

**External Evaluation of the EU Civil Society Facility  
for Kosovo Action Implemented by KWN**

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**for Kosovo Women Network**

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## Evaluation of Kosovo Women's Network

### *"Strengthening Women-led Civil Society Organizations in Kosovo"*

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This report was prepared independently by  
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This page picture: Image from the implemented project activity

## Table of contents

<b>LIST OF ACRONYMS.....</b>	<b>4</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
<b>1. INTRODUCTION.....</b>	<b>8</b>
<b>1.1. Context and justification of the evaluation .....</b>	<b>8</b>
General context and background of the project .....	8
Kosovo Women's Network.....	8
<b>Modification of the proposal during the implementation of the project .....</b>	<b>9</b>
<b>1.2. Objectives of the evaluation .....</b>	<b>9</b>
<b>2. METHODOLOGY .....</b>	<b>10</b>
<b>2.1. Methodology principles.....</b>	<b>10</b>
<b>2.2. Sampling method.....</b>	<b>10</b>
<b>2.3. Review of literature.....</b>	<b>11</b>
<b>2.4. Field study .....</b>	<b>11</b>
<b>2.5. Data management and analysis .....</b>	<b>11</b>
<b>2.6. Limits and weaknesses of the evaluation .....</b>	<b>11</b>
<b>3. RESULTS .....</b>	<b>11</b>
<b>3.1. Project relevance: Was the project consistent with needs and priorities? .....</b>	<b>12</b>
3.1.1. Alignment with local context and needs.....	12
3.1.2. Quality of project design.....	16
<b>3.2. Project effectiveness: To what extent has KWN achieved the expected results, specific objective, and overall objective set forth in its original proposal to EU Office in Kosovo (in accordance with its logical framework)? .....</b>	<b>17</b>
3.2.1 Have planned activities linked to the specific Objective have been implemented? .....	17
Has the Objective been achieved .....	19
Activities for achieving visibility .....	20
<b>3.3. Project impact: What are the project's impacts? 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.....</b>	<b>20</b>
3.3.1. What is the impact on the KWN grant recipients, has the project contributed to building capacities .....	21
3.3.2 Has the project contributed to increased participation and quality of input in decision and policy making processes at local level what is the impact on direct and indirect beneficiaries .....	22
<b>3.4. Project efficiency How effective was the management of the project? How effective was the projects' monitoring? Has KWN effectively supported the delivery of the project? Was the cooperation with the donors positive? What are the capacity development needs for KWN staff involved in this program, if any? .....</b>	<b>25</b>
3.4.1. Mobilization of funds and cost-efficiency analysis .....	26
Mobilization of human resources.....	26
Project implementation methods and monitoring system .....	27
<b>3.5. Project sustainability: Will the project impacts be sustainable? .....</b>	<b>29</b>
3.5.1. To what extent are any changes achieved through KWF sustainable.....	29
3.5.2. What are the key challenges to sustainability?.....	29

3.5.3. What are the greatest needs of the target groups (including women's organizations) for the future in terms of future KWN support and/or services (both funding and capacity development options)? .....	30
<b>4. CONCLUSION AND RECOMMENDATIONS .....</b>	<b>31</b>
<b>Appendix 1: Terms of referenc .....</b>	<b>33</b>
<b>Appendix 2: Tools .....</b>	<b>38</b>
Semi-structured questionnaire for KWN .....	38
Interview guide for KWN .....	38
Semi-structured interview guide with CSO's workshop and funding beneficiaries.....	40
Semi-structured interview guide with Government stakeholders secondary beneficiaries	42
<b>Appendix 3: List of people interviewed .....</b>	<b>44</b>
<b>Appendix 4: Bibliography .....</b>	<b>46</b>
<b>Appendix 5.....</b>	<b>47</b>

#### LIST OF ACRONYMS

CSO	Civil Society Organizations
KWN	Kosovo Women Network
KWF	Kosovo Women's Fund
EU CSF	European Union Civil Society Fund
CEDAW	Convention on Elimination of all forms of Discrimination against Women
UNSCR	United Nations Security Council Resolution

## EXECUTIVE SUMMARY

Kosovo is a new democracy that from its independence to present time is striving to improve women's rights and to ensure gender equality. The process of decentralization started in 2000 and transferred the number of powers from central to local level, including the local efforts for protection of women's rights, thus making the local women led CSO important actors in the process of including women into decision making processes on larger scale and improving their rights within communities.

In this framework, Kosovo Women Network the only network of women's organizations in lobby and protection of women's right in Kosovo, has been implementing a two-year project to strengthen the capacities of women led CSO in Kosovo with the support of the EU office in Kosovo through the EU CSF funding scheme. The project purpose is to **strengthen local civil society organizations'** (CSOs) capacities, and increase participation and quality of input in decision and policy making processes improved at the local level. The project was implemented through the territory of Kosovo, and lasted from 01 January 2015 till 31 December 2016.

The project overall objective was: "Women's and girls' rights and interests are supported, protected and promoted throughout Kosovo."

The project had one specific objective: "Local CSOs capacities strengthened, participation increased and quality of input in decision and policy making processes improved at the local level."

### Relevance

The project interventions were well designed and implemented as planned by the project proposal. The activities were of great relevance to the direct and indirect beneficiaries addressing all relevant problems that grass-root organizations face in Kosovo, thus making the project in line with the overall situation in Kosovo. The Kosovo Women Fund especially added to the relevance of the project activities because through it an especially delicate and pressing issue regarding finding of Kosovo's grass root women led CSOs was addressed. The project was also in line with international and national laws and strategies such as CEDAW, UNSC Resolution 1325 and National Action Plan thereto; and the Law on Gender Equality of Kosovo. Finally, the project was in line with KWN's larger program to "Build the Capacity of KWN and its Members," as part of the KWN Strategic Plan, and it was in line with the EU CSF priorities.

### Effectiveness

The eight planned workshops and the mentoring, the 10 bi-monthly meetings and the awarding of 25 grants to grass root CSO's members of the KWN were implemented completely and in best possible manner attaining high quality. The Specific objective was therefore implemented successfully with most targets reached completely, many overpassed and only one of the expected results was meet mostly. However, KWN is still expecting some of the final reports of a few SCO members that were awarded grants, so the consultant is confident that this target will be reached as well, before, the final reporting dead line is reached for the KWN to the donor.

### Impact

The project has managed to achieve many tangible results that translate into impacts. The project impact went beyond what was projected, on the lives of the final beneficiaries and on the lives of their families. The project impact was immediate and measurable and touched upon a number of women final beneficiaries-through achieving lasting policy changes through the implemented projects funded by the KWF; and in strengthening the capacities the CSO's members of the KWN through the: workshops the mentoring and the bi-monthly meetings. Given the durability of the achieved results the project is expected to have positive impact on the long run on women, marginalized and vulnerable groups and youth in their respective regions. Finally, unintended positive impact of the project was identified as well

such as established excellent links and personal working connections with local government members and changing of deeply rooted patriarchal perceptions on women's lives and their position in the society.

