

FINAL REPORT

Mid-term Review of Project “Supporting, protecting and promoting the rights and interests of women and girls”

implemented by

KOSOVO WOMEN’S NETWORK

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Disclaimer: The mid-term review is funded by ADA. The views and opinions expressed in this document are solely the responsibility of the author and do not represent the views of ADA or any other agency.

LIST OF ACRONYMS

ADA	Austrian Development Agency
CSO	Civil Society Organization
ER	Expected Result
F	Female
FGDs	Focus Group Discussions
GEAGs	Gender Equality Advocacy Groups
GE	Gender Equality
GEL	Gender Equality Law
GEO	Gender Equality Officer
GRC	Grant Review Committee
KCSF	Kosovar Civil Society Foundation
KIIs	Key Informant Interviews
KtK	Kvinna till Kvinna Foundation
KWF	Kosovo Women's Fund
KWN	Kosovo Women's Network
M	Male
PR	Public Relations
TOR	Terms of Reference

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Executive Summary

Background

Kosovo Women's Network (KWN), a network of women CSOs in Kosovo since 2000, is supported by the Austrian Development Agency (ADA), and co-financed by Kvinna till Kvinna (KtK) for a two-year project entitled "Supporting, protecting and promoting the rights and interests of women and girls. The project implementation period is December 2012-December 2014 and its overall **goal** is that "Women's and girls' rights and interests are supported, protected and promoted throughout Kosovo". The project **purpose** is that women's participation in municipal decision-making processes is increased and improved through (i) capacity development of (ii) KWN members through Kosovo Women's Fund (KWF) and (ii) Gender Equality Advocacy Groups (GEAGs).

While the project is more than half way through, prior to expected closure of its activities in December 2014, KWN commissioned an independent mid-term review from 26 May – 5 June, 2014 to assess project relevance, efficiency, effectiveness, impact and sustainability, lessons learnt, success factors, challenges and make recommendations to inform planning for the potential continuation of this project (KWF and GEAGs) in 2015 and beyond.

Main Findings

Relevance

The project is assessed a highly relevant intervention to the Kosovo development context. Its design and implementation respond to well researched, evidence-based needs, constraints and priorities of stakeholders and partners mainly: (i) limited funding availability for women-led grass root CSOs in Kosovo, (ii) pressing needs of marginalized women due to ethnicity, disability, particularly those living in rural areas, (iii) institutional capacity gaps at central and local level as well as financial constraints for implementing the Law on Gender Equality and decentralization process of local governments.

The project is fully aligned with KWN Strategic Plan 2011-2014 and ADA's Country Strategy for Kosovo 2013-2020 to *reduce poverty through sustainable economic and social development in rural areas, good governance, gender equality and environmental protection*.

Effectiveness

The project is assessed to have made good progress to achieve its expected results and is on good track to achieve them upon its completion contributing to the achievement of the overall project goal and purpose. There is evidence of (i) strengthened capacities of CSOs particularly in project cycle management, advocacy initiatives, and fundraising (136 project proposals submitted to KWF and 42 funded as well as other project proposals submitted and funded by other donors), (ii) improved quality of project proposals from round to round, (iii) participation of marginalized women in decision-making through implementation of grants and (iv) operational GEAGs in 10 municipalities, with varying degrees of internal organization. The project has provided unique opportunities to bring marginalized women together, inform them about their rights, assist them in accessing their rights and gave them voice to demand their rights and influence decision-making.

Efficiency

The management of project funds is assessed efficient in terms of financial management (use of funds vs. planned activities and expected results), project management internal efficiency and delivery of work plan. Project disbursement rate of ADA funds by end of May 2014 is 41% and its commitment rate is 33% which indicates that the project is on good track of delivery both in terms of activities and financial resources as outlined in the project document. Quality control mechanisms are in place to ensure effective, efficient and correct use of grant funds such as GRC (quality control of project proposals), risk assessment of grantees prior to contract award and close financial monitoring of grant recipients by project team.

Impact

The project has brought about quite tangible and visible positive changes at (i) *individual level* (empowered women with skills, knowledge and information on gender equality and women's rights as well as enhanced self-confidence, self esteem and proactive attitude) (ii) *organizational level* (CSOs have strengthened organizational capacities in project cycle management, project implementation, narrative and financial reporting, fundraising, advocacy, public speaking and PR skills as well as improved internal processes and procedures through M&E, financial system set-up, better communication with their beneficiaries and the public)

Sustainability

It is assessed that achieved project results are quite likely be sustainable after project completion. There is good evidence of organizational sustainability within KWN, its members, empowerment of beneficiaries and partnership building with local stakeholders to further women's rights.

Conclusions and Recommendations

KWN, as an organization, is well established professionally, well networked at central and local level, with high standards of transparency and accountability, with publicly recognized commitment to gender equality issues in Kosovo and with strong management and leadership capacity enabling it to continue and scale up KWF.

It is highly recommended that KWN should reach out to donors operating in Kosovo to contribute to funding KWF at least for two additional years: (i) to support and sustain initial results and successes of KWF at the local level and scale them up to the national level (ii) provide support to KWN members to serve their communities, address pressing women's issues and needs at local and national level as well as further gender equality in Kosovo, (iii) provide the opportunity to KWN to strengthen KWF as a structure and service to its members and implement its Fundraising Strategy to diversify funding sources for KWF, (iv) provide support to KWN members and GEAGs' members to address identified capacity gaps in advocacy and public speaking skills, designing advocacy strategies, monitoring and evaluation skills for municipal services through gender lenses, gender-sensitive analysis of local budgets and gender-responsive budgeting.

1. Introduction

1.1 Background and project context

KWN was established in 2000 and grew from an informal network of women's groups organizations from across Kosovo into one of the key actors within civil society in Kosovo. KWN is currently a network of 79 organizations that supports, protects and promotes the rights and the interests of women and girls throughout Kosovo, regardless of their political beliefs, religion, age, level of education, sexual orientation, and ability. Two-thirds of KWN members are located outside Prishtina and the network has member organizations located in urban and rural areas of 22 municipalities in Kosovo.

During the period 2012-2014, KWN is supported by the Austrian Development Agency (ADA), and co-financed by Kvinna till Kvinna (KtK) for a two-year project entitled "Supporting, protecting and promoting the rights and interests of women and girls" in the amount of 350,037.00 Euro with respective contributions of 280,800.00 Euro from ADA, 67,937 Euro from KtK and 1,300 Euro from KWN.

The overall **goal** of the project is that "Women's and girls' rights and interests are supported, protected and promoted throughout Kosovo." The project **purpose** is that "Women's participation in municipal decision-making processes is increased and improved through capacity development of Gender Equality Advocacy Groups (GEAGs) and women's organizations."

The project has identified the following as primary beneficiaries:

- women, particularly marginalized, rural, heads of households, uneducated, impoverished, with special physical needs, and/or minority women (Roma, Ashkali, Egyptian, Gorani, Turkish, Bosnian and Serb minority women);
- local women's organizations, which are KWN member organizations, located in various geographic areas in Kosovo, particularly in rural areas representing and serving the above marginalized women;
- GEAGs in 13 municipalities: eight existing GEAGs established in 2012 in Novo Brdo, Dragash, Prizren, Shtime, Gjakova, Mamusha, Gjilan, and Mitrovica South and to-be-established GEAGs in five new municipalities: Podujevo, Decan, Viti, Gllogovc/Drenas, and Suhareka;
- women municipal assembly members in above targeted municipalities to build leadership and advocacy capacities as well as sustainable relationships with constituencies and learning more about constituent priorities via non-partisan meetings.

The project secondary beneficiaries include men and children within the targeted communities, as KWN and its member organizations seek to further gender equality in the short and long-term through the proven and effective method of working with men to transform gender relations at the local level.

The main project partners are KWN's members, GEAGs members and Südwind, an Austrian civil society organization to support the exchange of Austrian and Kosovo women through activities and strategies for furthering women's rights, especially in rural areas.

The project has set the following **expected results** by December 2014:

ER1: *KWN members better able to plan, fundraise for, and undertake effective advocacy initiatives, particularly at the municipal level. This result will be achieved through a “learning by doing approach” in implementing projects funded through the Kosovo Women’s Fund;*

ER2: *KWN members involve more women in decision-making processes, particularly in rural areas and from minority or marginalized groups; and*

ER3: *Sustainable GEAGs established in five new municipalities and capacity strengthened of all 13 GEAGs.*

The Project is managed by a Project Manager based in Prishtina with the support of KWN senior management and operational staff (Project Coordinator, Project Assistant, Financial Manager and Public Outreach Officer) with clearly defined roles. The project is coordinated and monitored by the Steering Committee comprised of KWN Executive Director, Project Manager, Project Coordinator for KWN, ADC representative, KtK representative, and KWN Board and GRC member.

While the project is more than half way through, prior to expected closure of its activities in December 2014, KWN commissioned an independent mid-term review based on TOR issued in April 2014.

1.2 Purpose and Scope of Evaluation

The TOR defines that the mid-term review will be guided by two main purposes: (i) *examine the extent to which the expected results and project purpose have been achieved to date, bearing in mind that the project will be completed in December 2014* and (ii) *contribute to improving existing methods, policies and processes used as part of this project.*

The TOR defined the scope of mid-term review which should cover the duration of the entire project completed to the date when review started (May 26, 2014), all interventions proposed within the original Project Document submitted to ADA as well as ensure geographic coverage of diverse areas of Kosovo, where target groups and beneficiaries are located.

The review focused on relevance, efficiency and effectiveness and verified the extent to which KWN has achieved the targets set forth in its intervention logic (e.g., log frame), bearing in mind that the project is not yet completed. It addressed, where possible, impact and sustainability, but as a mid-project review, limited assessment can be made of the project's impact and sustainability. Cross-cutting issues of gender and environment were also considered, where possible.

The mid-term review provides an independent view of the successes, challenges and lessons learnt to date. It makes recommendations to inform planning for the potential continuation and scaling up of this project in 2015 and beyond as well as strengthening KWN's relevant programs (the Fund and GEAGs) in the future.

The mid-term review is carried out to inform KWN and its supporters, ADA and KtK, on the implementation status of the project, to assess progress to date and identify future needs.

