Kosova Women's Network
Serving, Protecting and Promoting the Rights of Women and Girls

KWN Code of Conduct Monitoring Report & Capacity Development Plan for Members

INTRODUCTION

In the Kosova Women's Network (KWN) Strategic Plan for 2011-2014, Building the Capacity of KWN is one of five key programs identified by KWN members. While KWN's 98 member organizations play an important role in their communities and throughout Kosova, they often face challenges accessing funding.

In 2006, KWN became the first network of non-for-profit, non-governmental organizations in Kosova to adopt a code of conduct, setting an example of transparency and accountability. KWN members committed to implementing the Code of Conduct, with KWN support, in years to come.

In 2011 and 2012, KWN carried out its second assessment of the extent to which KWN members have implemented the Code of Conduct. In total, 82 out of KWN's 98 member organizations, including KWN, participated in the assessment. KWN had difficulties reaching some member organizations due to their busy schedules, among other circumstances. As a result, because they did not commit for two years to meet for the interview after many attempts from KWN and also taking into consideration that they did not participate in KWN regular members' meeting for a long time, KWN proposed 8 members organizations for removal. Other 17 member organizations that are left, five old member organizations and 12 new member organizations, will be contacted during the following months to finish the interview during 2013.

The assessment involved visiting each member at their office (unless they did not have an office) and interviewing them. The in-depth interviews lasted 1.5 hours on average (see Annex 2 for all findings). In general, KWN members were very thankful for KWN's interest in their situation and needs. Interviews helped KWN identify areas in which members could benefit from KWN support.

Additionally, during interviews, through members' annual evaluation of KWN, and via training evaluations, KWN asked members about their needs (see Annex 3). KWN staff members observed additional needs in working with members, particularly as part of the grant giving process through the new Kosovo Women's Fund.

Drawing from all of these sources of information, KWN prepared this KWN Code of Conduct Monitoring Report and Capacity Development Plan for members, which will be used to support members in 2013. The report first examines KWN members' needs, particularly as per the Code of Conduct. It then proposes training and workshops for member organizations based on their needs towards increasing their capacities.

FINDINGS: MONITORING CODE OF CONDUCT IMPLEMENTATION

The KWN Code of Conduct includes six basic principles, comprised of more specific principles. This report highlights the areas where KWN members could benefit from further support. The following sections correspond with each principle in the Code of Conduct, examining members' strengths and capacity-building needs related to each principle.

Mission and Program

According to the KWN Code of Conduct, a KWN member organization must have a clearly defined mission, and its programs and activities must contribute to the achievement of its mission. An organization should regularly provide the opportunity for its supporters, beneficiaries, and the public to evaluate its mission, programs, and activities.

Strengths
- 100% said their staff and board do not profit from the organization or the organization's work
- 99% of the interviewed members state that they do not support one political party
- 99% of member organizations have a statute.

Capacity Development Needs
- 11% have a system through which staff and beneficiaries can file complaints anonymously: Most of KWN members have an average of four staff members or volunteers. They feel that everyone has enough space to raise their concerns or complaints. As a result, KWN members need to be informed about the existence and importance of an anonymously complaints system.
- 22% discussed in the last five years with staff, board and beneficiaries whether its mission should be revised;
- 67% of members have a mission statement that states how activities are realized, the activities they are involved in, and that the organization works to achieve (in the long-term).
- KWN's interactions with members in 2012 revealed that while some members have a mission statement, it can be vastly improved.

KWN's Plan
KWN will offer a hands-on one-day interactive workshop for members in writing a strong mission statement.

Good Governance

According to the KWN Code of Conduct, a KWN member organization has an elected, voluntary and effective Board of Directors, who determines the organization's mission, establishes management policies and procedures, makes sure that the organization has adequate, capable human resources, and ensures that the organization has financial resources available for its work. The board monitors the organization's management, finances and quality of programs.

Strengths
- 71% of members have Boards of Directors that include individuals who are committed to the organization's mission and have the expertise needed to support the organization.

- 30% of members' Boards evaluated the work of the Director in the last year;
- 39% of member organizations have a policy regarding how many Board members they should have;
- 40% of members' Boards hired the Director of their organization.
- Interviews with members suggest that many have Boards, but their Boards do not function properly, based on an organizational policy. Few members involve their Board members, including in taking decisions and overseeing the organization's work. They tend not to have a policy governing the work of their Boards.