#### **Efficiency**

The project team was well experience and qualified to implement the project successfully mobilizing less possible funds and achieving most possible results. The project staff has increased the efficiency of the project by mobilizing its own human capacities resources in the implementation of the activities. The project has also managed to create synergies with other similar projects involving KWF but had ensured avoiding duplication of activities in close consultations with the donor.

#### **Sustainability**

The project results have led to the achievement of partial sustainability in general. In particular, unquestionable sustainability was achieved with the acquired knowledge through the workshops and the mentoring; with the achieved policy changes on local level in the process of the implementation of the projects funded through the project activities; and with the increase in advocacy initiatives on local level by the grass root CSOs.

However, the problem relating to the absence of systematic and easily accessible funding for grassroots organizations in Kosovo is still remaining after the interventions of the action which influences the general sustainability of the action.

Based on the above, the evaluation consultant recommends that a new phase of this project be implemented, taking into account the lessons learned in this project. Particularly, the evaluation consultant recommend KWN to:

- Continue workshop and mentoring sessions with CSO members of the network in line with KWN Strategy;
- Consider organizing training of trainers from the CSO members of the network to disseminate the training and training material throughout the country and ensure continuous education for its members.
- Continue securing funding for the KWF and develop further the sub granting scheme for grass-root women led CSO;
- Consider building on the already achieved policy changes through follow up projects and measure long term sustainability;
- Use its well-developed lobbying skills to lobby to the central government for ensuring a co-funding scheme (ex. 20 percent government funds-80 percent external donors such as EU, ADA and KtK) for funding of grass-root women led CSOs on annual bases through the KWF;
- Consider expanding the donor targets by including reaching out to private donors in order to ensure long term sustainability of the KWF;
- Advocate for stronger partnership of local CSOs and local government resulting in funding system that includes CSOs in delegated service provision–local out sourcing;

#### **LESSONS LEARNED**

##### **Relevance:**

- Being the only organization implementing concrete activities for capacity building of women led CSOs in all regions of Kosovo including all ethnicities and vulnerable and marginalized women and youths has an important added value and ensures the relevance of the project.
- Customization of the project activities to the local context adds to the relevance of the project.
- Introducing new concepts to the beneficiaries, and original interventions, brings added value and increases relevance of the project.

- Including human dimension into the project activities has added value on project relevance for the beneficiaries.
- Managing to create closer links between local government officials and local CSO adds to the relevance of the project.

#### **Effectiveness:**

- The effectiveness of the implemented activities depends on the willingness and motivation of the members CSO.
- The active involvement of the KWN in the implementation of the activities as a mentor at all stages of the project implementation has contributed into reaching and surpassing the projected targets.
- The realistic projections of expected results and outcomes added to the effectiveness of the implementation of the project.

#### **Efficiency:**

- Good design led to efficient mobilization of funds.
- Links with other projects that work in the same field contribute to the project's cost efficiency and increase the project's impact.
- The existence of effective and comprehensive monitoring system at project's level during the implementation has enabled the project team to assess the extent to which the project had an impact on final beneficiaries.
- The effective and comprehensive monitoring system allow donor to understand the extent which outcomes had been reached.
- The active involvement of KWN in implementation of all activities and in every level has added value to the effectiveness of the project implementation.
- The highly regulated application and awarding of grants procedure coupled with hands on management based on transparency has mitigated risks of corruption or misuse of funds.
- The KWN members' in-kind/in-cost contributions added to efficiency but also increased sustainability of the action.

#### **Impact:**

- Increased capacities of the CSO's contributes to their ability to seek other funding apart from the KWF and to be competitive on the "CSO funding market."
- The impact depends also on the quality of the implemented projects funded by the action activity and the dedication of CSO's and KWN project staff.
- The achieved policy changes will have lasting impact on the final beneficiaries lives in inclusion of women in decision making, achieving gender equality, and improving rights of women, marginalized and vulnerable groups of women and youths; and is important for the sustainability of the project.
- The established working relations with local government officials had added value to the project impact.
- The well designed project activities and the excellent implementation of such had unintended positive impact on various level.

#### **Sustainability:**

- A constructive involvement of the implementing CSOs into the mobilization of community and local government members creates a positive environment for future improved cooperation and ensures sustainability of already implemented activities.
- Training of CSOs through workshops is a great investment into providing long term knowledge that translates into capability.
- Policy changes achieved through the project activities are also sustainable.

## 1. INTRODUCTION

### 1.1. Context and justification of the evaluation

#### **General context and background of the project**

Kosovo is a new democracy that from its independence to present time is striving to improve women's rights and to ensure gender equality. The process of decentralization started in 2000 and transferred the number of powers from central to local level,<sup>1</sup> including the local efforts for protection of women's rights, thus making the local women led CSO important actors in the process of including women into decision making processes on larger scale and improving their rights within communities.

In this context the women led local grass-root organizations are a powerful tool for bringing change on local level. However, despite the efforts, women and women's organizations often lack the means to effectively advocate at local level. Furthermore, there is a trend of decreasing of funding for women led organizations in Kosovo. According to a publication "Where is the money for women's rights" there is a clear decrease in overall funding between 2001 and 2013, with a brief increase in 2011, and there is a substantial differences among women's organizations with a few stronger, primarily Pristina-based organizations receiving the bulk of the resources.<sup>2</sup> Meaning that the local, smaller and more rural organizations are seldom reached by funds if at all. The situation of international donors giving big grants through a complicated procedures have "discouraged the grass-root interest of local CSO in Kosovo."<sup>3</sup>

Most women's organizations encounter difficulties securing sufficient resources for the issues, target groups, and strategies they prioritize again on local level. One of the major problem, is the lack of skills on part of women led CSO especially on local level i.e. they have low educational levels, lack of English writing skills,<sup>4</sup> lack of knowledge of application procedures, project proposal writing, management of grants and project implementation. In this reality the Kosovo Women's Network, one of the leading women's network organizations in Kosovo currently consisted of 114 members CSO, and well known in the Kosovo society by its lobby and advocacy abilities in the area of gender equality, decided to step-up and address the problem, by creating the Kosovo Women's Fund in 2012 with the help of international donors.<sup>5</sup> The goal was to enable and mobilize local women led CSO to by creating granting opportunities that were lacking.

#### **Kosovo Women's Network**

##### **Initial project proposal**

In this framework, Kosovo Women Network the only network of women's organizations in lobby and protection of women's right in Kosovo, has been implementing a two-year project

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<sup>1</sup> OSCE news letter Local Government Reform and Decentralization found on: <http://www.osce.org/kosovo/15369?download=true>

<sup>2</sup> Publication: Where is the Money for Women's rights, Kosovo case study, KWN, alter habitus, 2013, found on: <http://www.womensnetwork.org/documents/20140109133636572.pdf>

<sup>3</sup> Human Rights and Diversity: Area Studies Revisited, edited by David P. Forsythe, Patrice C. McMahon,

<sup>4</sup> Project proposal KWN to EU.