2. Evaluation Framework

2.1 Evaluation Approach

In conducting the mid-term review, the Consultant applied a consultative, inclusive and gender-sensitive approach by actively engaging and seeking high quality participation and inputs of key project beneficiaries, relevant stakeholders and partners involved in and affected by implementation of the project. The results-based framework and the theory of change approach (Annex 6) were used to analyze the proposed intervention logic and assess how KWN has achieved results.

In line with the evaluation TOR, evaluation questions were based on the OECD/DAC criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability and ADA Guidelines on Project and Program Evaluation. The TOR clearly defined the evaluation stakeholders and the data collection methods, which served as guidance for the consultant to define the final list of evaluation stakeholders and data collection methods. The TOR specifically requested the following:

- interviews with relevant KWN staff
- interviews with a sample of grant recipients
- interviews with a sample of grant recipients' beneficiaries and target groups
- interviews with local institutions and other stakeholders with which the grant recipients have worked
- interviews with a sample of members of GEAGs
- interviews with other key external stakeholders (e.g. potential donors)

Purposive sampling was used to ensure a cross-section of direct project beneficiaries stakeholders and partners by using the following criteria: geography/location, ethnicity, disability, rural vs. urban, and gender (men). Sample size is 55 representatives (52 F, 3M) of beneficiaries, stakeholders and partners working in 7 municipalities out of 13 supported by the project.

2.2 Methods of Data Collection and Analysis

In order to ensure accuracy and quality of evaluation findings and conclusions and enable triangulation of data, the evaluation employed a mixed-methods approach to answer the evaluation questions. Data come from a variety of sources to ensure its accuracy, validity and reliability. Data collection methods included:

2.2.1. Desk study: review of project document and log frame, project reports and project files along with other relevant documents and project related publications (Annex 1);

2.2.2. Key informant interviews (KIIS): face-to-face KIIS were used as a tool to obtain in-depth information from identified evaluation stakeholders (project direct beneficiaries and partners). Interview Guides for each stakeholder category were prepared and adapted to be specific and relevant to the role and level of involvement of the interviewee. 33 KIIS were conducted (30 F, 3 M) with the following stakeholders: KWN staff (5), grant recipients (11), grant recipients' beneficiaries (2), GEAG members and local government officials (7) external stakeholders and partners (8).

2.2.3 Focus Group Discussions (FGDs) with GEAGs were used as a means of interviewing multiple stakeholders at the same time. Three FGDs were conducted respectively in Drenas, Dragash and Prizren reaching 22 participants (22 F).

2.2.4. Field visits and on site observations. 7 field visits took place to project sites to conduct KIIS and FGDs in Prishtina, Novo Brdo, Gjilan, Drenas, Obliq, Dragash and Prizren. These visits served as primary sources of information and were conducted independently (i.e. without the presence of KWN staff) During these visits, the consultant made efforts to observe the impact of project interventions in the life of the beneficiaries, the attitude and approach of project beneficiaries and stakeholders and their interactions.

The consultant also availed of the opportunity to observe the activity of KWN project staff in their office as well as working relationships between project staff and project beneficiaries (grant recipients). The mid-term review took place from May 26-June 5, 2014 and coincided with the last week of consultations for the submission of applications for the sixth grant round due on May 30, 2014. The consultant also attended one project activity occurring during the field visit in Novo Brdo. A list of evaluation stakeholders is in Annex 2.

All data collected are analyzed and reported in this mid-term review report.

2.3 Risks and Limitations

The following potential risks and limitations are identified that could undermine the reliability and validity of the evaluation results:

- i) Access to key informants and stakeholders hindered by their unavailability during the time of the scheduled data collection phase (May 26-June 5 2014), which coincided with early general elections in Kosovo on June 8, 2014. It was quite difficult to reach during this period mayors and other senior officials in central and local government;
- ii) The number of identified and interviewed evaluation stakeholders, particularly the grant recipients and their beneficiaries, is not sufficient for generalization about the project and KWF, but provides insights and understanding of activities, concrete results, achievements, challenges and lessons learnt at local level;
- iii) Time was a constraint given the diversity of project beneficiaries, who were located throughout Kosovo. Efforts were made to maximize the time and reach out as many beneficiaries as possible by considering the geographic vicinity of selected beneficiaries at a time. Consultation with KWN project management staff was key in arranging the visits to ensure geographic coverage and diversity of beneficiaries;
- iv) Mid-term review draws on the opinions of the grant recipients, their beneficiaries and program management staff involved in the design, implementation and monitoring of the

project and their opinions are subject to bias when people are asked to evaluate their performance. To address this issue, the Consultant relied on multiple sources of information and requested evidence to support the opinions.

2.4 Support and Logistics

During the evaluation process, the Consultant received specific support from KWN to be introduced to the stakeholders and relied on the expertise and knowledge of KWN staff to coordinate the meetings and interviews with identified stakeholders. An Evaluation Work Plan (Annex 3) was prepared for work and interview planning purposes.

The consultant was responsible for arranging the logistics for the data collection in Kosovo.

3. Main Findings

3.1 Relevance

Overall, it is assessed that the project is a highly relevant intervention to Kosovo due to the fact that both its design and implementation respond to well researched, evidence-based needs and constraints of stakeholders and partners.

3.1.1 Relevance to country context and target group

The project is highly relevant to the Kosovo context, which suffers high unemployment and poverty. According to the World Bank, 29.7% of the population of 1.8 million is considered poor using the domestic poverty line of 1.72 USD/day¹. While unemployment rate at national level is over 35%, it is extremely high among women at 56%. Only 11% of working age women are employed compared to 68% of men. The most exposed to poverty are households with disabled members, female-headed households and certain ethnic minority households (particularly Roma, Ashkali and Egyptian communities²).

Although women have a political representation of 32% at the national level and 34% at the local level, they are underrepresented in decision-making in public administration at central and local level and lack a voice within the municipalities for ensuring that women have equal opportunities and rights. The project responds to needs of impoverished, under-represented, under-served and marginalized communities due to ethnicity and disability, particularly rural women, who quite often are “invisible” and neglected by local/national institutions and hard-to-reach by donors.

The project responds to needs of grassroots CSOs, particularly to women-led ones, operating outside Prishtina, which play a key role in empowering rural and vulnerable women to advocate for their rights and needs to local government structures responsible for providing them. Needs assessment conducted with KWN members in 2011 and research conducted by KWN and Alter Habitus Institute for Studies in 2013 “*Where’s the Money for Women’s Rights? A Kosovo Case Study*” evidenced the difficulties grassroots CSOs have to access funding to serve their communities amidst (i) limited (competitive) funding as of 2011 and (ii) limited capacity to apply

¹<http://www.worldbank.org/content/dam/Worldbank/document/eca/Kosovo-Snapshot.pdf>

²<http://documents.worldbank.org/curated/en/2012/05/16258251/kosovo-country-partnership-strategy-period-fy12-fy15>

for funding (lack of skills in project writing, project cycle management, English writing skills, advocacy, fundraising and partnership building with local authorities to better respond to community needs with services).

The project is relevant to address institutional capacity gaps at central and local level and financial constraints for implementing the Law on Gender Equality (2004), Second Kosovo Program on Gender Equality (2008), as well as supporting local governments in the decentralization process, which have gained more authority to provide services for their citizens such as health and education, social services, water supply, canalization, etc., but which are lacking capacity to carry them out in gender responsive way.

3.1.3 Relevance to KWN Strategic Plan 2011-2014

It is relevant to the KWN Strategic Plan 2011-2014, compiled with the inputs of its members and other stakeholders and which focuses on 5 programmatic areas: (i) capacity building of KWN members, (ii) women in politics and decision-making, (iii) women's health, (iv) domestic violence and trafficking and (v) women's economic empowerment.

3.1.4 Relevance to donors' support

It is fully aligned with ADA's Country Strategy for Kosovo 2013-2020 which aims *to reduce poverty through sustainable economic and social development in rural areas, good governance, gender equality and environmental protection.*

It is relevant and complementary to the work of other donors aiming to further gender equality in Kosovo such as OSCE (increase participation in local decision-making through the establishment of women's non-formal groups), GiZ (gender responsive budgeting) and UN agencies (addressing gender based violence) and is contributing to achieve the MDGs, particularly MDG1 and MDG3 by providing support to impoverished communities, particularly women, and enable them to have access to their rights (political representation, participation in decision-making, employment, health services, education, social services, etc).

3.2 Effectiveness

Overall, it is assessed that good progress is made towards three expected project results which contribute to the achievement of the **project purpose that women's participation in local decision-making is increased and improved through capacity development of GEAGs and women CSOs and its overall goal that women's and girls' rights and interests are supported, protected and promoted throughout Kosovo.** This assessment is supported with evidence from the project reports, interviews with the project staff and project beneficiaries and external stakeholders.

3.2.1 Progress to achieve ER1

Overall, It is assessed that progress is made to achieve ER1 that KWN members become capable to plan, fundraise and undertake effective advocacy initiatives particularly at local level through "learning by doing approach" via implementing projects funded through KWF. The achievement of the target indicator that KWN members implement successfully 124 projects by

end of 2014 is off-track (34%), but this is due to overestimation of this indicator at the time of project design and its revision is requested by KWN. At the time of mid-term review 42 projects were funded, 15 of them (35%) were funded through ADA grant and 33 of them had been successfully completed directly benefiting 1,414 diverse women (e.g., with limited physical abilities 7%, from rural areas of various ethnicities 7.7%, youth, and pensioners). The other projects remained on-going.

The key activities undertaken and completed by KWN staff include (i) organizing 6 calls for micro-grant applications, and 6 information sessions, (ii) transparently distributing 42 micro-grants in 5 rounds for KWN's CSO members representing diverse ethnic groups and regions through KWF, conducted 5 orientation sessions, 42 risk assessment visits, 29 monitoring visits (iii) providing demand-driven capacity development activities for KWN members to apply to KWF and to other donors as requested. It mentored 65 organizations in writing project proposals and completing documents required for project implementation; and had more than 1,140 contacts with member organizations via phone, e-mail, or meetings, as per members' requests.

