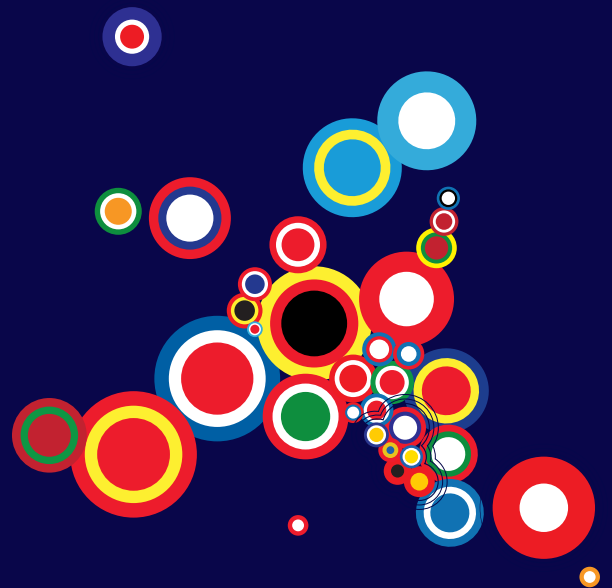




## INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

### Kosovo\* Civil Society Facility 2014- 2015



#### **Action Summary**

*This action aims at enabling and stimulating a participatory democracy in Kosovo by creating an environment which promotes partnership and dialogue between civil society and public institutions, and by building the capacity of full name first (CSOs) to be effective and accountable independent actors. The expected outcomes of the Action are:*

- *Civil society and public institutions work in partnership through dialogue and cooperation, based on willingness, trust and mutual acknowledgment around common interests.*
- *Civil society organisations in Kosovo are capable, transparent, accountable and effective.*
- *An effective implementation of the Government Strategy for Cooperation with Civil Society improves governance through CSOs' inclusion in decision making processes*

*The Action will strengthen the capacities of both civil society and the Office for good governance to build participatory democracy in Kosovo. It will therefore ensure that the EU enlargement process is more comprehensively supported by the involvement of civil society who can contribute to the implementation of reforms a country needs to complete in order to qualify for EU membership.*

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\*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

<b>Action Identification</b>	
<b>Programme Title</b>	<i>Civil Society Facility and Media 2014-2015</i>
<b>Action Title</b>	<i>Civil Society Facility Action for Kosovo 2014-2015</i>
<b>Action Reference</b>	<i>IPA/2014/031-605.05/CSF&amp;Media/Kosovo</i> <i>IPA/2015/037-653.05/ CSF&amp;Media/Kosovo</i>
<b>Sector Information</b>	
<b>ELARG Sectors</b>	<i>Democracy and Governance; sub-sector civil society</i>
<b>DAC Sector</b>	<i>15150 – Democratic participation and civil society</i>
<b>Budget</b>	
<b>Total cost (VAT excluded)<sup>1</sup></b>	<i>2014: 0.77 millionEUR</i> <i>2015: 4.43 million EUR</i>
<b>EU contribution</b>	<i>2014: 0.7 million EUR</i> <i>2015: 4.1 million EUR</i>
<b>Management and Implementation</b>	
<b>Method of implementation</b>	<i>Direct</i>
<i>Direct management:</i>	<i>EU Office in Kosovo</i>
<b>Implementation responsibilities</b>	<i>N/A</i>
<b>Location</b>	
<b>Zone benefiting from the action</b>	<i>Kosovo</i>
<b>Specific implementation area(s)</b>	<i>N/A</i>
<b>Timeline</b>	
<b>Deadline for conclusion of the Financing Agreement</b>	<i>N/A</i>
<b>Contracting deadline</b>	<i>IPA 2014: December 2015</i> <i>IPA 2015: December 2016</i>
<b>End of operational implementation period</b>	<i>IPA 2014: December 2019</i> <i>IPA 2015: December 2020</i>

<sup>1</sup> The total action cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

## 1. RATIONALE

### PROBLEM AND STAKEHOLDER ANALYSIS

In terms of civil society's contribution to building a democratic society, Kosovo presents a mixed picture. The NGO registration and liaison unit of the Ministry of Public Services is responsible for the registration and supervision of civil society organisations. According to the registry, there are more than 7,000 civil society organisations (CSOs) in Kosovo. However, only about 10 – 15 % of all registered CSOs are active. The landscape of civil society organisations consists of rather small organisations, which are often dependent on short-term funding from a single donor. CSOs are mainly ethnically exclusive and there is very little cooperation between ethnically divided NGOs in Kosovo. The administrative, financial, and managerial capacities of civil society organisations are very uneven, with few, very well established and active organisations in Pristina, but much weaker capacities and at municipal level. Also cooperation between the authorities and civil society organisation remains uneven. Overall, the capacity of CSOs remains weak.