<sup>5</sup> KWF was set up with KtK and ADA's donation.

to strengthen the capacities of women led CSO in Kosovo with the support of the EU office in Kosovo through the EU CSF funding scheme. The project purpose is to **strengthen local civil society organizations'** (CSOs) capacities, and increase participation and quality of input in decision and policy making processes improved at the local level. The project was implemented through the territory of Kosovo, and lasted from 01 January 2015 till 31 December 2016.

The project overall objective was: "Women's and girls' rights and interests are supported, protected and promoted throughout Kosovo."

The project had one specific objective: "Local CSOs capacities strengthened, participation increased and quality of input in decision and policy making processes improved at the local level."

The activities that were projected were:

- A1. Deliver 8 tailored capacity development workshops and individualized mentoring
- A2. Continue organizing KWN bi-monthly networking meetings
- A3. Provide in an accessible, accountable and transparent manner at least 25 sub-grants to local CSOs amounting to a total of €100,000.

Additional activities were also proposed in the project proposal under visibility and were not included into the result based matrix:

- Newsletter
- Booklet: Little grants big changes
- Annual Report
- Banner

### **Modification of the proposal during the implementation of the project**

KWN made some modifications during the course of the project that were approved by the EU.<sup>6</sup> A table was prepared based on the logical log frame of the project proposal and it was used as the basis of the evaluation (Table in Annex 5).

### **1.2. Objectives of the evaluation**

The evaluation's goal was to determine whether this program has strengthened women led CSO's capacities in Kosovo. This evaluation used the standard OECD-DAC criteria of relevance, effectiveness, efficiency, impact and sustainability to address the project objectives. It begins with a brief description of the project background and evaluation methodology. The results section addresses the evaluation criteria by describing and analyzing the results of the evaluation data collection. The discussion and conclusion sections highlight the main findings. The report ends with lessons learned and recommendations for future actions.

The following key evaluation questions were used:

#### ***Project relevance:***

*Assessing the project relevance: How relevant has this project been to the current context in Kosovo, particularly the needs of the project's target groups and beneficiaries? Is the projects in line with international national legislation/strategies and KWN own mission strategy? Do undertaken activities considered women belonging to different ethnicities, marginalized and vulnerable groups?*

#### ***Effectiveness***

*Assessing projects effectiveness: To what extent has KWN achieved the expected results, specific objective, and overall objective set forth in its original proposal to EU Office in Kosovo (in accordance with its logical framework)? Did the project attain the project objectives? Did it achieve*

<sup>6</sup> This section is based on the inception document of KWN to the EU Office in Kosovo.

*the expected results and the project outputs?*

**Project Impact**

*Assessing project impact: 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.*

**Project Planning and Management –Efficiency**

*How effective was the management of the project? How effective was the projects' monitoring? Has KWN effectively supported the delivery of the project? Was the cooperation with the donors positive? What are the capacity development needs for KWN staff involved in this program, if any?*

**Sustainability**

*Assessing project sustainability: What measures established through the projects can ensure sustainability? To what extent are any changes achieved through KWF sustainable? How sustainable are the changes achieved 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) What are the key challenges to sustainability? What are the greatest needs of the target groups (including women's organizations) for the future in terms of future KWN support and/or services (both funding and capacity development options)?*

## **2. METHODOLOGY**

### **2.1. Methodology principles**

The methodology of this mission included a participatory approach. The evaluation includes both primary and secondary stakeholders *i.e.* the involving **KWN and grant recipients, grant recipients' beneficiaries as primary beneficiaries and, local institutions and other stakeholders with which grant recipients have worked as secondary beneficiaries; and Interviews with other key external stakeholders (e.g., potential donors).**

Ethical guidelines were adhered to throughout the study. Confidentiality and protection of participants' identities were considered crucial and were taken into account at all times. Particular attention was therefore paid to the involvement of KWN team at each phase of the consultancy. Observations were regularly shared with KWN team throughout the evaluation.

### **2.2. Sampling method**

Considering that the program was implemented throughout the country, the evaluator was deployed in different regions of Kosovo to reach the primary and secondary beneficiaries. Several criteria were considered by the evaluator while preparing the sample:

- All people interviewed were randomly identified based on a list of direct beneficiaries, provided by KWN. CSO grant recipients were randomly selected having in consideration the territorial coverage of the project, the fact whether it is an individual grant in question or grant for Networking for Change, and finally, having in mind the social and ethnic inclusion of marginalized, and or vulnerable groups of women into the relevant projects.
- Focus groups of women direct beneficiaries of the project interventions were selected by each selected sub-grantee CSO.
- Members of local state institutions as secondary beneficiaries were selected, based on KWN monthly reports and consultation with KWN.
- Considering the importance of the advocacy component of the project, potential donors relevant for the context of the project were also interviewed.

### **2.3. Review of literature**

The following literature was consulted:

- Project proposal, Inception Report, project logical framework and budget;
- Interim narrative report , financial reports;
- Result matrix and monitoring tools, ROM report;
- CSO project proposals ; CSO reports; KWN Grants Management System;
- Material created by the organizations during the project;
- Any other relevant documentation;

### **2.4. Field study**

The field mission was carried out in January 2017 for six days. The evaluator visited five regions:

- Pristina is chosen both as the office of project staff of KWN and as majority of direct beneficiaries are situated there including potential donors and secondary beneficiaries such as central government stakeholders involved into the project.
- CSO's sub-grantees and women direct beneficiaries ,as well as, secondary beneficiaries from Prizren, Gnilane, Gjakova and Novo Brdo.

### **2.5. Data management and analysis**

All focus group discussions and interviews were transcribed into English and were conducted in local languages (Albanian and Serbian) and in English with potential donors and KWN staff. The transcribed data was analyzed using an inductive approach (bottom up) according to each evaluation criteria and key evaluation questions: relevant discussions abstracts were classified according to each evaluation theme and cross-referenced with abstracts from other discussions. In order to ensure credibility of data, all qualitative data were triangulated.

The project's effectiveness was measured by evaluating the extent to which activities were implemented, through the analysis of reports and discussions with beneficiaries, KWN and the donor. The impact was evaluated by analyzing discussions with final beneficiaries, KWN and government institutions. The efficiency was measured by analyzing budget, intermediary financial reports and discussion with KWN, beneficiaries and the donor. The relevance and sustainability were assessed by analyzing data from discussions with KWN, beneficiaries and other stakeholders.

### **2.6. Limits and weaknesses of the evaluation**

The evaluation achieved the objectives set out in the Terms of Reference.<sup>7</sup> No significant obstacles were encountered that could challenge the validity of the evaluation's analysis. One of the potentially challenging issues was the lack of final report of the project. Finally, the international consultant was accompanied at all times by an Albanian/English interpreter who helped her with the translation, which might led to a loss of information during the interviews.