As a result of support and capacity building provided by KWN staff, 136 project proposals were written and submitted to KWF in 6 grant rounds and 42 of them have been funded to date. There is reported improved quality of project proposals from round to round. This is confirmed in interviews with GRC members,³ as well as with KWN grant recipients. The latter attribute the funding success of their projects to support provided by KWN staff through a "learning by doing approach", one to one mentoring and tailored coaching sessions. Feedback provided to them in writing on their rejected applications has been key in guiding them to improve their application. Interviews with grant recipients such as Rikotta, Gora, Gruaja Hyjnore emphasized that although they did not get the grant in the first application, they re-applied after carefully reviewing the application based on feedback provided to them on the rejected application and continuous support provided to them by KWN staff to improve their projects.

"I applied in the first round and did not get the funding. KWN staff encouraged me to apply in the next round. They told me that the project idea was good, but I needed to present it in a more structured and clear way. They helped me organize and structure my ideas, think in terms of results and finally improved the project, which was awarded in the second round. This was my first project as an NGO, but it opened opportunities to apply to other donors. I applied for another project with the Agency for Gender Equality and I got it".

Interview with Pranvera Bullaku, Rikotta NGO, Prishtine

"I submitted my project three times, and finally I succeeded. I wrote it in Serbian as my written Albanian is not very good and received a lot of support from the Project Coordinator. I am so happy because my project helped Goran women with raw materials (clothing and threads) for tailoring clothing, traditional costumes, which we sold in the trade fairs in Prishtina".

Interview with Sevdija Ramadani, Gora NGO, Prishtine

Grantees acknowledge that on-going support and monitoring received during grant implementation strengthened their project management capacities, enabled them to complete

³Arsim Aziri (ADA) , Besa Shehu (KWN), Yllka Soba(KtK)

successfully the projects and acquire new skills. They mention that their organizational capacities improved in project reporting (both narrative and financial), contract management, setting up financial systems within their organizations, improved budgeting skills and linking budgeting to activities, setting up monitoring and evaluation database for their grants, which now serve as a model for other in-house projects, improved communication and advocacy skills, public speaking and PR skills.

“When I was awarded the grant, I was notified by phone. Immediately I went to buy things that I had planned in the project. I spent 250 Euros, which I learned that I could not claim back. This was my first lesson learnt: Never start any project activity and spend money, before the contract is signed.”

Interview with Pranvera, Bullaku, Rikotta NGO, Prishtine.

“I feel that this project helped me and my colleagues in several ways: we improved our organizational skills for organizing the information sessions on women’s health as well as our public speaking skills. We feel more confident in talking in public on women’s issues and have overcome our shyness.”

Interview with Mahije Smajli, Bliri NGO, Drenas

“I learned how to write a narrative report and how to prepare the financial report for KWN and the financial statements for the tax administration. It helped me set up a simple financial system for my organization. I learned a lot about communication and how to communicate effectively. The way KWN staff communicated with each of us served as a communication model for me and my organization. The support we received through individual mentoring sessions was really helpful to us to write our project and implement it successfully”.

Interview with Sevdija Ramadani, Gora NGO, Prishtine

KWN members report that following the successful completion of first projects with KWN, they have applied for a second grant with KWN, where 8 of them have received a second grant. Others report that they have submitted applications to other donors and agencies and three of them received grants from the Agency for Gender Equality in 2013 (Rikotta, Foundation for Economic Development, Rona) and other donors such as the U.S. Embassy (Women’s Initiative), KCSF, etc. It should be noted that the members who have received a second grant from KWN have submitted follow-up projects to the former ones shifting from projects responding to immediate pressing needs of a number of beneficiaries to projects seeking long-term solutions for larger communities through advocacy initiatives with local governments.

“My first grant focused on economic empowerment of rural women in Novo Brdo, which is a tourist area. The project supported rural women to produce local products such as dried herbs and fruits, herbal teas, dairy products, jams and handicrafts .While I was conducting training on product quality, marketing, branding the local product and accessing markets beyond Novo Brdo, it came out that women were not very enthusiastic. They mentioned that they had restricted mobility due to lack of public transportation among their villages let alone to other nearby urban areas like Gjilan. This gave me the idea for the follow up project: to advocate with the commune of Novo Brdo to establish public transportation among its villages and close by urban areas. Now I am working with women and men of the villages to sign a petition on the need of public transportation in their municipality and will follow up the whole procedure until we get an answer in writing from the head of commune”

Interview with Vjollca Zeqiri, Foundation for Education and Development, Novo Brdo

3.2.2 Progress to achieve ER2

It is assessed that good progress is made to achieve ER2 to involve more women in decision-making processes, particularly in rural areas and from minority or marginalized groups. There is evidence in the M&E plan (Progress Report June 2013-December 2013) that the achievement of ER 2 is on good track. 262 diverse women (47%) out of 560 planned as target indicator have participated in decision-making processes supported through KWF grants since 2012. They represent a diversity of women regarding age (18% were under age 30), minority groups (7%), and special needs (13%, such as physical challenges, blind, deaf) and location (64% of them are from rural areas). Women were involved in decision-making processes in eight different municipalities through advocacy initiatives undertaken by grantees achieving to date 14 out of 20 planned result changes:

1. NGO Rikotta advocated to the Mayor of Prishtina Municipality to secure a free of charge venue on *Mother Teresa Square for the "Women's Piazza", which was provided again in 2014 free of charge;*
2. *The Centre for Promotion of Women's Rights organized a meeting with the President of Kosovo, who promised to create a Fund dedicated to women who suffered sexual violence during the war;*
3. *Lulebora advocated successfully for the Officer for Gender Equality in Mitrovica Municipality to help them realize 75 gynaecological exams for Roma, Ashkali and Egyptian women from Mitrovica;*
4. *The Association for Education and Development involved a group of women heads of households from Novo Brdo Municipality in advocating successfully for the Officer for Gender Equality to include support for them in the municipal budget plan.*
5. *The Association of Deaf Women advocated successfully with Prizren Municipality to fund an interpreter to provide services to deaf people, including interpretation during assembly meetings.*
6. *Prehja involved a group of women from Syrigane village in advocating to NGO Mundesia from Mitrovica to help them undertake gynaecological visits in Prishtina by providing free transportation;*
7. *Gruaja Hyjnore advocated successfully for the Mayor of the Municipality in Gjilan to provide an office space free of charge for their NGO. A ten year contract is signed between the NGO and the municipality.*
8. *The Committee of Blind Women of Kosova advocated successfully for two pilot primary schools to provide information about blind pupils and Braille.*
9. *Venera assisted 20 persons (mostly women) in advocating to different institutions for their rights in Peja.*
10. *Organization of Persons with Muscular Dystrophy of Kosovo (OPDMK) advocated for public institutions in Prizren to facilitate access of people with disabilities in institutions. Following their successful advocacy, most of institutions in Prizren have provided access for people with disabilities (in wheelchairs).*
11. *Women's Initiative from Dragash had great success through its sewing courses, which motivated young women to become proactive and organize together on issues affecting young women in Opoja. After the course ended, they met the Officer for Gender Equality and the mayor of Dragash to present two written requests: financial support to continue sewing courses for two months and the Mayor's mediation for their employment at the factory that will open soon. The Mayor approved the first request to support the course; whereas for the second request, he agreed to facilitate communication with the owner of the factory.*
12. *Hendifer took initiative to advocate with the local authorities for women in that region to have better access to health services with regard to breast and cervical cancer, following a high demand for these services during project implementation. The local authorities, with the support of Hendifer addressed the issue to the Ministry of Health, advocating to return the previously secured funding for a mammography device in the hospital of Ferizaj municipality.*
13. *The Association for Education and Family Care advocated at the local level with the Director of Education in the municipality of Gjakova to include health education as a regular subject in the educational curriculum in all schools. A pilot project is planned to start soon in some schools within this municipality and the organization will continue to advocate for it to be included in all schools.*
14. *Women's Association Gora supported women from Dragash in producing handmade products and assisted them to sell their products in Prishtina fair.*

3.2.3 Progress to achieve ER3

It is assessed that good progress is made to the achievement of ER3 that sustainable GEAGs are established in five new municipalities and capacity strengthened of 13 GEAGs. The achievement of ER3 is on good track: Three new GEAGs out of 5 are established respectively in Dragash, Drenas/Gllogovac and Podujevo and sustained support is provided by KWN to the strengthening the capacities of 10 GEAGs out of 13.

GEAGs, in their activities so far, have involved approximately 250 diverse women and six men (e.g., 60% from politics and 40% from civil society; 30% under age 30; 5% from minority ethnic groups, including Gorani, Turkish, Serb, Bosnian, Roma, and Ashkali; 3% with special needs; and 35% from rural areas).

3.2.3.1 GEAG's Functioning and Operationality

Based on information provided in the project document and project reports as well interviews and focus group discussions with GEAG members in Gjilan, Drenas, Obliq, Dragash and Prizren, it is concluded that GEAGs are multi-stakeholder structures set up and operating at the municipal level. They are made up of a number of core members, mainly women assembly members representing various political parties, Gender Equality Officers (GEOs), local women's CSOs and other CSOs (youth) and other stakeholders (representing citizens, businesses, etc.). They act as advocacy platforms for women's rights and priority needs at the local level through partnership building of women assembly members with CSOs and have served as good entry points for furthering gender equality in local decision-making.

GEAGs have varying degrees of organization, set up, clarity of their role and consolidation (size, representation and activity). All of them have identified at least three priority women's issues at municipality level and either have developed or are in the process of developing work plans and advocacy strategies for addressing these issues.

Interviews with GEAG members in Gjilan, Drenas and Obliq provide evidence that their members, particularly assembly members and GEOs, are lobbying for women's issues in the municipal council such as (i) improved access to health services and education particularly in rural areas, (ii) availability of public transportation among villages within the municipality, (iii) women's representation in decision-making positions in the municipality through equal opportunity employment rather than political nomination of men by head of municipalities and (iv) women's representation in municipality's commissions. It should be emphasized that although GEAGS are made up of women, the approach has been to involve not only women citizens in its activities, but build alliances with men, particularly mayors (Drenas and Dragash) for advancing women equality issues at the local level and supporting GEAGs' activities at the local level.

GEAG in Obliq was established last year following reformatting due to local elections in November 2013 and is made up of 14 members: 8 assembly members representing 4 political parties, GEO, three NGOS (Aureola – KWN member, Shtepia e Shpreses and one youth organization), two citizens representing respectively Serbian and Bosnian community and one business representative.