More particularly, as identified by the Civil society needs assessment conducted by TACSO in January 2014, the key challenges which need to be addressed relate to CSOs' internal governance, profiling (building expertise) and networking, and constituency building and visibility. Concerning the internal governance, CSOs do have necessary organisational and management mechanisms in place, but their use in practice is not always ensured. Similarly, most of CSOs do have regulating documents in place, such as Rules of Procedure, Code of Ethics, strategic planning, financial regulation, etc. but do not necessarily adhere to them. Transparency and accountability of CSOs' financial management systems could also be further improved. Concerning the profiling and networking, CSOs in Kosovo are still quite donor-driven. While a number of CSOs have built very specific expertise like for instance in fighting against gender-based violence, promoting rights of people with disabilities or Roma, Ashkali and Egyptian communities, and have developed clear missions and strategic plans, many CSOs remain undetermined in their expertise as they try to cover a wide spectrum of fields, usually to meet different priorities of donors. Failure to build expertise impedes CSOs in providing a professional input in terms of their cooperation with public institutions. This also impedes potential networking and coordination in advocacy initiatives. Concerning the constituency building and visibility, relations between CSOs and their constituencies are unclear or inexistent, as civil society agendas do not necessarily reflect the needs of society or their constituencies. They in fact, in most cases, correspond to the priorities of donors. Grass-root organisations are much closer to the community, but far from donors' range, which puts them in an unfavourable position as far as sustainability is concerned. In terms of visibility, civil society presence in media is rather low, while communication and understanding between the two sectors is vague.

There are several donors supporting civil society sector in Kosovo (USAID, SIDA, SWISS Cooperation, KFOS, etc.) in addition to the European Commission: their support is more targeted in terms of Sector (Rule of Law, European integration, support to RAE communities, etc). Whereas EIDHR will continue to cover a broad range of issues linked to democracy and human rights, IPA can be more focused on areas which remain specific challenges for Kosovo - in line with both the EU and Kosovo's strategic priorities: foster cooperation between CSOs and institutions, especially at policy level; provide more long-term support to promote strategic partnerships and increase advocacy capacities and profilisation; and reach-out to grass-root organisations through increased sub-granting.

Over the past three years, Kosovo institutions have taken a number of important steps to systematically improve dialogue and cooperation with civil society.

The Government adopted the Strategy for cooperation with civil society 2013 - 2017, which aims at establishing structured cooperation mechanisms between the Government of Kosovo and civil society. The Office of the Prime Minister/Office for Good Governance (OGG) and CiviKos, a civil society organisations' platform, are mandated to jointly coordinate the implementation of the Strategy and

Action Plan. However, as Progress Report for Kosovo 2013 notes, cooperation between civil society and institutions of Kosovo continues to be ad hoc. Even when public consultations on draft legislation take place, follow-up is often unsatisfactory. The capacities of the OGG to implement the Strategy need substantial strengthening, including building of technical expertise and enhancing efficiency of their work. In April 2014, TACSO engaged an expert in order to assess the (inter) institutional infrastructure, mandate and capacities and the resulting needs for capacity strengthening and development of the stakeholders responsible for the implementation of the strategy. The outcome of this expert mission was a set of detailed recommendations for the government and potential donors on the measures and steps to be undertaken to ensure preconditions for successful implementation of the strategy.

The Assembly has adopted the Strategy for Information and Public Relations 2012-2014, which serves as a basis for further improvement and institutionalization of the CSOs inclusion in the work of the Assembly. The Assembly has also approved the partnership declaration with civil society which should lead to an increased involvement of CSOs in law-making and in monitoring the Government. However, the cooperation between the Assembly and civil society has been until now reduced to mostly ad-hoc participation of CSOs in the meetings of the Assembly Committees where draft laws are discussed, while it could extend to also include the engagement of the CSOs in monitoring the implementation of laws. The Assembly is not necessarily always responsive to CSOs requests and inputs to legislative drafting. There is no institutionalized cooperation mechanism which regulates the inclusion of civil society in decision-making processes of the Assembly, although some references can be found in the Rules of Procedure and some other legislation that regulates the transparency of public institutions and some good practices do exist.

Even though there are number of laws which regulate cooperation between the local authorities and civil society at the local level, the cooperation is not built upon any comprehensive strategic document. In the absence of strategic cooperation documents, local authorities hesitate to enter into structured dialogue with civil society, and often are not transparent and accountable in their work.