## **3. RESULTS**

The report is based on the projects' main evaluation criteria, following OECD-DAC: project relevance, effectiveness, efficiency, impact and sustainability.

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<sup>7</sup> See Appendix 1.

### **3.1. Project relevance: Was the project consistent with needs and priorities?**

#### **3.1.1. Alignment with local context and needs**

##### **How relevant has this project been to the current context in Kosovo, particularly the needs of the project's target groups and beneficiaries?**

Discussions with KWN revealed that the project was designed based on KWNs experience in lobby and advocacy in the area of gender equality, and based on a study conducted by KWN –*Where is the money for Women's Rights?*<sup>8</sup> and other reports that point out the problem of funding for grass-root women led organizations Kosovo.<sup>9</sup> This study identifies a big drop in funding for women led CSOs on the territory of Kosovo, and thus points out at the problems that grass root women CSOs in Kosovo are facing regarding funding.<sup>10</sup>

Therefore, having grassroots women-led CSOs as its main beneficiaries, the project properly addresses the identified problems. By targeting some of the most important topics on gender equality, the position of vulnerable groups, and recognizing the importance of strengthening the links with local government institutions, both with training activities and with the field activities implemented by women-led CSOs through a sub-granting scheme-the action is in line with the call for proposals theme. It supports the local grassroots CSOs to strengthen their capacities and improve the quality of their input to the decision and policy making processes at the local level. The project idea, incorporated solutions to the basic obstacles that local women led CSO are facing, such as lack of resources, lack of management (many organizations have a Board of Directors, but few involve their Boards regularly in making decisions and overseeing the organization's work)<sup>11</sup> lack of proper skills for project writing, implementation, monitoring and reporting, financial management, as well as, lack of advocacy and lobbying skills.

KWN through this project was using its well establish network of 114 member CSO<sup>12</sup> organization for implementing the solutions as to above mentioned challenges. It is the only organization in the region that incorporates the principles of transparency and complete inclusion of its members; which have led to the creation of this strong network, as pointed out by a respondent:

“ KWN is the most important organization for ensuring gender equality in Kosovo, it's the watch dog for implementation of government policies, and it is the leader in advocacy for women's rights,”

*Inter alia* the organization was taken as an example of best practice by EU in Brussels on a meeting regarding women CSO's.<sup>13</sup>

<sup>8</sup>Publication: *Where is the Money for Women's rights*, Kosovo case study, KWN, alter habitus, 2013, found on: <http://www.womensnetwork.org/documents/20140109133636572.pdf>

<sup>9</sup>Human Rights and Diversity: Area Studies Revisited, edited by David P. Forsythe, Patrice C. McMahon.

<sup>10</sup>Publication: *Where is the Money for Women's rights*, Kosovo case study, KWN, alter habitus, 2013, found on: <http://www.womensnetwork.org/documents/20140109133636572.pdf>

<sup>11</sup> KWN Strategy 2015-2018  
[http://www.womensnetwork.org/documents/kwn\\_strategy\\_2015\\_2018\\_eng.pdf](http://www.womensnetwork.org/documents/kwn_strategy_2015_2018_eng.pdf)

<sup>12</sup>The Project proposal states 111 members, however the network has grown since then.

<sup>13</sup> On 19 Oct. in Brussels, the Kosovo Women's Network (KWN) presented its Kosovo Women's Fund (KWF) to civil society focal points from delegations working in European Commission (EC) Neighborhood and Enlargement countries, as well as representatives from the headquarters of the EC's Directorate-General for Neighborhood and

General relevance of the project was well confirmed in the interviews with different stakeholders, this very positive attitude of the interviewed stakeholders may be interpreted as one evidence of the ability of the project to reach its beneficiaries and address their needs in the context of gender equality and capacity building in Kosovo context.

One of the activities was the implementation of **specific tailored workshops**. All direct beneficiaries that the evaluator met with, indicated that prior to the workshops they had very little knowledge if any of: lobby and advocacy, how to write a project proposals, how to apply for funding, how to manage a project and use a computer; thus, majority of the CSO's were struggling, with some being dysfunctional and having little impact on the community. The workshops were therefore regarded as most appropriate answer to these problematic areas. This is confirmed by the evaluation forms that were completed after the project's workshops took place that show that more than 85 percent considered the workshops very relevant and the other 15 present as relevant. In the discussions with the evaluator the beneficiaries were clear that the workshops enabled them to learn things they did not know before as responded stated:

"This workshop was very relevant, because I realized how many rights we had (according to the laws) and how little is implemented..."and "I had no idea how to write a project proposal, and I learned this at the workshops."

The workshops were followed by individual mentoring, that included numerous meetings of the KWN staff with the direct beneficiaries in order to further assist them with developing their capacities, as pointed out by a direct beneficiary:

"We did not know how to do financial management , we did not know of the laws regarding that, the women from KWN, came to our CSO and explained it to us and check on us many times to see if we learned, so now we know."

The second activity implemented throughout the project period were the **bi-monthly meetings**. According to all the interviewed direct beneficiaries the meetings were out of particular relevance to them, because, it enabled exchange of valuable information between the member CSO's including exchange of know-how and potential concerns in their day-to day work. The bi-monthly meetings, as described by direct beneficiary the evaluator meet, were one of the most relevant activity: "where we share ideas and knowledge and come closer together as a network."

In 2012 KWN created the Kosovo Women's **Fund** that was used in this project to implement the third activity *i.e.* the **awarding of grants to** women led CSO members of the network. In discussions with KWN, and direct and indirect beneficiaries, the evaluator learned that if were not for the fund most of CSO members would not have been financially supported. Therefore, the funding of CSO's through the Fund has been viewed as of high relevance, by all respondents, direct and indirect beneficiaries. As pointed out by one direct beneficiary:

" Without this activity (sub granting activity) we would not survive as an CSO, nor contribute to our community."

It is also important to point that the funding activity was viewed as very relevant by the secondary beneficiaries as well; as one Gender Equality Officer pointed out during interview with the evaluator: ""The project that was funded by KWN and implemented by the local organization has empowered me as well, so I can do my job better now." Therefore, the project has also managed to create links with local authorities to the benefit of local women and marginalized communities."

Finally, all project beneficiaries have stated that the project, *inter alia*, has managed to achieve and bring the human dimension to all project activities, as pointed by one CSO member:

" We felt like KWN cares for us and it is selflessly always there to help us in our strive for improving women's right in our communities..." thus empowering beneficiaries on many levels.