KWN's Plan

KWN plans to organize a one-day workshop for its members on "How to Establish and Involve an Active Board".

Human Resources

According to the KWN Code of Conduct, both paid and voluntary staff members contribute to an organization's ability to effectively achieve its mission. A KWN member organization has fair policies that specify its relation with paid and voluntary staff members, which include standards of employee conduct, clear expectations for staff members, and methods for evaluating staff members' performance.

Strengths
- 100% of members' staff had behavior that contributes to the organization's development
- 100% of members said their staff did not engage in public criticism of the organization
- 100% of members said their staff did not engage in dishonesty, fraud, or false presentation of their organization or its activities
- 80% of members have volunteers.

Capacity Development Needs
- 24% of members' staff participated in an annual internal evaluation of the organization: Organizations tend not to carry out annual internal evaluations because they do not have a proper policy manual and do not feel they can function properly without regular funding, they said.
- 41% of member organizations hired new staff members: Since they lack funds, most existing staff are only paid during projects. Not all organizations have sustainable long-term projects. For that reason, organizations have volunteers because they cannot hire staff. They involve people who are committed to work on those issues.
- 43% of members have a policy manual: KWN members tend not to have a proper policy manual that follows the laws of Kosovo. While most organizations have a policy manual, it is partly about staff but many important things are missing. Having a weak policy manual creates problems both for the functioning of the organization and when they apply for funds, since donors want organizations who lead projects to have clear, written procedures.

KWN's Plan

KWN will organize a three-day workshop on "Policy Manuals and Human Resources". The workshop will include how to write a policy manual and how to use it.

Financial Accountability and Transparency

According to the KWN Code of Conduct, an organization should comply with legal requirements set forth by Kosovo laws and regulations, as well as by respective donors; maintain sound finances; keep accurate financial records; use finances only for charitable purposes; and be transparent and open in regard to its finances with its supporters, beneficiaries, and the public.

Strengths
- 98% of KWN's member organizations are registered
- 91% oppose and do not take part in partisan influence (e.g., their resources have not been used to support a single politician or political party).

Capacity Development Needs
- 7% have a policy that specifies from which individuals, businesses, or organizations, or what kinds of donations they will or will not accept, in accordance with their missions;
- 13% are transparent and open with their budget, making it available annually for the public and all stakeholders;
- 27% provide to all Board and staff members a statement that explains conflict of interest (which they sign, agreeing to follow the organization's conflict of interest policy);
- 37% have a written conflict of interest policy;
- 40% operate according to an annual budget;
- 48% reviewed their budget and spending to identify if areas of spending were different than what was planned originally: some organizations do not see the need and/or do not have experience reviewing budget spending;
- 54% have written financial policies;
- 62% submitted an accurate financial report to all their donors;
- 63% submitted an accurate descriptive report about their work to all their donors: Most KWN members work with small projects and deliver short descriptive and financial reports. Few have experience with larger projects due to their lack of sufficient human and financial capacities.
- 65% complied with the applicable laws, including financial accountability laws.

KWN's Plan
KWN will support members with improving their financial management practices in these areas by organizing a workshop series that will include a two-day workshop on preparing financial reports; a two-day workshop on preparing budgets; and a two-day workshop on preparing all documents in accordance with the laws of Kosovo (e.g., financial accountability law, taxes).

Civic Responsibility

According to the KWN Code of Conduct, NGOs operate in service to the public. As such, they should be transparent and accountable with their members, beneficiaries, supporters, and the general public by providing information about their finances, programs, and activities.

- 100% of members stated that they do not discriminate against any person in hiring, programs, or communication due to their age, race, nationality, ethnicity, religion, sex, education, financial means, sexual orientation, or ability
- 99% of KWN member organizations set their goals, decisions, and activities independently and are not used by any political party, public institution, or private firm for their interests

Capacity Development Needs
- 12% of members made available to all stakeholders and to the public a report of their activities and finances for the prior year;
- 37% distributed a newsletter, publication, or other information about its work to the public;
- 18% have a website;
- 23% have a designated, knowledgeable staff member who is responsible for public relations and communication and who provides information to the public whenever it is requested by any member of the public.

