariat and its members who will contribute and benefit from the monitoring system.	High	Medium
(R) - Gathering and producing independent data is necessary to properly assess the level of implementation of the Strategy and identify gaps and opportunities. Thus, monitoring system not necessarily needs to be unique for both sides (Government and CiviKos).	Medium	Low
(R) - CiviKos shall initiate and mobilize the expertise from its member organizations which have expertise in monitoring and/or civic participation, so a functional and Kosovo specific monitoring, evaluation and reporting system could be designed.	High	Medium

Activity 5.1 – Visibility	Relevance	Priority
(C) - Visibility is one of the weakest points of CiviKos, both based on the reviewed documents and interviews conducted.	N/A	N/A
(C) - E-mails are the only communication tools used until now and recently, social networks started to be used. Website is out-dated and no promotional materials have been produced until now. Media presence has been almost inexistent.	N/A	N/A
(R) - A different approach with regard to visibility should be taken immediately. Promoting itself is not the *raison d'être* for CiviKos, but its work should be public. All interested parties should know that such a platform exists and can be utilized, and this should be the main reason behind an increased visibility.	Medium	High

(R) - CiviKos should extend its communication tools with its members beyond traditional e-mails, while other stakeholders and the general public should be informed through media appearances and printed media.	Medium	High
(R) - CiviKos website should contain at least updated information from CiviKos activities, while a new concept of utilizing web-tools should be discussed and promoted.	Medium	Medium

List of interviewees

1. Adem Nikçi (ARNIKA)
2. Afërdita Tahiri (Mundësia)
3. Ardita Metaj (TACSO Resident Advisor)
4. Ardian Osmani (CiviKos Secretariat)
5. Besim Kajtazi (Legal Office/OPM)
6. Dardan Kryeziu (CIVIKOS Secretariat)
7. Fatmir Latifaj (IAEA)
8. Habit Hajredini (Office for Good Governance/OPM)
9. Kushtrim Palushi (External Expert)
10. Linda Sada (Medica)
11. Luljeta Avdiqi (Dora Dorës)
12. Mimoza Murati (CiviKos Secretariat)
13. Taulant Hoxha (CiviKos board member)
14. Valdete Idrizi (CiviKos Executive Director)
15. Valbona Kelmendi (OJQ Kelmendi)
16. Veton Mujaj (Syri i Vizionit)
17. Venera Fusha (ANRK)

Questionnaire for semi-structured interviews