Thus, whereas the Government has expressed commitments in advancing cooperation with Civil Society through the Strategy, however, the actual implementation is still in a very early phase, and issues raised in the Progress Report on public consultations and follow-up still need to be addressed. The strategic objectives of the Strategy and work plan represent a stable and comprehensive basis for upgrading the relations between the sectors, and both political and technical support will be required pushing implementation of the Strategy forward.

## **RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES**

The Action design is based on the DG Enlargement Guidelines for EU support to civil society 2014-2020 and the Civil society needs assessment conducted by TACSO, Kosovo Office, in January 2014.

It also takes account of the Country Strategy Paper for Kosovo 2014-2020, the 2013 Progress Report for Kosovo, the Government's Strategy for cooperation with civil society 2013-2017, and the **government capacity needs assessment** conducted by TACSO. All documents identify the need for strengthening the systematic cooperation mechanisms between public institutions and civil society in Kosovo.

The **Indicative Strategy Paper for Kosovo 2014-2020**<sup>2</sup> outlines the following:

"Kosovo faces a range of challenges, especially in the rule of law, the economy and social cohesion. Civil Society Organisations [...] can make a substantial contribution to addressing many of these challenges through their lobbying, advocacy and oversight activities at national, regional and local level."

"To date, the involvement of civil society in policy formulation and monitoring in Kosovo remains limited, with both parties demonstrating mistrust and a misunderstanding of the other's role. Even

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<sup>2</sup> C(2014) 5772

when public consultations on draft legislation take place, follow-up by the government is often unsatisfactory. There is limited public funding for social services delivered by civil society on behalf of the authorities. The central and local authorities need to improve cooperation with civil society, notably as regards defining and executing public policies."

"Support to civil society within the enlargement policy should be focused on enabling and stimulating participatory democracy [...] Having adequate structures and mechanisms for civil society cooperation with public institutions as well as free, clear and accessible flows of information on matters of public interest is of critical importance. Moreover, capacities of CSOs should be strengthened to improve their autonomy, representation and accountability. CSOs should extend their membership base and strengthen their fundraising skills."

#### **DG Enlargement Guidelines for EU support to civil society in enlargement countries, 2014-2020**

address the need for continued political and financial engagement with civil society in the EU agenda for enlargement. The guidelines specify: "Support to civil society within the enlargement policy should be focused on enabling and stimulating participatory democracy. This should be reflected in two main goals: achieving an environment that is conducive to civil society activities and building the capacity of CSOs to be effective and accountable independent actors." It sets the following objectives to be achieved: "1) an enabling legal and policy environment, for the exercise of the rights of freedom, expression, assembly and association; 2) an enabling financial environment which supports sustainability of CSOs; 3) civil society and public institutions work in partnership through dialogue and cooperation, based on willingness, trust and mutual acknowledgment around common interests; 4) capable, transparent and accountable CSOs; 5) effective CSOs, and 6) financially sustainable CSOs."

For Kosovo, the **2013 Progress Report** specifies:

"The task forces on European integration and the National Council on European integration have continued to involve representatives of local civil society. The government's strategy and action plan on cooperation with civil society for 2013-2017 was prepared with the involvement of civil society representatives. It was adopted in July. Cooperation between civil society organisations and the institutions of Kosovo continues to be ad hoc. Even when public consultations on draft legislation take place, follow-up is often unsatisfactory. There is limited public funding for e.g. social services delivered by civil society on behalf of the authorities. The central and local authorities need to improve cooperation with civil society, notably as regards defining and executing public policies.

Freedom of assembly and association continues to be exercised in Kosovo. During the reporting period, there have been several public protests and gatherings against the government and assembly decisions. Public and opposition movements are free to express their discontent with government policies."

The **Civil society needs assessment** conducted by TACSO identifies a number of issues concerning civil society in Kosovo which need to be addressed. The needs assessment report concludes and recommends that in terms of cooperation mechanisms a) the Government and civil society need to ensure greater commitment to the implementation of the Government's Strategy for cooperation with civil society 2013-2017, b) the platform for dialogue between the Assembly and civil society needs to be further advanced by setting the principles of cooperation, and c) a structured and systematic dialogue and cooperation between local authorities and civil society needs to be established. In terms of civil society capacities, the needs assessment report recommends that CSOs a) need to work on establishing, maintaining and practicing internal governing and decision-making structures and principles, b) need to work on profiling themselves better by defining their area of expertise, and c) need to build their constituencies by establishing and maintaining relations with the communities they represent, as well as by improving their visibility in public through media.

The main pillar of cooperation between the Government and Civil Society in the future is the **Government Strategy for Cooperation with Civil Society** that was adopted by the Government in July 2013, and sets the following strategic objectives:

1) Ensure strong participation of Civil Society in drafting and implementation of policies and legislation,

- 2) Building a system to contracting public services to Civil Society organizations,
- 3) Building a system and defined criteria to support CSOs financially,
- 4) Promoting an integrated approach to volunteering development.