KWN's Plan
While members believe that this is a very important part of their work, they do not have much experience in this field. Based on these findings and members' requests, KWN will organize a two-day workshop on Public Relations. The workshop will cover: how to prepare press releases; how to inform the public about its work (e.g. how to prepare leaflets, brochures, newsletter); and how to utilize minimal resources in an environmentally sensitive manner for their public relations materials.

Partnership and Networking

According to the KWN Code of Conduct, partnership and working with other organizations and non-partisan governmental bodies are central to the work of KWN and its members. KWN member organizations strive to foster professional, positive, and respectful working relations with other organizations, especially those working on similar issues.

Strengths
- 100% of members said they act professionally and treat their beneficiaries and partners with respect
- 100% said they respect the ownership of individuals' and other organizations' ideas and projects

Capacity Development Needs
- 27% of organizations have policies that ensure the personal information of persons served through their work remains confidential, though this is not necessarily applicable for all member organizations. As per shelters, they all have these policies due to the nature of their work.

KWN's Plan
KWN will provide information towards addressing organizations' needs in these areas through its workshop related to the policy manual.

KWN CAPACITY DEVELOPMENT PLAN FOR MEMBERS

Based on these findings, KWN plans to organize workshops for its members. The following workshops will be provided in 2013. For each subject, we describe the topics to be covered, proposed trainers/facilitators, and estimated timeline for the workshops (see Annex 1). Towards efficiency, KWN will draw from its own internal resources (e.g., staff capacities) wherever possible. The workshops are ranked in order of importance.

1. Three-day workshop on Project Proposal Writing

An initial Project Proposal Writing workshop was organized in 2012 and was considered a success by members. However, as these skills take time to develop, KWN members requested an additional workshop build on the foundation established during this first workshop. Many members have requested this workshop, including in their KWN annual evaluation forms. Further, the first Project Proposal Writing Workshop did not have sufficient time to cover all important topics. On the first day, of this three-day workshop we will quickly review information covered in the first workshop and begin the process of drafting a practice proposal in small groups. The second day will deal with risk analysis and assumptions as the last column of the Logical Framework. The third day will deal with monitoring and evaluation, including indicators. The workshop will involve brief lectures with examples, small interactive group work, and role-playing, as well as energizers. As a result, participants will improve their capacity for designing and implementing projects, including using Logical Frameworks, monitoring and evaluation. The workshop will be led by KWN staff (Nicole Farnsworth, Zana Rudi and Mimoza Paçuku) at a location outside Prishtina in the end of February 2013. Afterward KWN members will have access to mentoring from KWN staff.

2. Two-day workshop on Public Relations

KWN members requested this workshop during interviews and in their annual evaluation of KWN. Participants will learn techniques for promoting their work at little to no cost and in an environmentally friendly way. This will include preparing press releases, brochures, and newsletters; using websites and Facebook; and public presentations. The interactive workshop will be led by KWN staff (Nicole Farnsworth) and a KWN supporter, consultant, professional designer, and publisher (Krenar Basha) in Prishtina, in March 2013. Members will walk away from the workshop with new ideas and some concrete products that they can use for future public relations. Afterward KWN members will have access to mentoring from KWN staff.

3. One-day workshop on Reporting

KWN members have continuously requested this type of training, including in their KWN annual evaluation. The workshop will be led by KWN staff (Nicole Farnsworth, Zana Rudi and Mimoza Paçuku) in Prishtina in early April 2013. Through this workshop participants will learn how to compile a narrative report, improving their reporting capacities. This includes learning to focus on project results, highlighting impact, and formatting techniques. Participants will develop their capacities for writing an adequate narrative report for donors through working groups and group presentations. Afterward KWN members will have access to mentoring from KWN staff.

4. One-day workshop on Databases/Statistics

In this workshop, members will learn the basics for compiling and using data for their projects. They will learn to assess stakeholders' needs and interests, create a database, compile data, and use data in designing their project. The workshop will involve power-point slides, small group exercises, group discussion, and hands on work. The workshop will be

provided by KWN staff (Nicole Farnsworth, Besa Shehu, Zana Rudi) in Prishtina in April 2013. Afterward KWN members will have access to mentoring from KWN staff.