Its core members (assembly members, GEO, Aureola NGO) have identified 3 priority women's issues in Obliq and have prepared a work plan with issues to be addressed, responsible actors, time line and budget lines for issues/activities. The identified issues are: i) health education (for early detection of breast cancer and sexual education and early marriages for teenagers) (ii) identification of female-headed households and their needs in the municipality territory (including villages), and (iii) equal opportunity access to agricultural subsidies and provision of agricultural subsidies to women farmers. The role of GEO is key in functioning of the GEAG, coordinating the meetings and activities.

Currently GEAG with the support of assembly members is lobbying with the municipal council to provide financial support to two women who are heads of households: one is very sick and the other is under pressure to leave the house with her adopted son by her brother-in-laws, following the death of her husband.

The cooperation with assembly members is very good, despite the fact that they represent different political parties. All of them are highly motivated to advocate for the identified issues in the municipal council.

Interview with Ganimete Ramadani, GEO and Fatmira Hashani, Municipal Assembly Member, Obliq GEAG

Following the local elections in 2013, most of the GEAGs are subject to reformatting as new women assembly members are elected. While efforts are being made to keep in the group the former assembly members, in order not to lose capacities already built, more support is needed to build capacities of new members in advocacy skills and public speaking skills to enable them to achieve GEAGs' goal.

During the FGDs with GEAGs in Dragash (new GEAG) and Prizren (re-formatted GEAG) it was noted that its members lack clarity on their role, responsibilities, coordination and leadership role and there is confusion with other non-formal women's groups set up by other donors (OSCE) and the anti-domestic violence group set up by the UN in Dragash.

GEAG in Dragash was set up in early 2014 and is made of 6 persons: 4 assembly members representing different political parties, GEO and CS0 (Women's Initiative)- KWN member. Its members have already identified women's priority areas for their municipality in a Durres workshop in March 2014, which mainly focus on: (i) high unemployment, (ii) early school drop outs of girls in rural areas, (iii) limited access to health services. The group has not developed a work plan for addressing the above identified priority issues. None of its members has taken the initiative to draft the work-plan, discuss it with the group and finalize it. They have not called a meeting since their last get-together in Durres workshop in March 2014 and expect instructions on their individual roles and expected contribution.

FGD with Dragash GEAG

3.2.3.1 KWN support provided to GEAGs

KWN has provided support to GEAGs through a diversity of activities:

- (i) meetings with stakeholders to set up new GEAGs or re-format the existing ones. There are a few cases when mayors, on their initiative, requested setting up of GEAGs in their municipalities (Drenas and Dragash).
- (ii) training provided for 27 GEAG members and 180 tailored mentoring sessions through one-to-one sessions or consultation session via skype, phone and e-mail to enhance member's advocacy skills on issues important to women such as access to health services, rights for survivors of sexual violence, implementation of GE law, etc. It is worth mentioning the advocacy initiative in Drenas to support women who were sexually abused during the war;

- (iii) advocacy workshop with GEAGs in March 2013 on strategies for increasing the number of women candidates running in municipal decision-making positions in the local elections in November 2013. It aimed at encouraging women to run for office in their municipalities and lobbying with women voters to vote for women candidates despite their political affiliation. As a result, 5 women candidates ran for mayor in three municipalities: Gjakova (two), Prishtina, Skenderaj, and Istog. The first woman mayor in Kosovo was elected in Gjakova and women's representation in local municipal assemblies increased from 30% to 34%.
- (iv) workshop organized in Durres in March 2014 to foster cooperation and partnership at local level between women in politics (women assembly members and CSOs) for joint advocacy initiatives to address women's priorities in the respective municipalities. The activity was attended by 50 women mainly representing women municipal assembly members representing diverse political parties and CSO members of ten GEAGs established and operational in municipalities of: Prizren, Gjilan, Novo Brdo, Obilic, Dragash, Ferizaj, Viti, Drenas, Lipjan, and Vushtrri. GEAG members identified a list of three priority issues on which they plan to advocate together in 2014.

3.2.4 Success factors for achieving ERs

- It is assessed that **KWN staff's commitment, expertise, professionalism and flexibility** to support KWN members and GEAGs have been key to the progress made to achievement of ERs, project purpose and overall project goal. During the mid-term review, the consultant had the opportunity to observe the support provided to CSOs (grant recipients) through one-to-one mentoring meetings for finalizing project proposals for the sixth round of grants due on May 30, 2014.
- **Effective project management structures and procedures are in place:** qualified project management team with clearly defined roles and responsibilities, grants' manual establishing clear guidelines on KWF operations, transparency, accountability, GRC, Steering Committee
- **Effective capacity building approach through a mix of formal and non-formal learning techniques tailored to the needs of the target groups** (grant recipients and GEAGs):
 - i) "learning by doing approach"* has been used effectively to ensure gradual, but lasting learning through applying in practice theoretical knowledge acquired in training sessions and orientation sessions (project writing, project cycle management, project budgeting and financial management, advocacy and PR skills, etc.).
 - (ii) learning through sharing success stories.* The success story of the head of municipal assembly in Gjilan, told by her in person in Durres workshop in March 2014, has been quite inspiring for GEAG members. She succeeded to be elected as head of the municipal assembly only through cooperation and solidarity among women assembly members beyond political divides in Gjilan;
 - iii) learning through real life examples:* the screening of the film "Iron Jawed Angels" on women's political empowerment, solidarity and advocacy strategies during Durres workshop in March 2014 has inspired GEAGs to take the initiative with the support of KWN to disseminate the message to wider audiences in their municipalities through the screening of the film. The film has been screened in Gjilan, Drenas and Obliq so far and has received substantial support from the mayors and local businesses.

iv) information sessions, orientation sessions, workshops in March 2013 and March 2014 have served as excellent opportunities for *networking among women* (assembly members and CSOs from various municipalities), exchange of experiences and learning and sharing with each other.

- **The project has succeeded to ensure willingness and motivation of target groups and beneficiaries to participate and be actively engaged** in its activities through *participatory design of the project*, which is tailored to their needs and *availability of funding for micro-projects*. The project (KWF and GEAGs) has been seen as an opportunity to learn, practice learning and bring change through learning (implement mini-projects and be engaged in advocacy initiatives). It is worth pointing out the **willingness and solidarity of women assembly members** to work together **despite political divides** and cooperate with CSOs at the local level.
- Although the project was meant to build capacities of members and other stakeholders, **KWN staff had the capacity to grow from within** in new areas like grant management, M&E, public speaking, PR and advocacy by maximizing the use of its in-house expertise and managed to transfer the newly acquired knowledge to KWN members.
- **Cooperation of KWN and its members with local government** (GEOs, mayors) has been instrumental in implementing the micro-projects and ensuring support for GEAGs activities.

3.2.5 Challenges to achieving ERs

- Capacity building of KWN members took longer than expected due to their lack of experience in project writing and project cycle management, compliance with KWF requirements (narrative and financial reporting, updated M&E plan for grants, etc.). Some of them were new organizations with limited capacities operating in rural environments and KWN had to tailor the capacity building sessions to their specific needs. This required extra efforts and time by KWN staff. .
- Changes in local political environment following local elections in November 2013 have led to reformatting of most GEAGs with new women assembly members and slowed down the process of GEAGs' strengthening. Early general elections called on June 8, 2014 slowed down the advocacy initiatives in course at local level. A new government is expected to take office soon which might involve changes at central level and slow down advocacy initiatives targeting policy changes at central level.
- Limited progress is noted to bring CSOs together to build partnerships and provide complimentary services in the course of micro-projects implementation.

3.2.6 Other Issues

3.2.6.1 Gender (men inclusion)

The project has contributed to involving men in GEAG's activities, particularly male decision-makers such as mayors and municipal council assembly members as well as business men. This has ensured not only their participation, but also their support in organizing the activities and has provided good examples of cooperation between women and men.

KWN has encouraged grant recipients to work with men and involve them in their activities. One good example is the involvement of village men in the consultation meeting in Novo Brdo to support the request of women for public transportation through signing a petition

to submit to municipal council. This event was attended by the Consultant during the field visit in Novo Brdo.

It was also noted during interviews with grant recipients' beneficiaries in the economic empowerment grants that men were supportive to their spouses' business initiatives and helped them in their businesses.

3.2.6.2 Environment

KWN has contributed to environmental awareness and environmental friendly behaviors within its organization and CSO members. KWN has used eco-friendly printing in recycled paper of its PR materials and a lot of information is disseminated to its members electronically. It was noted that recycling takes place in the organization.

KWN has sensitized CSO members on environmental issues in the orientation sessions to minimize environmental impact of their activities. It was observed that CSOs engaged in economic empowerment grants have promoted environmental friendly packaging for their products (e.g. paper packaging instead of plastic bags or plastic wrapping).

3.2.6.3 Poverty Reduction

The project has contributed to poverty reduction of women in general and women heads of households and young women in particular. The grants of economic empowerment have improved the economic situation of women and their families providing them opportunities for self-employment as well as improving their skills in production and marketing of their products or learning new employable skills like sewing (young women in Dragash).

3.3 Efficiency

Overall, it is assessed that the management of project funds is efficient in terms of financial management (use of funds vs. planned activities and expected results), project management internal efficiency and delivery of work plan. It is assessed that KWN has used its resources strategically and has provided good value for money supporting implementation of activities contributing to the achievement of expected project results.

3.2.1 Financial management

The total project budget is 350,037 Euro, where ADA has contributed with cost sharing in the amount of 280,800 Euro. Other co-funders are KtK in the amount of 67,937 Euro and KWN with 1,300 Euro. ADA has made only one transfer disbursement on 24 December 2014 in the amount of 140,000 Euro and a request has been submitted for the second transfer upon the submission of the progress report on 28 February 2014, which is still pending. To date the amount transferred to the KWN represents 50% of the total maximum contribution foreseen by the donor.

Project disbursement rate of ADA funds by end of May 2014 is 41% and its commitment rate is 33% which indicates that the project is on good track of delivery both in terms of activities and financial resources as outlined in the project document. Delivery rate (both financially and activity-wise) is high for ER1 and ER2 (57% disbursed and 40% committed), whereas it has been low for ER3 (3% in terms of financial delivery, 56% committed, whereas activities have

been delivered as planned and most of them were supported by local governments, which explains low financial delivery).