*The consultant, consider that all activities that were projected were fully relevant for the needs of the beneficiaries and were well aligned with local context of Kosovo.*

**Was the projects in line with international national legislation/strategies and KWN own mission strategy?**

Kosovo has built a sound legal framework and mechanisms which could ensure gender equality, political participation, and non-discrimination on the basis of gender.<sup>14</sup> Under the Kosovo Constitution, gender equality is protected by the state.<sup>15</sup> The Constitution states that international human rights conventions including Convention on Elimination of Discrimination Against Women (CEDAW) and the European Convention on Human Rights (ECHR) precede national legislation.<sup>16</sup> Particularly the CEDAW is constructed around gender equality, and removing all forms of discrimination against women hereto. Discussions with KWN and consulting the project documents reveal that the base of the project idea is achieving gender equality. The recently enacted Law on Gender Equality provides for women's participation on many levels as well as gender based budgeting.<sup>17</sup> Discussions with national institutions and KWN revealed that the project takes into account, the international standards as set in the CEDAW, and the United Nations Security Council Resolution 1325 (UNSCR 1325). The Resolution calls for women's participation in the dialogue, peace, and security, and the project activities are aimed at addressing that, because, women have been insufficiently involved in the dialogue and women's needs and priorities have not been sufficiently considered in Kosovo.<sup>18</sup> The National Action Plan for the implementation of United Nations Security Council Resolution 1325 on Women, Peace and Security in Kosovo *inter alia* provides for creation of a new premise for strengthening and promoting the rights that belong to women and girls in Kosovo which is in line with the overall objective of the

<sup>14</sup> ROM report.

<sup>15</sup> Constitution of Kosovo found on:

[www.kushtetutakosoves.info/.../Constitution.of.the.Republic.of.Kosovo.pdf](http://www.kushtetutakosoves.info/.../Constitution.of.the.Republic.of.Kosovo.pdf)

<sup>16</sup> Ibid.

<sup>17</sup> Law on gender Equality, found on: [www.assembly-kosova.org/common/docs/ligjet/05-L-020%20a.pdf](http://www.assembly-kosova.org/common/docs/ligjet/05-L-020%20a.pdf)

<sup>18</sup> KWN, *1325 Facts & Fables*, p. 57-58.

action as confirmed by Gender Equality Officers interviewed during the field mission.<sup>19</sup> Furthermore, the action contributes to implementation of the EU Gender Action Plan in Kosovo through its support to women's organizations and women's human rights defenders.<sup>20</sup>

Finally, the project is in line with KWN's larger program to "Build the Capacity of KWN and its Members," as part of the KWN Strategic Plan, in particular with its first programmatic area: "Building the Capacity of KWN."<sup>21</sup> and it is built on the achievements of the Kosovo Women's Fund and KWN's capacity development activities in previous phases. It was adequately designed and builds on previous interventions of KWN taking into account the absorption capacities of the grass-roots CSOs members of KWN.

It is also important to underline that, according to KWN, all project activities were designed as, to be no deviance from national strategies. In discussion with the donor it was pointed out that the project was in line with the EU CSF priorities.<sup>22</sup>

*Therefore, the consultant consider that the project and its activities were fully aligned with national priorities and EU CSF priorities in civil society capacity strengthening in Kosovo.*

**Do undertaken activities considered women belonging to different ethnicities, marginalized and vulnerable groups and youths?**

The Project has been rated as extremely inclusive by all interview beneficiaries, including secondary beneficiaries. As one respondent pointed out:

" There is no such project in Kosovo that brings together all ethnicities in to common goal, increasing capacities and promotion of women's right."

The project through its activities managed to include women members of all communities of Kosovo and women with disabilities and it encouraged such occurrences in the future. Example of this is the awarding grants for networking to CSO's that come from different ethnic background, which has resulted in bringing more women from different background together,<sup>23</sup> as one focus group responded stated:

"The awarded funding for our project has been extremely relevant for bringing us together (Serbian and Albanian women)."

<sup>19</sup> National Action Plan, found on: [www.womensnetwork.org/?FaqlD=1&n=151](http://www.womensnetwork.org/?FaqlD=1&n=151)

<sup>20</sup> that the action contributes to implementation of the EU Gender Action Plan in Kosovo through its support to women's organizations and women's human rights defenders

<sup>21</sup> [http://www.womensnetwork.org/documents/kwn\\_strategy\\_2015\\_2018\\_eng.pdf](http://www.womensnetwork.org/documents/kwn_strategy_2015_2018_eng.pdf).

<sup>22</sup> EU CSF priorities : Increased human, material and technical capacity of CSOs to engage in governance and development; Increased sustainability, accountability and constituency of CSOs working on governance and development; and; More effective and efficient delivery of services in the governance and development sectors.

<sup>23</sup> Grant for networking : Open Door (1) & Hand to Hand (2) in Municipality of Pristina and Gracanica. (Empowering women through establishment and activation of two women community groups to raise awareness about women rights and participation in policy and decision making)

The project has included vulnerable groups as well, through the granting projects that addressed blind women, women with muscular dystrophy and similar; and it included youths. *The consultant, therefore, considers that women belonging to different ethnicities, marginalized and vulnerable groups and youths were considered by the activities.*

### **3.1.2. Quality of project design**

#### **To what extent was the project proposal clear and precise?**

The project proposal included a clear project statement, objective, outputs as activities, outcomes as results, and output and outcome indicators with targets different from the base line (even though in some places the base-line indicates 0, the consultant considers that has no influence on measuring the impact of this project). There was generally a clear logical link between outputs and outcomes, and between outcomes and objective even though a clearer distinction of outcome and impact indicators would have created even better logical link in the matrix.<sup>24</sup>

*The consultants consider that the project proposal was clear and precise.*

#### **Is project monitoring clearly defined in the project proposal?**

The project proposal includes a full section describing the evaluation of effectiveness and impact. This is done inter alia, through “using a monitoring and evaluation database established for this purpose KWN-MEDB.” This involves regularly updating the KWN Monitoring and Evaluation database, logging and tracking progress towards each indicator as provided for in the logical log frame. As well as, receiving annual narrative and financial reports from grantees.

*Consequently, the project monitoring system is clearly defined in the project proposal.*

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## **LESSONS LEARNED ON RELEVANCE**

- Being the only organization implementing concrete activities for capacity building of women led CSOs in all regions of Kosovo including all ethnicities and vulnerable and marginalized women and youth has an important added value and ensures the relevance of the project.
- Customization of the project activities to the local context adds to the relevance of the project.
- Introducing new concepts to the beneficiaries, and original interventions, brings added value and increases relevance of the project.
- Including human dimension into the project activities has added value on project relevance for the beneficiaries.
- Managing to create closer links between local government officials and local CSO adds to the relevance of the project.
- Introducing innovative and unique style of grant-giving coupled with tailored mentoring for organizations, in a ‘learning by doing’ approach, provides an example of best practice and a lesson learned for other EU/donor initiatives to reach grassroots groups.

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<sup>24</sup> See above, Section 1.1.1.

**3.2. Project effectiveness: To what extent has KWN achieved the expected results, specific objective, and overall objective set forth in its original proposal to EU Office in Kosovo (in accordance with its logical framework)?**

**3.2.1 Have planned activities linked to the specific Objective have been implemented?**

This section analyzes the level of achievement of the activities implemented within the framework of the project.<sup>25</sup> The impact of the activities will be discussed in Section 3.3.