5. One-day interactive workshop on Writing a Strong Mission Statement
The workshop will be led by KWN supervisory board member/consultant (Delina Fico); in Prishtina in May 2013. During the workshop participants will learn more about the importance and advantages of having a strong mission statement. The consultant will explain how to link mission with programs and activities; and assist members in reformulating and further specifying their mission statements. This will be organized as a workshop, during which members can redraft their mission statements. Afterward KWN members will have access to mentoring from KWN staff.

6. A half-day workshop in Photography
During the last ten years KWN has seen that members lack abilities in taking good pictures. This has been particularly obvious when KWN has sought photos for the KWN newsletter or following Kosovo Women's Fund grants. This workshop will be provided by a KWN staff member (Nicole Farnsworth) in Prishtina in the end of May 2013. During the interactive workshop, participants will learn about composition, lighting, and other elements of a good picture.

7. A two-day workshop on Financial Management: Budgeting
This workshop will be the first in a three-part series on financial management, to be held in June 2013. The workshop will be led by KWN staff (Besa Shehu) in Prishtina. Participants will attend a lecture on how to prepare budgets, the integral elements of a budget, linking activities with budget lines, and preparing a cost-effective budget. After this workshop, participants should have the skills in place to prepare their own budgets.

8. A two-day workshop on Financial Management: Reporting
This workshop will be led by KWN staff (Besa Shehu) in Prishtina in June 2013. Participants will attend a lecture about reporting format, financial reporting elements, formulas in excel, comparing approved budgets and expenditures and budget reallocations. The focus will be on financial reporting. After the workshop, participants will be able to prepare an adequate financial report for donors.

9. A two-day workshop on Financial Management: Abiding by the Legal Framework
Members requested this workshop in person and in their KWN annual evaluations. The workshop will involve lectures on financial management in accordance with the laws of Kosovo, including the financial accountability law and the Kosovo tax system, among others. They will learn about different tax categories and other obligations in accordance with Kosovo laws. The workshop will be led by KWN staff (Besa Shehu) and an expert from the Tax Administration Office, and will take place in Prishtina in June 2013.

10. A three-day workshop on Policy Manuals and Human Resources
Since having a policy manual is very important for an organization, this interactive workshop will take KWN members step by step through the process of writing or revising their own organizational policy manuals. The consultant will explain each detail using an example of a real policy manual. The workshop will deal with how to compile and use a policy manual, including special attention to areas where KWN members seem to lack knowledge: conflict of interest policy; policy regarding which individuals, businesses, or organizations from which they will or will not accept funding in accordance with their mission; human resource management; employee conduct; and methods for evaluating staff members' performance. The workshop will be led by a consultant (TBD) in July 2013. KWN will provide follow-up

mentoring for members to finalize their policy manuals, as needed. As a result of the workshop, KWN members should have updated policy manuals in place that they can use in their day to day work.

11. A one-day workshop on How to Establish and Involve an Active Board

The workshop will deal with how the Board functions, rotation policies, abiding by relevant Kosovo laws, and ideas for making better use of the Board. Lectures will involve case studies as well as some exercises and role-playing. The workshop will be led by KWN staff (Nicole Farnsworth) and KWN supervisory board member/consultant (Delina Fico) in Prishtina at the end of September 2013. After this workshop, participants will understand the advantages of having an active Board of Directors.

12. A three-day workshop on Advocacy I.

KWN staff has observed that many KWN members remain focused more on providing services than on advocating for policy changes. While service-provision was crucial in the immediate post-war context, Kosovo's current stage of development demands a move from these primarily band-aid solutions to resolving root problems by advocating for state policies that institutionalize solutions to these issues. This will produce more sustainable changes for their beneficiaries. At the same time, while some KWN members already undertake advocacy, they could utilize additional strategies. In order to support KWN members in undertaking more effective advocacy initiatives that will produce sustainable change for their beneficiaries, KWN staff (Igballe Rogova and Nicole Farnsworth) will lead the first in a workshop series on Advocacy in Prishtina in November 2013. KWN will build on this first workshop in future years.