80,000 Euro (28% of total budget of 280,000 Euro) is ADA's contribution to KWF, which provides micro-grants to KWN members. This amount is a contribution for sub-grants and does not include the contribution of the Project Coordinator or other staff to capacity building of actual and would-be grant recipients as well as other cost related to public outreach, visibility and transparency of KWF. The fund is managed in compliance with KWF procedures ensuring transparency, accountability and equal opportunities to all eligible applicants. By the end of May 2014, 40% of grant fund in the amount of 36,194 Euro was disbursed to 15 grantees in two grant rounds respectively in April 2013 and November 2013. The remaining balance of 43,806 Euro is already committed through the call for proposals for grant applications (6th round), which was closed on May 30, 2014, where 23 applications were received and currently under review by the GRC. Overall, grant rounds have been delivered in compliance with the work plan and donor's agreement, and the last round of grants held in May merged also with the grant round scheduled in September 2014 to provide grant recipients with more time for implementing their initiatives.

ADA funds and the project activities have been subject to auditing by a certified external auditor in December 2013 for the period December 15, 2012 – December 31, 2013 as provided in the Article 5 of the Grant Agreement. The Independent Auditor's Report, issued on February 28, 2014, confirms that *the financial statements present fairly in all material respects the financial activities of the project*". The audit reports included information on the status of expenditure in Euro covering the contributions from all organisations contributing to the project including *the in-kind contribution from KWN in the amount of 17,528 Euro documented with voluntary work by interns, GEAG members and CSO representatives*.

Grants implementation is closely monitored by project staff ensuring that activities are delivered in compliance with project documents and properly documented and justified. Quality control mechanisms are in place to ensure effective, efficient and correct use of grant funds such as GRC (quality control of project proposals), risk assessment of grantees prior to contract award and close financial monitoring of grant recipients.

ADA has co-funded the development of Grants Management System Software (GMS) which allows for more efficient and effective management and monitoring of the fund as well as improved monitoring and evaluation of distributed grants.

3.2.2 Project Management

It is assessed that there is an efficient project management structure in place with a good blend and mix of skills in project cycle management, advocacy, financial management, research, PR and capacity building, with clearly defined roles and contribution time. There are six staff involved in the implementation of the project, but only two are full-time staff: the Project Coordinator in charge of administering KWF and mentoring CSOs and Project Assistant. 21% of total project costs covers project management costs and 8% constitutes administrative costs.

Following careful reviewing of the project document, logical framework, M&E plan and progress report, it is noted that all planned activities and outputs have been timely delivered, except the exchange visit to Austria in 2013 which was delayed due to visa procedures. Local elections in November 2013 slowed down some activities scheduled for GEAGs and also led to revision and amendment of activities targeted for GEAGs. Project management has proposed to supersede support planned for GEAGs to carry out participatory research, following the November 2013 elections which led to re-formatting of GEAGs (with new assembly members joining and prior members wanting to remain involved), and replace it with organization of an interactive coordination, strategic planning, and capacity development workshop for GEAGs.

The performance indicators set in the project document and the Logical framework have served as benchmarks to assess the progress to achievement of outputs and objectives. It should be noted that output and activity indicators in the annual work plans are specific, which allows the M&E plan to track progress to set targets. M&E system with baseline targets, indicators and data sources have enabled program management to effectively measure progress, changes achieved and make relevant proposals for amendment of project activities and budget lines.

3.4 Impact

The project has six more months to its full completion and it is early to assess its full range impact. Yet, it has brought about quite tangible and visible positive changes at individual, organizational and community level as evidenced by information gathered through KIIs with grant recipients, their beneficiaries, and FGDs with GEAG members.

- **Individuals**, either representatives of KWN members, GEAGs members or individual project beneficiaries **are empowered with skills, knowledge** acquired in trainings and learning events, knowledge and **information** on GE, advocacy skills and contacts in meetings, trainings and workshops. .Bringing together individuals of diverse backgrounds in the mini-project activities provided them with opportunities to learn and acquire skills, know each-other, learn from each other, initiate joint initiatives contributing **to create a collective awareness on women's rights and demand to access the rights.**

Our biggest achievement is bringing women out of their houses, who never leave their homes alone, talking to them about their rights, offering them opportunities to meet other women and talk about their issues, teach them employable skills and show them that they can be self-employed or look for a job.

Interview with Xhejrane Lokaj, Women's Initiative, Dragash

- KWN members (grant recipients) display and confirm **(i) strengthened organizational capacities** in project cycle management, project implementation, narrative and financial reporting, fundraising, advocacy, public speaking and PR skills, etc., **(ii) improved internal processes and procedures through newly acquired skills** (M&E, financial system set-up, better communication with their beneficiaries and the public).
- **Changes in the attitude, behavior of the beneficiaries, as well as improved economic situation in the family.** Self-confidence and self esteem was striking not only with grantees' representatives, but also with direct project beneficiaries. Rural women who participated in the

economic empowerment projects in Dragash are proactive in demanding employment opportunities with the mayor of Dragash; rural women who participated in the projects implemented by Rikotta NGO in Prishtina and Foundation for Education and Development in Novo Brdo report improvement of their economic situation through sales of their products, which they continue to sell even after the mini-project closed.

Participating in Ricotta's project has improved the economic situation of my family. I get every day 50 Euros from the sales of my products (bakery goods) and with this money I can buy the ingredients for next day and provide for the daily needs of my family. I come every day to the market, sell my goods, meet new people who place orders with me. My life has changed from a housewife within the walls of my house, to an active person who has a plan every day to please the customers.

Ajten Brahimi, Head of Household, Beneficiary of Ricotta NGO

- **Social values** like women's solidarity across political lines, inclusiveness, friendship, team work, cooperation are learned, promoted and mainstreamed in grant recipients' and GEAGs activities
- **Improved relationships between community members, CSOs, and local institutions through** grants and GEAG's activities and advocacy have been initiated and led to policy changes at local and national levels.

3.5 Sustainability

It is assessed that achieved project results are quite likely be sustainable after project completion. Sustainability is assessed at individual and organizational level.

- **Empowered and proactive individuals:** There is strong evidence that project beneficiaries as individuals are quite empowered with knowledge, skills, proactive attitudes, capacity to articulate their needs and motivation to be active citizens. This is relevant not only for grant recipients, but also for individuals who have benefited from economic empowerment grants, health service grants and advocacy initiatives. Rural women who participated in economic empowerment grants continue to be engaged in their activities even after grant closure, rural women who benefited health services are aware of entitlement to such services and are demanding to have them accessible to their community and there is increased awareness about the obligation of local government to provide public and social services to community.
- **Organizational sustainability of KWN, KWF, KWN members and GEAGs**

KWN, through this project, has developed and strengthened grant management capacities (human resources, grant manual, grant management system) and has proven to be quite capable for the KWF management. This experience has helped them think forward for designing a Fundraising Strategy to secure other sources of funding KWF. The research study carried out by KWN *Where's the Money for Women's Rights?* is a good advocacy tool to approach donors for supporting gender equality issues in Kosovo as well as the publication on results of KWF *Small Grants, Big Change, 2013* and the production of documentary film on changes driven by KWF grants.

KWN's network through this project grew stronger and gained a better outreach and presence to large communities all over Kosovo, better knowledge and understanding of women's issues in rural areas, new contacts and partnerships with local governments.

KWN members, through support provided by KWN via grants and capacity building, have strengthened their capacities. There are a number of cases when KWN members have taken initiatives (i) to develop other project proposals and apply for funding to other donors and (ii) re-apply for a second and third grant with KWF. Eight members are awarded a second grant from KWF, 5 others are awarded new grants from the Agency of Gender Equality (3), KCSF (1), U.S..Embassy (1) and 8 others have submitted application with other donors. KWN has provided letters of reference to support their applications to other donors as well as provided ad hoc assistance for developing their project proposals. .

GEAGs model of work relies on voluntary work of its members and partnership building with local government in organizing their activities. Quite often municipal spaces are used for meetings free of charge and minimal project funds are used for GEAG activities (3%). This approach ensures GEAGs' functioning independently of funding. Solidarity among its women members beyond political divides, motivation to undertake advocacy initiatives, work-plans on advocacy initiatives, cooperation with local CSOs and mayors and support received from them are a solid base for the functioning of GEAGs after the project closure.

- **Partnership Building between KWN members and local governments:** There are good examples of cooperation between KWN members and local governments on GE issues, where the latter have responded positively to advocacy initiatives undertaken by CSOs and which serve as encouraging examples for scaling up advocacy initiatives at the national level.

3.6 Lessons Learnt

- The project has served as **an excellent learning opportunity**:
 - (i) for **KWN** to know better their members, their needs and capacities as well as the target groups they represent and serve. This has brought a wealth of local knowledge on women's issues, which will feed into their advocacy initiatives at local and central level.
 - (ii) for **KWN members**, which grew and developed by doing and practicing new skills with the support of the project and increased their visibility and field presence in their communities;
 - iii) for **GEAG members** where cooperation between women in politics and local CSOs have led to an increased commitment to address women's issues at the municipal councils;
 - iv) **decision-makers at local level**, who not only learnt about women's issues at local level in the advocacy initiatives taken by CSOs, but took action to address them;
- **Ownership of the project** by KWN members is high: they were actively involved in its design, but also in its implementation. This has ensured their commitment and active participation and owning of its results.
- **Non-formal training**, one-to-one mentoring, tailored coaching, have been key to strengthening the capacities of KWN members, beneficiaries and stakeholders; **learning by doing** as well as **learning through sharing** via exchange visits, workshops, success stories **led to sustainable learning and activism**.
- **Step by step approach for gradual capacity building** of KWN members has proven successful "to shift" from specific skills building (project cycle management, fundraising, advocacy, etc.) to provide services (access to health services, training for economic empowerment) to advocacy initiatives to initiate policy changes in service provision at local

and national level. Five out of 8 grants in the 5th grant round are advocacy initiatives and three out of 8 projects are follow-up advocacy initiatives of previous grants.