In order to start formal execution of the work plan, the Strategy foresees the establishment of the Council to monitor and evaluate the implementation. The Office of Good Governance and CiviKos Platform jointly prepared the regulation that sets the rules and procedures, organization, scope of work and functions of the Council, as well as the selection process – The Mandate of the Joint Advisory Council, which was approved by Government in late January 2014.

The **government capacity needs assessment** conducted by TACSO identifies a number of issues need to be addressed in order to enable government stakeholders to fulfil the responsibilities attributed to them by the Strategy. Some of the recommendations are directly addressed to the government and include the establishment of a separate budget line dedicated its implementation, a regular discussion of progress of implementation at the meetings of the Council of General Secretaries of line Ministries, and the mobilisation of 3-4 additional staff members, acting as Council Secretariat and ensuring proper implementation, monitoring, reporting and evaluating the Strategy. Other recommendations can serve as a basis for the programming of assistance through the Civil Society Facility and include building capacities of the Office of Good Governance in the Prime Minister's Office for results-oriented monitoring, strategic planning, the establishment of minimum standards for public consultations, of reporting mechanisms, of a public CSO database, the definition and implementation of a legal framework for contracting public service delivery by CSOs, the promotion of volunteering.

## **SECTOR APPROACH ASSESSMENT**

DG Enlargement Guidelines for EU support to civil society in enlargement countries provides necessary basis for continued political and financial engagement with civil society in the EU agenda for enlargement. Further to this, the Government's Strategy for cooperation with civil society also sets the grounds for a comprehensive strategic approach to supporting civil society in Kosovo.

## **LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE**

In the course of implementation of previous 2011-2013 CSF programme, a number of lessons have been learned:

- Mandatory partnerships with CSOs, preferably grass-root organisations from other municipalities/communities, proved to be useful in reaching out to smaller organisations with less experience in implementing EU funded projects, but understandably to a limited extent only.
- Sub-granting proved to be the most efficient model for reaching out to local grass-root organisations, where continuous guidance and presence in the field of the main grantee is essential in order to ensure proper implementation of the sub-grants, and where English is not required to be the main contractual language.
- The absorption capacities of the CSOs in Kosovo are generally limited. Lower size grants would address the issue, but would likely impede the efficiency on the side of the EU Office due to its limited human resources capacities. Instead, and in line with the DG Enlargement Guidelines for EU support to civil society in enlargement countries, 2014-2020, sub-granting on a larger scale, where bigger size grants are awarded for the redistribution through small grants, could be a way to tackle the issue.
- The duration of projects between 18 and 24 months proved to be insufficient in some cases, as some types of actions require longer implementation period to achieve sustainable results. This could be addressed by increasing the duration to 36 months, or introducing the 2 plus 2 years model with second 2 years renewable through 2015 allocation, conditional on the outcome of a mandatory review process.