Timeline and Workshops

Workshops	Year 2013 / Months											
	1	2	3	4	5	6	7	8	9	10	11	12
Three-day workshop on Project Proposal Writing		▮										
Two-day workshop on Public Relations			▮									
A one-day workshop on Reporting				▮								
A one-day workshop on Data base/Statistic				▮								
A one-day interactive workshop on writing a strong mission statement					▮							
A half-day workshop on Photography					▮							
A two-day workshop on Financial Management: Budgeting						▮						
A two-day workshop on Financial Management: Reporting						▮						
A two-day workshop on Financial Management: Abiding by the Legal Framework						▮						
A three-day workshop on Human Resources							▮					
A one-day workshop on Board Functioning									▮			
A three-day workshop on Advocacy											▮	

Kosova Women's Network Code of Conduct: Implementation 2011-2012

Code #	Code Requirement	% of Members that Implemented
I.	**Mission and Program**	
	Definition of a non-governmental, non-profit organization	
1	NGO does not support one political party	99%
2	No members have a position or formal function in a political party. Any NGO staff members who do, have resigned from the NGO.	98%
3	Staff and board do not profit from the organization or the organization's work.	100%
4	NGO identifies the needs of its main target group, involves them in designing programs and projects, and involves them in its work.	80%
5	NGO does not discriminate against any person on account of their race, ethnicity, gender, sexual orientation or age.	100%
6	NGO does not force people to work for it.	100%
	Mission	
1	Organization has a mission statement.	67%
	The mission statement says what the organization is working toward achieving (in the long-term)	67%
	The mission statement says the **activities** its involved in	62%
	The mission statement says **how** activities are realized.	61%
	The mission statement says how the NGO's activities **meet the needs of the beneficiaries** for which it was established	61%
2	The organization's Board has approved its mission statement.	54%
3	The organization has a statute.	99%
	The organization has a policy manual.	43%
4	The activities carried out by the organization in the last year were consistent with its mission statement.	67%
	Evaluation of Mission and Programs	
1	In the last five years, the organization discussed with staff, board and beneficiaries whether its mission should be revised.	22%
3	The organization conducts annual evaluation of its work.	49%
	The organization's management involves staff members in evaluating its work quantitatively and qualitatively each year.	38%
	The organization has a system through which staff and beneficiaries can file complaints anonymously.	11%

II.	Good Governance	
	Board Composition	
1	The Board of Directors includes individuals who are committed to the organization's mission and have the expertise needed to support the organization in realizing that mission.	71%
	The Board has at least 5 members	51%
3	NGO has a policy regarding how many board members it should have	39%
3	A policy is in place as to how many Board members should be in attendance at a meeting, and this should be a majority of the members on the Board	39%
	NGO has a policy that states how long a board member must serve and if they can be reelected	39%
	The length of a Board member's term and the number of times a Board member can be reelected is specified in the organization's policies	33%
3	The Board establishes expectations for each member, such as how he or she should provide support for the organization's fundraising or programs.	32%
4	The organization has policies that govern Board member attendance of meetings, which include steps to be taken if a Board member fails to follow this policy.	18%
4	Board members are not compensated for their service. They are only reimbursed for costs directly related to their Board service, such as travel expenses for attending meetings.	56%
	Board Responsibilities	
1	The Board met two times per year.	54%
	The Board assisted with strategic planning.	57%
	The Board reviewed the organization's mission to see if it was still appropriate.	26%
	The Board re-defined the organization's objectives and activities as needed.	35%
2	The Board evaluated progress toward meeting the organization's mission.	38%
3	The Board consulted on and approved a policy manual for the organization with information on finances and personnel policies.	31%
4	The Board approved the organization's budget each year.	38%
	The Board approves the annual audit results, where applicable.	34%
5	The Board hired the Director of the organization.	40%
	The Board decided how much the Director would be paid.	35%
	The Board evaluated the work of the Director in the last year.	30%
	Conduct of the Board	
1	The Board has operating procedures.	37%
2	The Board elects new members.	39%
5	The Board keeps meeting minutes.	51%
	Meeting minutes were sent to Board members after each meeting.	50%
III.	**Human Resources**	
	Staff policies and conduct	