- **KWN has been active in raising visibility** of project results through printed publications and information on its website. While outreach has been effective with KWN members and local governmental institutions, it has been limited at central governmental institutions (e.g., Agency of Gender Equality is lacking information about the project and its results (KWF and GEAGs). It is also noted that KWN has made efforts to ensure ADA's visibility for the project by making reference to the support received by ADA in its website and printed publications.

3.7 Conclusions

The project in its design, implementation, structure (KWF and GEAGs) and approach/methodology is assessed as highly relevant intervention responding to individual, organizational and (women) citizen needs (particularly the most vulnerable and marginalized ones) given the historical, cultural and development context of Kosovo and position of women.

- The project is assessed to have made good progress to achieve its expected results and is on good track to achieve them upon its completion, contributing to the achievement of the overall project goal and purpose.
- The project is assessed efficient in use of its resources (financial and human) given the impact at individual, organizational level and sustainability potential of its interventions. There is good evidence of organizational development within KWN, its members, empowerment of beneficiaries and partnership building with local stakeholders to further women's rights;
- KWN, as an organization, is well established professionally, well networked at central and local level, with high standards of transparency and accountability, with publicly recognized commitment to gender equality issues in Kosovo and with strong management and leadership capacity, KWN has the organizational capacity both human and infrastructure (procedures, structures) that enable it to continue and scale up KWF.

3.8 Recommendations

- It is highly recommended that KWN should reach out to other donors operating in Kosovo to join in funding KWN (KWF) at least for two additional years as it is assessed that: (i) this will contribute to sustain and scale up initial results and successes of KWF at local and national level. KWF is innovative in its design, services and approach responding to the needs of its members through the combination of grant-giving with capacity development, empowerment and networking. The grant giving component should be retained, sustained and enlarged (scaled-up) as it is a strong motivational mechanism for capacity development, networking and advocacy, (ii) it will contribute to strengthening KWF as a structure and service enabling more support to its members and more visibility and credibility to other donors to join; (iii) it will bring closer to KWN not only its members, but also other CSOs that identify themselves with the mission of KWN and will enhance cooperation and coordination among them for priority women's issues in Kosovo and joint initiatives; (iv) it will allow KWN to implement its Fundraising Strategy to diversify funding sources in the long-term; (iv) there is a funding demand by KWN members to serve their communities (v) pressing women's rights issues and needs in Kosovo and the need for furthering gender equality;

- It is recommended that KWF to better serve KWN members, and given their various levels of organizational development and capacities as well as types of advocacy initiatives undertaken at local and national level should diversify the types of grants available to them: i) small grants, ii) medium grants, iii) large grants.
- KWN should showcase the results, success stories and changes effected through KWF at local level and national level. Learning by seeing approach can be quite effective: (i) study visits with participation of various CSO members, government officials from local and central level, GEAG members and donors to project sites can serve as excellent opportunities for showcasing results, providing solutions to similar problems in other areas and enhance learning, networking and contacts (ii) screening of documentary film on micro-grants results on local TVs, national TVs as well as in ad hoc events at national and local level with the participation of representatives of KWN members, officials of local and central government, GEAGs' members, donors and media.
- KWN should continue to support its member CSOs, GEAGs and its staff to develop their individual and organizational capacities in several areas that they identify as "needed":
 - (i) CSOs identify support in building and strengthening their advocacy skills, partnership building skills among each-other and with governmental institutions at local and central level, monitoring and evaluation skills for municipal services through gender lenses and gender-sensitive analysis of local budgets.
 - (ii) GEAGs request support in building advocacy and public speaking skills and gender responsive budgeting. Recently, the Ministry of Finances has issued a circular which encourages use of gender responsive budgeting in Kosovo for local and central governmental institutions. This is a good entry point for capacity building not only for women assembly members, but also for men assembly members and mayors.
 - (iii) KWN staff has identified capacity development needs in designing advocacy strategies to influence decision-making and policy-making at the national level, policy monitoring, public accountability and gender responsive budgeting.

ANNEX 1

LIST OF REVIEWED DOCUMENTS

Austrian Development Cooperation. (2009), "Guidelines for Project and Programme Evaluation"

Austrian Development Cooperation. (2013), "Kosovo Country Strategy 2013-2020"

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Kosovo Women's Network. (2012). "Little Grants, Big Changes"

Kosovo Women's Network and Alter Habitus. (2013). "Where is the Money for Women's Rights?"A Kosovo Case Study"

ANNEX 2

LIST OF EVALUATION STAKEHOLDERS

No	Name and Surname	Position	Location	Gender	Date
KWN Project Management					
1	Igballe Rogova	Executive Director	Prishtine	F	26/05/2014
2	Nicole Farnsworth	Program Manager	Prishtine	F	26/05/2014
3	Mimoza Pachuku	Project Coordinator, KWF	Prishtine	F	26/05/2014
4	Anita Prapashtica	Project Assistant	Prishtine	F	26/05/2014
5	Besa Shehu	Finance Manager	Prishtine	F	27/05/2014
External Stakeholders and Partners					
1	Mag.Christian Geosits	Attache, Head of Office, ADC	Prishtine	M	27/05/2014
2	Arsim Aziri	Program Officer, ADC	Prishtine	M	27/05/2014
3	Visare Gorani-Gashi	Programme Officer, SIDA	Prishtina	F	29/05/2014
4	Yllka Soba	Kvinna til Kvinna	Prishtina	F	2/06/2014
5	Anna Sunden	Kvinna til Kvinna	Prishtina	F	2/06/2014
5	Edona Hajrullahu	Agency for Gender Equality	Prishtina	F	2/06/2014
6	Vjollca Jakupi	Coordinator, UNW Project against Domestic Violence, Gjilan Municipality	Gjilan	F	30/05/2014
7	Zoga Ceta	Advisor, MIE	Prishtine	F	3/06/2014
GEAGs' Members and Municipality Representatives					
1	Sanije Grajcevc	Executive Director, Aureola NGO	Prishtina	F	28/05/2014
2	Sabdere Vllasatiu	Gender Equality Officer, Novo Brdo Municipality	Novo Brdo	F	29/05/2014
3	Shefkije Mehmeti	Assembly member, Novo Brdo Municipality	Novo Brdo	F	29/05/2014
4	Valentina Rexhepi	Head of Assemebly, Gjilan Municipality	Gjilan	F	30/05/2014
5	Ibadete Mustafa	Liason officer of Kosovo Shelter Coalition, Liria NGO	Gjilan	F	30/05/2014
6	Doruntina Bunjaku	Assembly member, Drenas Municipality	Drenas	F	30/05/2014

7	Haka Tahiri	Assembly member, Drenas Municipality	Drenas	F	30/05/2014
8	Dija Elshani	Assembly member, Drenas Municipality	Drenas	F	30/05/2014
9	Shqipja Zogu	Assembly member, Drenas Municipality	Drenas	F	30/05/2014
10	Ganimete Ramadani	Gender Equality Officer, Obliq Municipality	Obliq	F	2/06/2014
11	Fatmira Hashani	Assembly member, Obliq Municipality	Obliq	F	2/06/2014
12	Xhejrane Lokaj	Womens Initiative	Dragash	F	4/06/2014
13	Kaltrina Krasniqi	Assembly member, Dragash municipality	Dragash	F	4/06/2014
14	Luljete Berisha	Assembly member, Dragash municipality	Dragash	F	4/06/2014
15	Nazmie Velija	Assembly member, Dragash municipality	Dragash	F	4/06/2014
16	Arijeta Skeraj	Assembly member, Dragash municipality	Dragash	F	4/06/2014
17	Lindita Kozmashi Pira	Gender Equality Officer, Dragash Municipality		F	4/06/2014
18	Drita Vukshinaj	ED, Femra Femres NGO	Prizren	F	4/06/2014
19	Ajshe Shala	Assembly member, Prizren Municipality	Prizren	F	4/06/2014
20	Drita Citaku	Down Syndrome NGO	Prizren	F	4/06/2014
21	Nafuje Gashi	KBK Marsi, NGO	Prizren	F	4/06/2014
22	Fetije Mehmeti	Gruaja Bashkekohore	Prizren	F	4/06/2014
23	Ana Hajredini	Society of Deaf people	Prizren	F	4/06/2014
24	Adelina Germizaj	Association of Blind People	Prizren	F	4/06/2014
25	Miradije Buqaj	Association of Blind people	Prizren	F	4/06/2014
26	Myzafer Jellgi	Sara Association	Prizren	F	4/06/2014
27	Marte Prekpalaj	Visionary women XX1	Has	F	4/06/2014
28	Luljeta Avitiq	Dora Does		F	4/06/2014

Grantees and Beneficiaries (Beneficiaries will be met during visits to

grantees)					
1	Selvete Gashi	Executive Director, Lulebora NGO	Prishtina	F	27/05/2014
2	Pranvera Bullaku	Executive Director, Ricotta NGO	Prishtina	F	28/05/2014
3	Ajten Brahimi	Beneficiary, Ricotta NGO	Milosheva, Prishtina	F	28/05/2014
4	Sevdija Ramadani	Executive Director , Gora NGO	Prishtina	F	28/05/2014
5	Vjollca Zeqiri	Executive Director, Foundation for Education and Development (FED)	Novo Brdo	F	29/05/2014
6	Sofia Nooberdeliu	Beneficiary FED	Novo Brdo	F	29/05/2014
7	Rexhe Novoberdeliu	Beneficiary FED	Novo Brdo	M	29/05/2014
8	Igballe Hajdari	Executive Director, Gruaja Hyjnore NGO	Gjilan	F	30/05/2014
9	Valentina Jashari	Social Worker, Liria NGO	Gjilan	F	30/05/2014
10	Ajete Zeneli	Case Manager, Liria NGO	Gjilan	F	30/05/2014
11	Mahije Smajli	Executive Director, Bliri OJQ	Drenas	F	30/05/2014
12	Xhejrane Lokaj	Women's Initiative	Dragash	F	4/06/2014
13	Antigona Shesta	Executive Director, OPMDK	Prizren	F	4/06/2014
14	Resmije Rahamani	Executive Director, OPMDK	Prizren	F	4/06/2014
15	Adelina Germizaj	Association of Blind People	Ptrizren	F	4/06/2014