## 2. INTERVENTION LOGIC

### LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
To strengthen participatory democracies and the EU integration process in the Western Balkans and Turkey by empowering civil society to actively take part in decision making and by stimulating an enabling legal and financial environment for civil society and pluralistic media.	Quality assessment of existing legislation and policy framework Quality of structures and mechanisms in place for cooperation between CSOs/media and public Institutions	Independent assessments by I.O. and CSOs Progress reports	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
To enable and stimulate a participatory democracy in Kosovo by creating an environment which promotes partnership and dialogue between civil society and public institutions, and by building the capacity of CSOs to be effective and accountable independent actors.	<ul style="list-style-type: none"> <li>Progress with the implementation of the Government Strategy for Cooperation with Civil Society</li> </ul>	Progress report 3.1.a. and 3.1.b BCSDN TACSO reports	Commitment of public institutions and civil society to enhancing cooperation is maintained
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p><b>Result 1:</b> Civil society and public institutions work in partnership through dialogue and cooperation, based on willingness, trust and mutual acknowledgment around common interests.</p> <p><b>Result 2</b> Civil society organisations in Kosovo are capable, transparent, accountable and effective.</p> <p><b>Result 3</b> An effective implementation of the Government Strategy for Cooperation with Civil Society improves governance through CSOs' inclusion in decision making processes</p>	<ul style="list-style-type: none"> <li>Percentage of laws/bylaws, strategies and policy reforms effectively consulted with CSOs. (result 1 and 3)</li> <li>Number and quality of contacts between government and CSOs in the joint Council for Civil Society consultation.(result 1 and 3)</li> <li>Public perception of importance and impact of CSOs activities (result 2)</li> <li>Share of CSOs which have developed strategic plans (result 2)</li> <li>Share of CSOs use adequate argumentation and analysis for achieving advocacy goals (result 2)</li> </ul>	3.1.a. and 3.1.b BCSDN TACSO assessment 1.1.a. and 1.1.b. BCSDN 1.2.a., 1.2.b. and 1.2.c. BCSDN 1.3.a. BCSDN	<p>Commitment of public institutions and civil society to engage in dialogue and cooperation is maintained and further enhanced.</p> <p>The government has a genuine interest to engage in enhanced consultation with Civil Society and to consider input received.</p>
ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
<p><b>Activities to achieve Result 1:</b> Support strategic CSO coalitions to enhance their inclusion in decision-making processes related to priority areas of the Country Strategy Paper for Kosovo.</p>	<ul style="list-style-type: none"> <li>3 Grants to provide medium-term support to strategic CSO coalitions to enhance their inclusion in decision-making processes related to priority areas of the Country Strategy Paper for Kosovo.</li> <li>One Service contract to provide institutional management support to the beneficiaries of the above-mentioned grant scheme and the operating grants to ensure institutional development and strategic planning processes.</li> </ul>	EUR 3.33 million  EUR 0.4 million – in one contract with *)	Civil Society Organisations have a genuine interest to enhance their inclusion in decision-making processes related to priority areas of the Country Strategy Paper for Kosovo.
<p><b>Activities to achieve Result 2:</b> Support CSOs in enhancing their capacities related to internal governance structures, strategic planning, communication, financial management, results monitoring and impact evaluation, networking and</p>	<ul style="list-style-type: none"> <li>One grant, establishing a sub-granting scheme to build CSO capacities related to internal governance structures, strategic planning, communication, financial management, results monitoring and impact evaluation, networking and coalition-building, and advocacy, notably focusing on grass-root organisations.</li> </ul>	EUR 0.775 million	The support provided by TACSO to CSOs and the government is coherent and complementary with the activities of the Civil Society Facility.

coalition-building, and advocacy.	<ul style="list-style-type: none"> <li>• Grant scheme to provide operating grants to CSOs to enable advocacy activities and enhance profilisation, networking and coalition-building.</li> </ul>	EUR 0.3 million per year	EUR 300.000 will be allocated under IPA 2016 (and 2017) to continue the financing of operating grants
<p><b>Activities to achieve Result 3:</b></p> <p>Support the government of Kosovo in the implementation of the Government Strategy for Cooperation with Civil Society and the set-up of the joint Council for Civil Society consultation.</p>	<ul style="list-style-type: none"> <li>• Service contract to provide Technical Assistance to the government structure in charge of civil society cooperation to support the government of Kosovo in the implementation of the Government Strategy for Cooperation with Civil Society and the set-up of the joint Council for Civil Society consultation.</li> </ul>	*) EUR 0.4 million	The Government is fully committed to the implementation of the Government Strategy for Cooperation with Civil Society and mobilises the necessary financial and human resources.



## **ADDITIONAL DESCRIPTION**

This Action foresees three components:

### **Component 1: CSO/Government Dialogue and Cooperation**

The objective of this component is to enhance CSO inclusion in decision-making processes related to priority areas of the Country Strategy Paper for Kosovo. In order to achieve this, the Action will provide predictable, medium-term support to strategic CSO coalitions, focusing on priority areas of the Country Strategy Paper for Kosovo. 3 Grants will be awarded to strategic coalitions of at least 4 Co-applicants, with an envisaged duration of 4 years. They will be accompanied by a supporting Service Contract, which will assist the beneficiaries of this grant scheme (and of the operating grants) in their institutional development and strategic planning processes.

This component is based on the assumption that CSOs have a genuine interest to strengthen their networks and coalitions, to increase the profile and expertise and to engage in a constructive dialogue with the government.

### **Component 2: Strengthen Capacities of Grass-root and community-based CSOs**

The objective of this component is to enhance the capacities, transparency, accountability and effectiveness notably of grass-root CSOs in Kosovo. To this end, one grant contract will be concluded with the objective of financing a sub-granting scheme to support grass-root organisations in improving internal governance structures, strategic planning, communication, financial management, results monitoring and impact evaluation, networking and coalition-building, and advocacy.

In addition, and in order to provide predictable core funding to less-established CSOs and enhance advocacy activities, profile, networking and coalition-building, a grant scheme will be established to provide up to 5 operating grants to community-based and/or self-advocacy CSOs.

In order for this component to be effective, it needs to fully build on and be coherent and complementary with the support provided by TACSO (and the Resource Centre) and the government.