	An organization has a written policy manual and standards of conduct that govern the work and actions of its staff members and volunteers.	43%
	The policies dealing with staff were approved by the Board.	39%
	These policies and procedures clearly define the **rights** of staff members.	43%
	These policies and procedures clearly define the **conduct** of staff members.	43%
	The policy includes… fair treatment for staff members.	43%
	The policy describes working conditions for staff members.	44%
1	The policy includes vacation and sick leave.	41%
	The policy includes employee evaluation.	35%
	The policy includes supervision.	39%
	The policy includes hiring and firing.	40%
	The policy outlines anonymous ways for employees to file complaints or concerns.	27%
	The policy includes information on how sexual harassment will be dealt with.	39%
	The policy includes procedures for employee growth and development	38%
	Confidentiality policy for staff members relating to client records and information (where relevant).	2%
2	Staff members respect and work towards the advancement of the organization's mission and objectives.	90%
	The staff members had behavior that contributes to the organization's development.	100%
	Staff members' behavior contributes to public trust for NGOs in general.	99%
	Staff members behave professionally and positively while representing the organization to other staff members, volunteers, or the public	100%
4	Staff members do not engage in dishonesty, fraud, or false presentation of the organization or its activities.	100%
	If they did, the organization took steps to address the situation.	100%
	Staff members did not engage in public criticism of the organization.	100%
	Evaluation	
	Did your organization hire any new staff members in 2010?	41%
	Upon hiring, staff members receive an introduction to their position and responsibilities as well as the organization's mission, objectives, programs, activities, and policies, including this code	41%
	Organizations have in place a policy for evaluating the quality of work, effectiveness, and progress that individual staff members have made	27%
	The organization performed an evaluation of the work of each staff member in 2010.	26%
	Staff members participated in an annual internal evaluation of the organization.	24%
	Staff members participated in an annual evaluation of their own work towards the achievement of the organization's mission.	24%
	A process of identifying the organization's weaknesses and challenges.	27%
	A process of analyzing the organization's relation with stakeholder and public.	24%
	A process for identifying and propose ways for improvement.	28%
	Volunteers	
1	An organization has volunteers	80%

		An organization values and treats its volunteers with respect.	80%
		Volunteers are informed about the organization's mission, objectives, programs, activities, and policies, including this code.	80%
	2	An organization provides good conditions for work (e.g., computer, project materials) to volunteers.	75%
	4	If interested, volunteers who are adequately qualified and experienced should take precedence over other job applicants when the NGO is hiring.	80%
IV.	**Financial Accountability and Transparency**		
	Policies and Procedures		
	1	An organization operates according to an annual budget	40%
		The budget is approved by the board.	34%
	2	The organization is registered.	98%
		The organization complies with applicable laws, including: financial accountability laws.	65%
		The organization complies with lobbying and political advocacy related laws.	61%
		The organization complies with taxation laws.	65%
		Based on this review, a short report noting areas of compliance was submitted to the board.	33%
	3	The organization has written financial policies.	54%
		The procedures include: how the organization's assets are invested.	54%
		The organization has internal control procedures.	54%
		The procedures include: purchasing practices.	54%
	4	An organization opposes and does not take part in partisan influence (e.g., its resources have not been used to support a single politician or political party).	91%
		An organization opposes and does not take part in corruption, bribery, or other financial misuse in its activities.	98%
	5	An organization provides a way for Board members, staff members, and volunteers to anonymously report the misuse of finances.	27%
	Conflict of Interest		
	1	A KWN member organization, including its staff members, volunteers, and Board, refrain from conflict of interest; this means that they act in the best interests of the organization rather than supporting their own personal interests or the interests of others.	87%
	2	The organization has a written conflict of interest policy.	37%
	3	The organization provides to all Board and staff members a statement that explains conflict of interest (that they sign, agreeing to follow the organization's conflict of interest policy).	27%
	Fundraising		
		The organization uses funds in the same way that the organization told the donor.	67%
	1	An organization has a policy that specifies which individuals, businesses, or organizations or what kinds of donations it will or will not accept, in accordance with its mission.	7%
	2	In other words, an organization clearly states that it will not receive donations from persons or for activities that go against the organization's mission.	83%
	Accountability and Transparency		