ANNEX 3

EVALUATION WORK PLAN

Tasks	Days	Timeframe	Responsibility	Location
Inception Phase				
Start up meeting	0.2	15 May 2014		Prishtina
Documentation review and request for additional documentation	2 days	17-20 May 2014	Consultant	Home-based
Development of draft inception report and work plan	1 day	21 May 2014	Consultant	Home-based
Draft Inception review and feedback			KWN, ADA, KtK	Prishtina
Deliverable: Submission of Final Inception Report		21 May 2014	Consultant	
Data Collection Phase				
Filed visits in Kosovo	10 days	25 May – 5 June 2014	Consultant	Kosovo
Debriefing	0.5 day	5 June 2014	Consultant	Prishtina
Data Analysis and Reporting Phase				
Data analysis and development of mid-term review	6 days		Consultant	Home-based
Deliverable: Submission of first draft of mid-term review		16 June 2014	Consultant	
Report review and feedback from KWN, ADA, KtK		21 June 2014	KWN, ADA, KtK	Home-based
Incorporation of comments from KWN, ADA, KtK	0.5 day		Consultant	Home-based
Deliverable: Submission of final mid-term review		27 June 2014	Consultant	Home-based

ANNEX 4

INTERVIEW GUIDES

KWN Project Management Staff

Relevance and Coherence

1. To what extent are the objectives of the Project aligned with national and regional/local priorities in Kosovo? How has the Project supported implementation of gender-equality legal framework? Were the selected target groups the right entry point for the Project? Why?
2. How relevant has this project been to the current context in Kosovo , particularly to the needs of the project's beneficiaries?
3. How relevant is this project to KWN's mission and strategy? What is the comparative advantage of KWN in implementing this project vs other national/local actors in Ksosso?
4. Did any changes in context, commitment and capacity of the target groups require modifications to the project results framework? Please explain changes made and the reasons for these changes.

Effectiveness

1. Please assess the extent to which each of the project results/outcomes, purpose and objective set forth in project document are achieved (fully, partially or not at all)? How effective has KWN's work been in implementing this project?
2. What are the Project's key achievements at local and national level. Please describe any differences in achievement of results.
3. What factors have supported achievement of Project results? What factors have hindered achievement of results?
4. In your view, to what extent have Project interventions contributed to gender-responsive adjustment of policies, programs and budgets? Please provide concrete examples where laws, policies, strategies, programs or budgets were adjusted to reflect women's needs and priorities. What were the key Project interventions/activities that led to these changes?
5. To what extent have institutional, organizational and individual capacities (of CSOs, municipalities, GEAGs) increased as a result of the Project interventions? Please provide examples of change in institutional/organizational and individual capacity? What were the main contributing factors to the changes in capacity?
6. How effective were advocacy efforts of CSOs and GEAGs in influencing change to programs, policies and budgets (and contributing to gender-responsive policies, programs and budgets)?
7. To what extent have regional networks and linkages been established? Please assess the effectiveness of such networks and linkages. What has been changed in terms of regional co-operation as a result of this Project?

Efficiency

1. How efficient has KWN's work been as part of this project?
2. Were Project funds managed efficiently? What organizational, management structures and procedures were in place to support the delivery of the project and ensure KWF transparency, accountability and equal opportunity for grant application?
3. Could activities and outputs have been delivered with fewer resources without reducing quantity and quality?

Sustainability

1. How sustainable are the changes achieved to date and what may be the challenges to sustainability at various levels: individual (e.g., knowledge, relations with other organizations and institutions), organizational, institutional, financial, and cooperation with stakeholders for grant recipients and their projects (as short-term initiatives by definition)?
2. Please provide examples of ways in which beneficiaries (CSOs, local institutions, GEAGs) have demonstrated ownership of Project results?
3. Do you have the capacity to scale up this intervention?
4. Please describe the level of commitment and capacity of CSOs, local governments and GEAGs in advancing women's participation in decision-making and integrate gender needs and priorities into programs, policies and budgets without KWN support??

Impact (road to)

1. What has been the impact of KWN capacity development support on its member organizations to date?
2. What have been the intended, unintended and positive and negative impacts of the Project on grant recipients' initiatives on their beneficiaries at household, local and municipal level??
3. To what extent would CSO capacity development and gender-responsive initiatives would have evolved without support from the Project?
4. How have Project interventions supported improved gender equality/women's participation in local decision-making in the region?

Project Design and Management

1. Were the Project objectives and expected results included in the Project Document realistic and achievable? Was the Project well-planned and thought out? To what extent were Project partners and beneficiaries involved in the design of the Project?
2. How effective was management of the Project overall?
3. To what extent has the Project Steering Committee been involved in the Project implementation and monitoring?
4. Please describe performance measure frameworks used by the Project to monitor and report on Project results. How was baseline data used and collected?

5. As Project Management/staff, did you have difficulties to implement the project, identify and build capacities of your beneficiaries? Are there any areas where you think that training or support was needed for KWN staff?
6. Did the Project implement ADA visibility guidelines? Please provide examples.
7. Do you think that KWN is recognized and visible as an organization with gender expertise? Why? What needs to be more visible?
8. How men participation was ensured in this project?
9. How environmental considerations were addressed in this project?

Forward-Looking Insights and Learning

1. In your view, do you think that capacity development for KWN, women CSOs and GEAGs needs to be continued? If so, please explain why? What are the priority needs of the target groups (women CSOs, GEAGs) to be supported in the future by KWN?
2. What are the capacity development needs of KWN staff to respond to CSOs and GEAGs needs?
3. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to KWN and KWF future programming? What good practices were introduced through this Project?
4. What would you have done differently or better to achieve Project results?

Key Informant Interview Guides

GRANTEES/GEAGs

Relevance and Coherence

1. To what extent are the objectives of the Project aligned with the mission and needs of your organization, the needs of your community/target group and overall context in Kosovo?

Effectiveness

2. Please describe the project's/grant's key achievements in your community. What factors have supported achievement of project results? What factors have hindered achievement of results?
3. Please assess the extent to which each of the project/grant results were achieved (fully, partially or not at all).
4. Please describe support and technical assistance that you or your organization received from KWN through the project implementation. Please define new knowledge resources (tools, guidelines, manual) , capacities and skills learnt in the course of the project. Did you have opportunity to apply and share with the others/staff/colleagues? What has changed in you/ your organization as result of the project?
5. Please list partnerships that you have developed with other stakeholders at local level through the project?
6. How have you cooperated and engaged with other women CSOs from the region? What has been the benefit of your cooperation and exchanges with other CSOs?

7. How were men involved in the activities of your project?
8. How are environmental issues addressed in the implementation of the project?
9. How effective were advocacy efforts of CSOs and GEAGs in influencing change to programmes, policies and budgets (and contributing to gender-responsive policies, programmes and budgets)?
10. To what extent have regional networks and linkages been established? Please assess the effectiveness of such networks and linkages. What has been changed in terms of regional co-operation as a result of this Project?

Sustainability

1. Please describe your organization's commitment and leadership towards gender equality/women's participation in decision-making (comparing current levels with levels prior to project intervention).
2. To what extent do you/your organization now have capacity to lobby and integrate gender needs and priorities into projects without KWN support? What are the key challenges to sustainability of project/grant results?
3. Have you applied for other projects/grants? Have you got funding from other sources?

Impact (road to)

1. What has been the impact of KWN capacity development support on your organization/you to date?
2. What haven been the intended, unintended and positive and negative impacts of the KWN on your organization/you and on beneficiaries at household, local and municipal level??
3. To what extent would capacity development and gender-responsive initiatives of your organization/you would have evolved without support from the Project?
4. How have project interventions supported/improved gender equality/women's participation in local decision- making in your community/area?

Project Efficiency, Design and Management

1. How efficient was the overall KWN Project implementation and management?
2. Could activities and outputs have been delivered with fewer resources without reducing quantity and quality?
3. To what extent were you assisted in the design and implementation of the project/activities?

Forward-Looking Insights and Learning

1. In your view, do you think that KWF and capacity development for women CSOs and GEAGs needs to be continued? If so, please explain why? What are the priority needs of the community/your organization/you to be supported in the future by KWN?
2. What are your capacity development needs?

3. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to KWN and KWF future programming? What good practices were introduced through this Project?
4. What did you learn in this project?
5. What would you have done differently or better to achieve Project results?

Key Informant Interview Guides

Grant Beneficiaries

Relevance and Coherence

1. To what extent did the project respond to you individual/community needs? How were you involved in the project?

Effectiveness

1. Which were the project objectives and activities? How were you informed about them?
2. Please describe the project's/grant's key achievements in your community. What factors have supported and hindered achievement of results?
3. What has changed in you/ your community as result of the project?
4. How have you cooperated and engaged with other women from the community in the project? What has been the benefit of this cooperation?
5. Were men involved in the activities of the project?

Sustainability

1. Do you have interest to attend/support similar activities in the future if organized by the CSO or other actors in your community? Have you shared info/learning/skills that you acquired as result of participating in this project with other family/community members? What is it?
2. Do you think your CSO is capable of organizing/initiating similar activities in the future?

Impact (road to)

1. What has been the impact of the project in your community and the CSO?
2. Would change have happened with you/your community without support from the project/CSO?
3. How has project supported/improved community needs/gender equality/ women's participation in local decision- making in your community/area?

Forward-Looking Insights and Learning

1. In your view, do you think that that support to CSOs/community needs to be continued? If so, please explain why? What are the priority needs of the community to be supported in the future by your CSO/local government/other actors?
2. What did you learn in this project?
3. What should have been done differently or better to achieve project results in your community?

Key Informant Interview Questions

Governmental Stakeholders

Relevance and Coherence

1. To what extent are the objectives of the project/grant aligned with the national/regional priorities, and the needs of your community? Has the Project supported implementation of national/regional strategies, policies and plans on GE?