**Were tailored capacity development workshops and individualized mentoring delivered?**

➤ **Workshops**

Discussions with project team and CSO as direct beneficiaries revealed that the during the project period 8 tailor made workshops were developed and implemented as planned into the project proposal:

1. Effective advocacy
2. Preparation material for public relations
3. The integration of gender perspective in public policies
4. Capacity development-Utilizing Information and Communication Technology (ICT)
5. Fundraising and identifying other manners for fundraising
6. Monitoring and Evaluation
7. Intermediate Project Proposal Writing, Perfecting Log frames
8. How to speak in front of the Camera

In discussions with the members of the CSO that participated into the workshops it was concluded that the workshops were open to every member of the KWN, and all members were extended and invitation.

The members from CSO's were highly contented with the quality of the workshops.<sup>26</sup> The decision to participate or not depended on the particular interest of the participants. There were 21 participants present at each workshop on average, which presents good turnout given distance and location of most KWN member organizations.

There were minor delays of two of the workshops against the planned detailed work plan due to hot weather or cold weather, but no significant delays that hindered the implementation of this activities were identified.

➤ **Individual mentoring**

Individual mentoring was envisaged and projected by the project proposal to be implemented throughout the implementation period of the project, and *inter alia* depended on the needs of the members of the KWN. The mentoring sessions were designed as to further members' organizational capacities (such as implementation of the Code of

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<sup>25</sup> For more information on the indicators, see outputs, outcomes and indicators table in Section 1.1.2.

Conduct)<sup>27</sup>, through meetings in person or/and and by phone. In discussion with members of CSO and KWN it was concluded that mentoring was conducted often, on regular bases and in every situation that there was an need on part of CSO members of KWN, which was highly appreciated by interviewed CSO members.

### **Were the bi-monthly meetings held as planned ?**

Discussions with the KWN and member organizations and review of literature revealed that all 10 bi monthly meetings projected by the project proposal were held. It is also important to highlight that, the bi-monthly meetings were attended by majority of members, on average 77 per meeting, which is a significant turn out. The bi-monthly meetings aimed at “building up a shared commitment for practical action,” and served as discussion points for member organizations on relevant issues and problems encountered, for exchanging and receiving information on granting possibility, sharing good examples of partner CSO in implementation of their projects and exchange of know-how between members

### **Where 25 grants awarded through the sub-granting scheme?**

The sub-granting scheme was implemented through the KWF, and through an elaborate procedure proscribed in the KWF Grants Manual.<sup>28</sup> A procedure graded as excellent and completely transparent by all interviewed CSOs.<sup>29</sup> There were 3 rounds of awarding grants:

- KWF, Round 7: distributed 7 grants, totaling €28,217.45
- KWF, Round 8: distributed 6 grants, totaling €31,651.50
- KWF, Round 9: distributed 13 grants, totaling €40,949.15

Total awarded grants for the project period were 26, exceeding the projected 25 in the project proposal.

The grants that were awarded were either “individual” grants or “networking for change” grants that encouraged cooperation among organizations in formal and informal networks towards achieving shared aims of furthering women’s participation in decision-making at the local level. There were 26 awarded grants from which, 20 were individual and six were networking for change grants.

In the table below the implementation of the activities is presented in a table. The following color code was used: green – met target; yellow – mostly met (75% or more); red – did not meet target, purple- exceeded the target.

**Table 1: Implemented activities compared to planned key activities**

Planned Activities	Implemented activities	Effectiveness
<b>Specific objective: Local CSOs capacities strengthened, participation increased and quality of input in decision and policy making processes improved at the local level.</b>		
8 tailored capacity development workshops organized and individual monitoring conducted on regular basis.	8 tailored capacity development workshops organized and individual monitoring conducted on regular basis.	Meet target
10 bi monthly meetings organized	10 bi monthly meetings organized	Met target

<sup>27</sup>The Code of Conduct refers to organizational capacity of members, like having a board of the CSO and passing all decision through it, something that was not widely spread in the work of the members of KWN before the start of the project.

<sup>28</sup> Kosovo Women’s Fund Grants Manual, updated 2016.

<sup>29</sup> For more information see section 3.4 Effectives

at least 25 sub-grants to local CSOs amounting to a total of €100,000	26 sub-grants to local CSOs amounting to a total of €100,000	Met target

#### Has the Objective been achieved

The project proposal projected provided expected results that relate to the implementation of the activities projected into the project proposal, and matching indicators, including more general set of indicators measuring the overall implementation of the specific objective.

**The Expected results were defined as:** 1) KWN members involve more women in local decision-making processes, particularly in rural areas and from minority or marginalized groups; and 2) KWN members better able to plan, fundraise for, and undertake effective advocacy initiatives at the local level and they are direct product of the implementation of the projected activities. The table below summarizes the achievement of the result/outcome indicators compared to planned project proposal and against the baseline.

**Table 3: Evaluation outcomes compared to planned outcomes**

Table 3: Evaluation outcomes compared to planned outcomes					
Planned outcome	Evaluation outcome			Target achieved	
Specific objective: Local CSOs capacities strengthened, participation increased and quality of input in decision and policy making processes improved at the local level.					
	Baseline	Target	End of project	Implemented	
Increased implementation of Code of Conduct by KWN members, as an index measuring organizational capacities	66%	80%	79%	99 %	Meet target
# of CSOs that participate in decision and policy making processes through this action	0	25	29	116%	Target surpassed
# of advocacy initiatives undertaken by CSOs, demonstrating strengthened capacities to undertake quality advocacy initiatives	0	25	105	420%	Target surpassed
Expected Results: 1)KWN members better able to plan, fundraise for, and undertake effective advocacy initiatives at the local level, 2)KWN members involve more women in local decision-making processes, particularly in rural areas and from minority or marginalized groups.					
# of KWN members' projects completed successfully through this action	0	25	25	100%	Target achieved
Increased # of total (diverse) women participating in decision-making processes at the local level through this action	0	750	677	90 %	Target Mostly met

The consultant considers that the Specific objective and planned activities were implemented successfully with most targets reached completely, many overpassed and only one of the expected

results was met mostly, however, KWN is still expecting some of the final reports of a few SCO members that were awarded grants, so the consultant is confident that this target will be reached as well, before, the final reporting dead line is reached for the KWN to the donor.

### **Activities for achieving visibility**

The project proposal lists activities regarding increasing visibility of the effects of the project. Even though they were not included into the activities section and the log frame matrix, the consultant thought important to include them as part of this section of the report. They are:

**Banner** during 2015 KWN created a banner specially designed as to be in line with EU requirements on communication and visibility. The banner was always displayed at events organized under this project.