1	The organization reviewed its budget and spending to identify if areas of spending were different than what was planned originally.	48%
	Based on a review of the organization's budget, staff submitted a written report to the organization's board.	26%
2	The organization submitted an accurate **descriptive** report about its work to all its donors.	63%
	The organization submitted an accurate **financial** report to all its donors.	62%
3	An organization is transparent and open with its budget, making it available annually for the public and all stakeholders.	13%
	In all its work, an organization uses human, financial, material and natural resources responsibly, considering the needs of present and future generations.	52%
6	An organization whose annual budget is 60,000 Euros or more (according to question 6.) undergoes an annual audit by a certified auditor. (If your budget was not larger than 60,000, put 0.5)	68%
	The auditor was chosen by the organization's Board.	18%
V.	**Civic Responsibility**	
1	The organization sets its goals, decisions, and activities independently. It is not used by any political party, public institution, or private firm for its interests, which would jeopardize its independence, autonomy, or ability to act in the public interest.	99%
2	The organization does not discriminate against any person in hiring, programs, or communication due to their age, race, nationality, ethnicity, religion, sex, education, financial means, sexual orientation, or ability.	100%
3	The organization involves its beneficiaries as much as possible in designing, implementing, and evaluating programs, projects, and activities.	80%
4	The organization has a designated, knowledgeable staff member who is responsible for public relations and communication and who provides information to the public whenever it is requested by any member of the public.	23%
5	The organization continuously informs the media and the public about its activities.	71%
	The organization distributed a newsletter, publication, or other information about its work to the public.	37%
	The organization has a website.	18%
6	When providing information to the public, an organization ensures that it provides enough information for the issue to be understood by the public.	52%
	Any data presented is complete, accurate, and true to the best of the organization's knowledge.	59%
	The organization's data in public relations materials does not overstate or minimize the human and material needs of the people it assists, especially in fundraising activities.	56%
7	The organization made available to all stakeholders and the public a report of its activities and finances for the prior year.	12%
	Partnerships and Networking	
1	The organization acts professionally and treats its beneficiaries and partners with respect.	100%
2	Where applicable, the organization has policies that ensure the personal information of persons served through its work remains confidential.	27%
3	The organization respects the ownership of individuals' and other organizations' ideas and projects.	100%
	For example, the organization and its staff members have **not** claimed the ideas of another organization or individual as its / their own	100%
4	The organization does not criticize other KWN member organizations to benefit itself.	99%
Percent of Code implemented by members 2011-2012		**58%**

Annex 3. KWN Members' Needs Database

The following needs were identified by KWN members during interviews or in their evaluation of KWN's work.

KWN Members	Project Proposal Writing	Narrative and Financial Reporting	Financial Management	Capacity Building of Staff Members	Public Relations	Kosovo Legislation	Business
Alma	1		1				
Alter Habitus			1				
Antigona	1	1	1				
ATO	1	1	1				
Aureola							
Arta	1	1	1	1	1		
Artpolis				1			
Bardha							
Bliri	1	1	1	1			1
Dera e Hapur							
Diana	1						
Dora Dorës	1	1	1				
Dora e Ngrohtë							
Diakonie Kosova					1		
Down Syndrome Kosova							
Duart e Dardanës (DeD)							
EMINA - Grupi i Grave Boshnajke	1		1				
Familja dhe Shpresa							
FANA							
Foleja	1	1	1				
Femrat Aktive të Gjakovës	1		1	1			
Femra Vizionare e Shekullit XXI	1		1	1			
Forumi Demokratik i Gruas (FDG)	1	1	1	1	1		

Fondacioni për Edukim dhe Zhvillim (F.E.ZH.)	1	1	1				
Fatjona	1	1	1				
Fortesa							
HANDIKOS, Femrat me aftësi të kufizuar						1	
Hanëmeli	1						
Idemo Pravo							
Istituti Psikologjik - Psikoanalitik (IPP)							
Initiative for Agricultural and Development of Kosovo (IADK)							
Iniciativa 6 - Nëngrupi i Grave "OAZA"	1		1	1			
IKEBANA	1		1	1			
JETA							
Jeta Ime	1			1			
Jeto Jetën							
Kalabria	1	1	1	1			1
Komitet Zena za Zastitu i Ljudska Prava - Caglavica				1			
Komiteti i Grave të Verbëra, SHVPDK	1						
Kosovo Menthal Disability Rights Initiative (KMDRI)	1			1			
Klubi i Basketit me Karroca (KBK) "Marsi"	1	1	1	1			
Kelmendi							
Legjenda	1		1	1			
Lepsa Buducnost	1		1				
Lidhja e Gjallë e Kosovës							
LIRA	1						
Lulebora							
Lulishtja	1		1	1			
LUNA	1			1			
LIVCK - Fushekosove							
LIVCK - Drenas							
Medica Kosova							