Effectiveness

2. Please describe the project's key achievements in your area/region. What factors have supported and hindered achievement of Project results?
3. Please assess the extent to which each of the project outcomes were achieved (fully, partially or not at all). Which activities were most effective in achieving the Project results?
4. Please describe support and technical assistance that you/ your institution received through the Project. Was it relevant to your needs?
5. To what extent has *your capacity and your institution's capacity* to integrate a gender perspective into policies, plans, programming, budgeting and monitoring increased as a result of support you received through the Project? Please give concrete examples where *institutional changes (programs, budgets)* that have been made to respond to and address women's priorities and ensure gender equality.
6. How has your knowledge about gender equality and gender mainstreaming changed as a result of the project (compare your current understanding with your level of understanding prior to the Project)?
7. What types of gender equality knowledge resources (i.e. tools, guidelines, research, training, etc) did you/your institution receive through the project? How did these resources support you/your institution efforts to integrate GE into plans, policies, strategies and to monitor gender equality commitments
8. To what extent does your institution use gender indicators to measure progress of policies and programs in contributing to gender equality?
9. How effective were advocacy efforts of CSOs and GEAGs in influencing change to programs, policies and budgets (and contributing to gender-responsive policies, programs and budgets) in your institution?

10. To what extent have regional networks and linkages been established? Please assess the effectiveness of such networks and linkages. What has been changed in terms of regional co-operation as a result of this Project?

Sustainability

1. Please describe your government's/institution's commitment and leadership towards GE (comparing current levels with levels prior to Project intervention)
2. To what extent do you/your institution have capacity to integrate gender needs and priorities into programs, policies and budgets without KWN/GEAGs/CSO support?

Impact (road to)

1. What has been the impact of KWN capacity development support on your institution/you to date?
2. What haven been the intended, unintended and positive and negative impacts of the KWN/GEAGs on your institution/you and on beneficiaries at household, local and municipal level??
3. To what extent would capacity development and gender-responsive initiatives of your institution /you would have evolved without support from the Project?
4. How have project interventions supported/improved gender equality/ women's participation in local decision- making in your institution/community/area?

Forward-Looking Insights and Learning

1. In your view, do you think that that capacity development for women CSOs and GEAGs needs to be continued? If so, please explain why? What are the priority needs of the community/your institution/ yourself to be supported in the future by KWN?
2. What are your institutional capacity development needs in GE issues?
3. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to KWN and KWF future programming? What good practices were introduced through this Project in your institution?
4. What did you learn in this project?
5. What should have been done differently or better to achieve Project results?

Key Informant Interview Questions

External Stakeholders and Partners

Relevance and Coherence

1. To what extent are the objectives of the project aligned with the national priorities and context in Kosovo and the needs of target groups and beneficiaries? Has the Project supported implementation of national strategies, policies and plans related to GE?
2. How does this project relate to your organizations strategic goals/country programme in Kosovo?
3. Did any changes in context, commitment and capacity of the target groups require modifications to the project results framework? Please explain changes made and the reasons for these changes.

Effectiveness

4. Please describe the project's key achievements in Kosovo. What factors have supported and hindered achievement of Project results?
5. Please assess the extent to which each of the project outcomes were achieved (fully, partially or not at all). Which activities were most effective in achieving the Project results?
6. Please describe support/guidance and technical assistance that you/your organization provided to KWN and their beneficiaries through the Project.
7. How effective were advocacy efforts of CSOs and GEAGs in influencing change to programs, policies and budgets (and contributing to gender-responsive policies, programs and budgets) in the framework of the project?
8. Were your organization's visibility guidelines, gender and environment criteria appropriately observed during project implementation?
9. Do you think that KWN is recognized and visible as an organization with gender expertise? Why?
10. How men participation was ensured in this project?
11. How environmental considerations were addressed in this project?

Project Design and Management

1. Were the Project objectives and expected results included in the Project Document realistic and achievable? Was the Project well-planned and thought out? To what extent were Project partners and beneficiaries involved in the design of the Project?
2. How effective was management of the Project overall?
3. To what extent your organization/ the Project Steering Committee have been involved in the Project implementation and monitoring?
4. Please describe performance measure frameworks used by the Project to monitor and report on Project results. How was baseline data used and collected?

Sustainability

5. Please describe KWN's and CSO's capacity, commitment and leadership towards GE (comparing current levels with levels prior to Project intervention)
6. What is the visibility, reputation and capacity of KWN to access funding in the future?
7. Can the results and capacities of this project be linked/accessed/utilized in future programs of your organization?

Impact (road to)

1. What has been the impact of KWN capacity development support to women CSOs and GEAGs in Kosovo to date?
2. To what extent would capacity development and gender-responsive initiatives at local level would have evolved without support from the Project?

Forward-Looking Insights and Learning

1. In your view, do you think that that capacity development for KWN, women CSOs and GEAGs needs to be continued? If so, please explain why?
2. In your view, what are capacity development needs (institutional, organizational, individual) in GE issues?
3. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to your organization future programming?
4. What should have been done differently or better to achieve Project results?

ANNEX 5

TERMS OF REFERENCE



Kosova Women's Network

Serving, Protecting and Promoting the Rights of Women and Girls

Terms of Reference

Mid-term Review of Project “Supporting, protecting and promoting the rights and interests of women and girls”

Background

The Kosovo Women's Network (KWN) is a network of 77 organizations that supports, protects and promotes the rights and the interests of women and girls throughout Kosovo, regardless of their political beliefs, religion, age, level of education, sexual orientation, and ability.

In 2012-2014, KWN has received support from the Austrian Development Agency (ADA), co-financed by Kvinna till Kvinna (KtK), for a two-year project entitled “Supporting, protecting and promoting the rights and interests of women and girls.” This project has the overall **goal** that “Women's and girls' rights and interests supported, protected and promoted throughout Kosovo.” The project **purpose** is “Women's participation in municipal decision-making processes increased and improved through capacity development of Gender Equality Advocacy Groups (GEAGs) and women's organizations.”¹ The project should have the following **expected results** by December 2014:

1. KWN members better able to plan, fundraise for, and undertake effective advocacy initiatives, particularly at the municipal level. This result will be achieved through a “learning by doing approach” in implementing projects funded through the Kosovo Women's Fund.²
2. KWN members involve more women in decision-making processes, particularly in rural areas

- and from minority or marginalized groups.
3. Sustainable GEAGs established in five new municipalities and capacity strengthened of all 13 GEAGs.

KWN seeks an independent mid-term review of this project.

Purpose

¹

GEAGs bring together women in politics and civil society, as well as other interested actors, in targeted municipalities in order to advocate for gender equality at the municipal level.

² In fall 2012, with support from KtK, KWN established the Kosovo Women's Fund, following a very consultative process with its member organizations. KWN members assisted with identifying the eligibility [criteria and procedures](#), as well as electing the Grant Review Committee. The KWF provides small grants to women's organizations that lack access to other sources of funding and that seek to further women's rights, particularly among rural and/or marginalized groups. Through the Fund, KWN aims to achieve its five strategic goals, identified by its membership: strengthening the capacities of KWN and its members; furthering women's participation in politics and decision-making; improving women's access to quality healthcare, combatting domestic violence and trafficking; and empowering women economically. For more information about KWN or KWF, please visit KWN's website: www.womensnetwork.org. The KWF is unique compared to many foundations and donor organizations in that beyond grant-giving it seeks to build the capacities of individual women's rights activists and their organizations. Therefore, grant-giving is coupled with intensive mentoring and several workshops, towards a "learning by doing" approach.

www.womensnetwork.org • Hajdar Dushi St. C-2 II/8, 10000 Prishtina, Kosovo • +381 (0) 38 245 850 • info@womensnetwork.org

This review shall assess KWN's project, "Supporting, protecting and promoting the rights and interests of women and girls." It shall have two main purposes: 1) examine the extent to which the expected results and project purpose have been achieved, to date, bearing in mind that the project will be completed in December 2014. The mid-term review will contribute to accountability towards stakeholders and Austrian taxpayers by independently verifying the project's initial results. 2) The external review will contribute to improving existing methods, policies and processes used as part of this project. The recommendations will inform planning for the potential continuation of this project in 2015 and beyond. It will propose concrete recommendations towards strengthening KWN's relevant programs (the Fund and GEAGs) in the future.

Objectives

The mid-term review is being carried out for KWN and its supporters, ADA and KtK, to assess progress to date and identify future needs. The review will take place a year and a half into the project so that it can evaluate initial results and at the same time inform planning for the potential continuation of the project. As the project will not have been entirely completed, the review will necessarily focus on initial results achieved. At the same time, review of processes, policies, and methods will occur in time to inform planning for the potential continuation of the project in 2015.

The review will assess the relevance, efficiency, effectiveness, impact, and sustainability of the project, to date, bearing in mind the time period of the project. It will provide an independent view of the successes, challenges, and lessons learnt to date, towards improving both the Fund and GEAGs. It will also discuss the potential for 'scaling up' the project.

Subject and Focus (Scope)

The review shall cover the duration of the entire project completed to date, as of the date when the review begins. It shall cover all interventions proposed within the original Project Document submitted to ADA. Its geographic range shall include all of Kosovo, focusing on areas where target groups and beneficiaries are located. The review will focus on efficiency and effectiveness. Where possible, it will discuss impact and sustainability, but will bear in mind that, as a mid-project review, limited assessment can be made of the project's impact and sustainability. Cross-cutting issues of gender and environment should also be considered, where possible. Evaluators should verify the extent to which KWN has achieved the targets set forth in its intervention logic (e.g., logframe), bearing in mind that the project will not yet have been completed.

Main Questions

More specifically, the review shall address the following questions:

1. **Relevance:** How relevant has this project been to the current context in Kosovo, particularly the needs of the project's target groups and beneficiaries?
2. **Efficiency:** How efficient has KWN's work been as part of this project?
3. **Effectiveness:** How effective has KWN's work been as part of this project? To what extent has KWN achieved the expected results, project purpose, and overall objective set forth in its

original proposal to ADA (in accordance with its intervention logic)?

4. **Impact:** What has been the impact of KWN capacity development support on its member organizations, to date? To date, what have been the intended and unintended impacts of KWF grant recipients' initiatives on their beneficiaries at the household, local, and municipal levels?
5. **Sustainability:** How sustainable are the changes achieved to date and what may be the challenges to sustainability at various levels: individual (e.g., knowledge, relations with other organizations and institutions), organizational, institutional, financial, and cooperation with stakeholders for grant recipients and their projects (as short-term initiatives by definition)?
6. **Learning:** What are the greatest needs of the target groups (including women's organizations and GEAGs) for the future in terms of future KWN support and/or services (both funding and

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ANNEX 6

DIAGRAM OF THEORY OF CHANGE

Diagram 1: Project Intervention Logic/Theory of Change