### **Component 3: Strengthen Government Capacities for Strategy Implementation**

The objective of this component is to enhance the capacities of the government of Kosovo to ensure full implementation of the Government Strategy for Cooperation with Civil Society. The above mentioned Service Contract for Technical Assistance will also support the government with very specific, concrete and well defined measures aimed at increasing the analytical, planning, monitoring and reporting skills of the responsible staff, as well as with drafting policy documents necessary for the further operationalisation and implementation of the Strategy.

A crucial pre-condition for this assistance to materialise and be effective is that the Government proves its genuine commitment to engage in enhanced consultation with Civil Society, by mobilising the additional financial and human resources required.

### **3. IMPLEMENTATION ARRANGEMENTS**

#### **ROLES AND RESPONSIBILITIES**

The main institutional stakeholders involved in the management and implementation process of this Action are as follows:

##### **Civil Society Organisations**

CSOs will be the main beneficiaries of the financial assistance provided through this Action. In addition to financial assistance, the EU Office in Kosovo maintains regular contact with CSOs throughout the year through (1) their contribution to the Progress Report and the sectoral Stabilisation and Association Process Dialogue meetings; and (2) in cooperation with TACSO through their participation in the Local Advisory Group (LAG). Moreover, regular information sessions on open Calls for Proposals are organised, and close monitoring of the projects ensures the regular link to grant beneficiary organisations is maintained throughout Kosovo and their needs are known.

##### **TACSO**

The project Capacity Building of Civil Society Organisations in the Western Balkans and Turkey (TACSO) commenced operations in August 2009. The second phase of the project, which started in September 2013, offers technical assistance to civil society in seven countries, i.e. Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia and Turkey. This phase has the duration of four years. TACSO's general objective is to strengthen the overall capacity and accountability of CSOs within IPA beneficiaries and to guarantee the quality of services of CSOs and a sustainable role of CSOs in the democratic process. The main purposes of the project are to increase and improve the capacity and actions of CSOs as well as to strengthen the role of CSOs in a participatory democracy.

##### **Local Advisory Group**

TACSO provides the secretariat for the Local Advisory Group (LAG), which provides a basic platform for general discussions on and consultation of the EU support to civil society, IPA Programming and the definition of priorities for civil society. LAG in Kosovo is composed of a mixed structure of civil society (including media and private sector), government and representatives of the donor community.

##### **Office of Good Governance/Prime Minister's Office**

The Government of Kosovo has approved its first Strategy for Cooperation with Civil Society together with its action plan in July 2013. The main government body responsible for implementation of this strategy is the OGG. TACSO foresees support to OGG in the form of an assessment of the capacities of this office and the provision of a set of recommendations of possible measures to be undertaken in order to ensure implementation of the strategy. These recommendations will constitute a basis for support to the government of Kosovo in the implementation of the Government Strategy for Cooperation with Civil Society.

##### **EU Office in Kosovo**

All contracts awarded under this action will be managed by the EU Office in Kosovo as Contracting Authority.

## **IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING**

- A Call for Proposals will be launched to establish a grant scheme to provide medium-term support to strategic CSO coalitions to enhance their inclusion in decision-making processes related to priority areas of the Country Strategy Paper for Kosovo: A Call for Proposals will be launched for the 2014 allocation in order to select 3 grants with at least four co-applicants per contract. The contract duration shall be of four years.
- The same Call for Proposals will result in the award of one grant contract for a period of three years and the purpose of sub-granting. The objective of this sub-granting will be to build CSO capacities related to internal governance structures, strategic planning, communication, financial management, results monitoring and impact evaluation, networking and coalition-building, and advocacy, notably focussing on grass-root organisations.
- Up to 5 operating grants will be awarded to CSOs to enable advocacy activities and enhance profilisation, networking and coalition-building. The grants will be awarded on an annual basis to the selected organisations but for a maximum duration of four years. Each grant will be awarded following submission and approval of the work programme. The amount awarded will decrease over the years.
- One service contract (International Restricted Procedure) will be awarded to provide assistance to the beneficiaries of the grant scheme and the operating grants in their institutional development and strategic planning processes. This Technical Assistance will further support the government structure in charge of civil society cooperation in the implementation of the Government Strategy for Cooperation with Civil Society and the set-up of the joint Council for Civil Society consultation.

Important to note that it is not the intention to award Operating Grants and CSO Partnership Grants to the same (group of) CSOs, but these organisations may of course apply for other action grants awarded by other Contracting Authorities besides the EU Office in Kosovo.

## **4. PERFORMANCE MEASUREMENT**

### **METHODOLOGY FOR MONITORING (AND EVALUATION)**

In line with the DG Enlargement Guidelines for EU support to civil society in enlargement countries, 2014-2020, the European Commission is developing a set of objectives, results and indicators for EU support to civil society which will allow for the measurement of progress at country level as well as across the enlargement region, including also from a gender perspective to monitor inter alia the involvement of both women and men. The monitoring and evaluation system includes a yearly regional meeting with the involvement of CSOs to analyse the state of play and advancement towards targets.