**KWN Annual Report** was created during the project period. However, even though there were two Annual Reports during the project implementation phase only 2016 Annual Report was supported by this project. The Annual Report contains achievements of KWN on the implementation of its strategy, success stories, reports and similar. The Annual Report is published on the KWN web page.

**Success stories** refers to the booklet prepared and published by KWN titled: Little Grants Big Changes. The booklet contains success stories of the implementation of their interventions, with good examples of impact on communities and women overall. EU supported activities are mentioned as such. The booklet was published within the project duration and distributed to members, beneficiaries and stakeholders.

**Monthly news letter** has been published as part of this project. The monthly letter contains information on calls for grants, on other possibilities and on various activities of KWN. It also contained stories about grant recipients and their achievement

## **LESSONS LEARNED ON EFFECTIVENESS**

- The effectiveness of the implemented activities depends on the willingness and motivation of the members CSO.
- The active involvement of the KWN in the implementation of the activities as a mentor at all stages of the project implementation has contributed to reaching and surpassing the projected targets.
- The realistic projections of expected results and outcomes added to the effectiveness of the implementation of the project.

### **3.3. Project impact: What are the project's impacts? 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**

The project had one overall objective and one specific objective:

- Overall objective: **Women's and girls' rights and interests are supported, protected and promoted throughout Kosovo.**
- Specific objective: **Local CSOs capacities strengthened, participation increased and quality of input in decision and policy making processes improved at the local level.**

This section of the report is designed around the overall and specific objective and project interventions that define the objectives. It is also structured around the 3 impact indicators as described in section 1. This section is based on discussions with KWN, direct beneficiaries and secondary beneficiaries such as local government officials and review of relevant documents.

### 3.3.1. What is the impact on the KWN grant recipients, has the project contributed to building capacities

Discussions with KWN revealed that an important positive change resulted from the project activities *i.e.* the implementation of the KWN Strategic Plan that was a base for the construction of the project, especially, with respect to capacity strengthening of CSO members of the network. The implemented activities throughout the project resulted in even higher percentage of implementation than foreseen.<sup>30</sup>

**Table 4 Impact indicator 1**

Impact indicator 1 Progress in implementing KWN's Strategic Plan.	Base line	Targeted	Achieved	Implemented
	0	45 %	60 %	133 %

#### **Impact of the workshops and mentoring on local CSO's grant recipients capacities**

All CSO interviewed through the evaluation period have stated that they had no or very little previous knowledge of the topics that were discussed at the workshops. As one CSO member from Pristina said:

"We had no idea what is lobbying or advocacy before the workshops, but after the workshop on Lobby and Advocacy, and Project Writing we used this knowledge to prepare our project proposal and win a funding from KWN, we had lobby and advocacy as main goal in our project."

As pointed out by KWN staff and CSO's grant recipients the mentoring has also contributed to increasing the capacity of the CSO's and for the implementation of the Code of Conduct by its members, such as passing decision through its Board. Furthermore, the activity has contributed to increase in the CSO's ability to independently apply to other donors. Several CSOs that the evaluator met with pointed out that they have already applied for funding to other donors, with some winning funding, and some were in a waiting period for results of the competition at the time of the evaluation, as pointed out by CSO grant recipient from Gjakova:

"At the beginning of this project I could not write a project proposal, not to mention to manage implementation of it and do financial reporting, now I have applied to Ministry of Culture and I am waiting for a feed back, and I am confident."

<sup>30</sup>This also serves as a proxy indicator for furthering women's rights as human rights and gender equality in Kosovo as the Strategy tackles several issues related to furthering women's rights and gender equality in Kosovo, thereby impacting broader changes in Kosovo society.

Another CSO grant recipient from Gnjilan also pointed out at the positive impact of the workshops and the mentoring:

"The KWN, with the workshops topics and continuous mentoring thought us as how to write a project proposal how to apply and implement it, now we had used this knowledge and won 2 project funding from the Dutch Embassy, in this way our community gains as well, we can be more active and not solely depend on KWF."

The strengthening of the capacity of the local CSO's has resulted also in better identification of local problems that women and vulnerable and marginalized groups face and getting ideas on how to address them, which on a long run has impact on the whole community.

#### **Impact of the bi-monthly meetings on the local CSO's grant recipients capacities**

Discussions with KWN and CSO members revealed that the bi-monthly meetings of the members of the network has added to the raising of the CSO's capacities through information, and exchange of experiences and knowledge among members. As stressed by a CSO from Gnjilan:

"The meeting gave us ideas and possible solutions to problems we were facing in our region, we listen to experiences of other CSO's we asked questions and overall we got motivation to be better by listening to successful activities of other CSO's."

### **3.3.2 Has the project contributed to increased participation and quality of input in decision and policy making processes at local level what is the impact on direct and indirect beneficiaries**

#### **Impact of funding of projects and their implementation by local CSO funding recipients through the KWNF on direct and indirect beneficiaries**

The most important results of the project came from the awarding of funding to the CSO through the KWF. The awarding of funds to the organizations has had impact on direct and indirect beneficiaries on several levels:

- It increased the capacities of the CSO by teaching them in practice how to go through the motions of the process by actively supporting them in every step.

"We applied to the KWF after we had the workshop on project writing, but we were rejected the first time, however, the KWN sat with us and showed us how to improve our project proposal, and we applied again and won the funding, this had impact on our capacity to apply in the future to KWF and other donors too."

One of the identified **unexpected positive impact** was the attraction of other donors for funding follow up of the projects implemented by the CSO grant recipients through this project. For example as result of excellent implementation of the project activities and its relevance for the region the CSO Artpolis received additional funding from another donor to finalize the policy against sexual harassment for universities as a direct follow-up to the original project funded through KWF.

***This is an unintended positive impact of the project.***

- The project activity of grant awarding gave opportunity for implementation of 26 projects targeting various problematic issues in the regions through Kosovo to local CSO's that resulted in impacting the communities by: improving the lives of women, increasing the participation of women in decision making on local level, and raising awareness of women's rights, and lobbying for gender equality.

This was done through advocacy initiatives in decision making process and policy changes that were succeeded through each project interventions. For example, among the 25 advocacy initiatives in decision making processes that were identified throughout the project granting scheme that impacted direct beneficiaries was the initiative done by the Committee of Blind Women of Kosovo as part of their project who advocated successfully to the Mayor of Pristina for the urban traffic buses to meet requirements for persons with special needs. The Mayor has promised that their demands will be taken into account. First steps taken toward this, is the creation of special trails on sidewalks for blind persons, for the first time in Pristina, which has tremendous impact on all blind persons in Pristina.

Another excellent example of impact on the community by the CSO's project funded by KWN is Association of Women-Our home that have undertaken the initiative "Integrating gender responsive budget planning at the local level". This Association has worked towards the establishment of mechanisms for the integration of gender equality and gender budgeting at the local level in four villages that have a Serbian majority.