The implementation of support to civil society should include monitoring and evaluation systems at different levels:

Activity level: The EU Office in Kosovo will be responsible for monitoring and evaluation throughout the implementation phase. Projects under all three Measures will be monitored by respective task managers. TACSO may assist these efforts with guidance and capacity building. Additionally, external contractors will be mobilised as necessary.

National/Programme level: CSOs will be involved for the yearly monitoring of indicators and results with the support of TACSO. Yearly national and regional meetings will analyse the development of the CSOs in all countries and the advancement towards the targets.

Regional/Programme level: A mid-term evaluation of the Enlargement support to CSOs in the enlargement countries is foreseen to be carried out mid-way through the period (2017) to assess progress towards objectives and results as well as the continued viability of the strategy.

A final evaluation of the Civil Society Facility will be commissioned at the end of the period (2020) to provide the necessary inputs for further support after the end of the current financial framework.

## INDICATOR MEASUREMENT

Indicator	Description	Baseline (2013) <sup>5</sup>	Milestone 2017	Target 2020	Source of information
<i>CSP indicator(s) – if applicable</i>					
<i>Action outcome indicator1 (Specific objective)</i>	Progress with the implementation of the Government Strategy for Cooperation with Civil Society	N/A	50% of the Action Plan implemented	100% of the Action Plan implemented	Report of the Joint Advisory Council
<i>Action outcome indicator2 (Result 1 and 3)</i>	Percentage of laws/bylaws, strategies and policy reforms effectively consulted with CSOs. "Effective consultation" implies qualitative aspects such as an established monitoring and reporting mechanism, the provision of feedback, etc.	N/A	More than 60% of laws/bylaws, strategies and action plans consulted with CSOs	More than 80% of laws/bylaws, strategies and action plans, and 20% of policy documents consulted with CSOs	OGG reports, monitoring mechanism (to be established) CIVIKOS reports Monitoring Matrix on Enabling Environment for Civil Society Development (BCSDN) Civil Society Facility Mid-term Evaluation
<i>Action outcome indicator3 (Result 2)</i>	Public perception of importance and impact of CSOs activities	46.5% of the general population believes that NGOs' support dealing with problems in their country	50% of the general population believes that NGOs' support dealing with problems in their country	55% of the general population believes that NGOs' support dealing with problems in their country	Progress Report Monitoring Matrix on Enabling Environment for Civil Society Development (BCSDN) Civil Society Facility Mid-term Evaluation
<i>Action outcome indicator4 (Result 2)</i>	Share of CSOs which have developed strategic plans and evaluate the results and impact of their work	66% of CSOs have developed strategic plans, 69% of CSOs evaluate projects with the purpose of establishing efficiency and drawing a lesson for further projects	70% of CSOs have developed strategic plans, 75% of CSOs evaluate projects with the purpose of establishing efficiency and drawing a lesson for further projects	73% of CSOs have developed strategic plans, 80% of CSOs evaluate projects with the purpose of establishing efficiency and drawing a lesson for further projects	Progress Report Monitoring Matrix on Enabling Environment for Civil Society Development (BCSDN) Civil Society Facility Mid-term Evaluation

<sup>5</sup> This baseline is based on the summary baseline report provided by TACSO, with input collected from the BCSDN Monitoring Matrix and a survey provided by Ipsos; it may be subject to further revision in consultation with DG ELARG, TACSO and members of the Local Advisory Groups.

<i>Action output indicator 1 (Result 1 and 3)</i>	Number of undertaken consultations with CSOs	42% of CSOs were consulted during the drafting of specific laws	50% of CSOs were consulted during the drafting of specific laws	55% of CSOs were consulted during the drafting of specific laws	Reports from consultations
<i>Action output indicator 2 (Result 1 and 3)</i>	Number and quality of meetings held by the Joint Council for Civil Society consultation	N/A (the Joint Council established in 2014)	7 meetings held by the Joint Council	13 meetings held by the Joint Council	Minutes of meetings
<i>Action output indicator 3 (Result 2)</i>	Level of participation in networks for coalition building	63% of CSOs belong to one or more national networks, 52% of CSOs belong to one or more international networks	65% of CSOs belong to one or more national networks, 55% of CSOs belong to one or more international networks	70% of CSOs belong to one or more national networks, 60% of CSOs belong to one or more international networks	Decisions of public institutions
<i>Action output indicator 4 (Result 2)</i>	Share of CSOs use adequate argumentation and analysis for achieving advocacy goals	75% of CSOs active in public advocacy mainly/frequently uses research for their advocacy actions, 22% conduct their own studies	80% of CSOs active in public advocacy mainly/frequently uses research for their advocacy actions, 25% conduct their own studies	85% of CSOs active in public advocacy mainly/frequently uses research for their advocacy actions, 30% conduct their own studies	Progress Report Monitoring Matrix on Enabling Environment for Civil Society Development (BCSDN) Civil Society Facility Mid-term Evaluation
<i>Process indicator 1 (Result 1)</i>	Service contract signed	N/A			<i>EU Office monitoring reports</i>
<i>Process indicator 2 (Result 1)</i>	Number of action grants awarded to CSOs	N/A			<i>EU Office monitoring reports</i>
<i>Process indicator 3 (Result 2)</i>	One grant awarded to a CSO establishing sub-granting scheme	N/A			<i>EU Office monitoring reports</i>
<i>Process indicator 4 (Result 2)</i>	Number of operating grants awarded to CSOs	N/A			<i>EU Office monitoring reports</i>

## **5. CROSS-CUTTING ISSUES**

### **ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)**

The projects to be implemented by civil society are expected to increase the awareness of the general population on the environment related issues. Project activities should be environment friendly and sensitive to specific challenges that particular community faces in terms of environment protection.

### **ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)**

The design of the Action has been consulted through the Local Advisory Group of TACSO, which is composed of relevant stakeholders such as representatives of civil society, government, media and donor community, as well as with the wider civil society. Further consultations will take place during the implementation of the different components.

### **EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING**

The design and implementation of the Action will ensure that gender equality is mainstreamed in the design of Measures to be undertaken, i.e. in Calls for proposals and Technical Assistance designs. Equal participation of women and men in the consultative processes and in decision making will be ensured. In this regard, equal participation of women and men will be reflected in the composition of the Local Advisory Group of TACSO, Evaluation Committees and in the teams of experts in service contracts. The different needs of women, men, girls and boys will be considered and a reasonable distribution of resources will be sought accordingly. The control of the resources should be in the hands of both women and men. The design of Measures will also take account of the Kosovo Gender Profile which was published in May 2014.

### **MINORITIES AND VULNERABLE GROUPS**

The constitutional framework provides for protection of linguistic rights and the project will, wherever necessary, make use of different community languages. Specific attention will be given to project proposals that target the most disadvantaged groups, including women, children, elderly people, persons with mental and/or physical disabilities, LGBT, Roma, Ashkali and Egyptian communities and minorities. Tailored measures/positive actions will be considered to counteract the high level of discrimination these communities are exposed to.

## **6. SUSTAINABILITY**

In order to achieve sustainability beyond the implementation period, the design of the Action will take account of the following:

- Financial assistance will be delivered in an appropriate mix of funding instruments to respond to different types of CSOs and needs in a flexible, transparent, cost-effective and results focused manner which also considers the administration burden for the EU Office. This will include: aiming for longer term contracts, recognising that capacity building and advocacy work requires time and resources; moving away from project based support to a more flexible approach that fosters partnership and coalition building; and doing more to reach out to grass-root organisations, in particular through re-granting and flexible support mechanisms to respond to their immediate needs.
- Design corresponding to needs/demands shared amongst the key beneficiaries, i.e. key stakeholders such as civil society and public institutions are consulted in the design process through the Local Advisory Group as well as through public consultation of key policy documents;

- Activities/outputs are maintained, i.e. existing and newly established mechanisms for cooperation between public institutions and civil society are used;
- Engaging key beneficiaries through different conditionalities to ensure sense of ownership and motivation, i.e. assistance to the government is conditional upon a prior strengthening of the respective human and financial resources by the government;

## **7. COMMUNICATION AND VISIBILITY**

Under Measures 1 and 2, approximately 10 grants are expected to be awarded. Two launch events are foreseen to take place, one per Measure, with the aim to inform public about the new projects, but also to promote the importance of supporting participatory democracy in Kosovo.

For each activity efforts must be made to ensure the visibility of the action and the EU funding. Beneficiaries will have to comply with the objectives and priorities and guarantee the visibility of the EU financing according to the Communication and Visibility Manual for EU external actions.

Communication and visibility will be given high importance during the implementation of the Action.

The implementation of the communication activities shall be the responsibility of the beneficiaries, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the Action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions. Visibility actions should also promote transparency and accountability on the use of funds.

It is the responsibility of the beneficiaries to keep the EU Office fully informed of the planning and implementation of the specific visibility and communication activities.

The beneficiaries shall report on their visibility and communication actions in the report submitted to the IPA monitoring committee and the sectoral monitoring committees.