Another good example of advocacy action is the activities implemented by Psychotherapists in Action, that raised awareness of local government bodies in Gjilan about the need for increased preventive care to protect citizens, especially young people:

" The lessons under this project had important impact on me as an individual because I stay away from alcohol, drugs and cigarettes after the lessons, I learned that they are dangerous, also I informed my parents and relatives of the danger connected to smoking and drinking, I believe they are more careful now too."

The project implemented in the region of Pristina by Vita Jeta has also resulted in advocacy and lobbying activities for better health care of women regarding osteoporosis, additionally they offered osteoporosis check-ups for women. This had positive impact on the health of all women targeted by the project:

"I have not had financial opportunities to go for osteoporosis screening, the organization provided me with free screening for osteoporosis and diabetes, I was diagnosed for both, the doctor give me therapy, I am so thankful to this organization because it saved my life, I would not have had the check up without them, I was truly feeling very weak before."

- The projects implemented with the funding from the KWF have also resulted in policy changes in the implementing regions that had and is expected to have positive impact on all women belonging to all groups in the respective regions where these took place. There were 7 policy changes initially projected, but the project managed

to achieve 9 surpassing the targeted amount thus increasing the impact of the action.

**Table 5 Impact indicator 2**

Impact indicator 2.# of policy changes that result from sub-grantees' advocacy initiatives that contribute to women's and girls' rights	Base line	Targeted	Achieved	Implemented
	0	7	9	129 %

For example in Prizren the project implemented by Dora Does managed to push for adoption of Gender Equality Action Plan for the year 2017-2019 by the Municipal Assembly of Mamusha. Also the Association of Women - Our Home drafted and presented the Action Plan for Novo Brdo Municipality that includes gender budgeting and is aimed at achieving gender equality. Another example of positive impact on final beneficiaries is the interventions by the organization Open door & Hand to hand, that *inter alia* worked on informing women about their property and inheritance rights. Namely, they lobbied at equal distribution of inheritance in accordance to laws in Kosovo.

In discussion with final beneficiaries it was concluded that policy changes have had positive impact on their lives and their families in the respective regions, and it is expected to have even greater impact as these policy changes are implemented for a period of time. It is worth to note that policy changes take longer time to be implemented, and it is possible that in the forthcoming months there will be more policy changes as a result of the implementation of the action.

- Furthermore, it is also important to note that the activities implemented through the funded projects have had impact on changing of perceptions and to some extend of patriarchal views within the community especially within women.

"The biggest impact that our project had is that we managed for the mothers to become mothers to female children as well." (Open door) and:  
 " We also saw change in behavior among young Roma women as a result to our activities implemented in their communities, they no longer see domestic violence as a taboo. They started to discuss, and no longer think that is normal to be beaten by their husbands." (Dora Does)

***This is an unintended positive impact of the project.***

- The project funded by KWF through this project with its lobby and advocacy activities and policy changes managed to impact a large number of final beneficiaries whose rights and interests were supported, protected and promoted through this action. It was projected for 1650 final beneficiaries to benefit from this action, however the projections were surpassed increasing the impact on of the action on the lives of the final beneficiaries.

**Table 6 Impact indicator 3**

Impact indicator 3# Total # of final beneficiaries whose rights and interests are supported, protected and promoted through this action	Base line	Targeted	Achieved	Implemented
	0	1650	2226	135 %

**Has the project had impact on secondary beneficiaries –members of local government.**

- The funding of the local woman led CSO has resulted in increase of collaboration between local authorities and CSOs. Several respondents mentioned that there was no cooperation prior the project started. All respondents mentioned that the collaboration is at a much higher level nowadays, most of them rated the collaboration are “excellent”. Some local government officials have admitted that through the projects funded by the KWN implemented by the respective CSO’s and the established working connections, their working capacities have been somewhat strengthen:

“we had excellent cooperation with the member of the municipal assembly that supported and contributed to the achievement of the policy change.”

***This is an unintended positive impact of the project.***

*Thus the consultant concludes that the project had impact that went beyond what was projected, on the lives of the final beneficiaries and on the lives of their families. The project impact was immediate and measurable and touched upon a number of women final beneficiaries through achieving lasting policy changes and in strengthening the capacities of the CSO’s members of the KWN. Given the durability of the achieved results the project is expected to have positive impact on the long run on the women, marginalized and vulnerable groups and youth in their respective regions. Finally, unintended positive impact of the project was identified as well.*

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**LESSONS LEARNED ON IMPACT**

- Increased capacities of the CSO’s contributes to their ability to seek other funding apart from the KWF and to be competitive on the “CSO funding market.”
- The impact depends also on the quality of the implemented projects funded by the action activity and the dedication of CSO’s and KWN project staff.
- The achieved policy changes will have lasting impact on the final beneficiaries lives in inclusion of women in decision making, achieving gender equality, and improving rights of women, marginalized and vulnerable groups of women and youths; and is important for the sustainability of the project.
- The established working relations with local government officials had added value to the project impact.
- The well designed project activities and the excellent implementation of such had unintended positive impact on various level.

**3.4. Project efficiency How effective was the management of the project? How effective was the projects’ monitoring? Has KWN effectively supported the delivery of the project? Was the cooperation with the donors positive? What are the capacity development needs for KWN staff involved in this program, if any?**

This section analyzes the effectiveness of the management of the project- mobilization of funds throughout the project, the mobilization of human resources, and the effective delivery of the project- project implementation methods and monitoring system. In order to do so, the

consultant discussed with KWN, EU Kosovo Office and analyzed project's proposal, budget, narrative and financial reports for years 1 and 2.

### **3.4.1. Mobilization of funds and cost-efficiency analysis**

#### **Was the project's financial management implemented with the lowest costs possible?**

The analysis of budget and financial reports, as well as, discussions with KWN revealed that the budget was spent as projected. There was no overspending. The KWN has used to lowest costs possible in implementation of the project in accordance to Kosovo's economic context, including using its own staff capacities in implementation of activities such as workshops and mentoring instead of hiring expensive external consultants that added to the efficiency of the project management.

*It is clear from the above that the project was conducted with the lowest funds possible.*

#### **Was the project cost-efficient?**

According to the analysis of financial reports, the most important used budget lines except salaries and equipment were the lines related to awarding of funds to CSO's, The financial resources are properly planned to meet the project needs. The total of 50% of the budget is allocated for sub-grant projects implemented by CSOs, and the other half of the budget is allocated for operational costs, capacity building training sessions, audit, external evaluation, translation, visibility, publications and orientation sessions for grant beneficiaries. It is worth to note that CSO applying to the funds contributed to the implementation of the project in kind which has added to the efficiency of the project implementation.

As it was demonstrated in Section 3.3 ,it is clear from the discussions with stakeholders that the workshops and mentoring activities, and support to bi monthly meetings as well as the awarding of funds to CSO members had a direct positive impact, that is directly aligned to the project's objectives. There was therefore a direct link between the funds used and the project's impact.

*Based on the above, the consultant consider that all activities were cost-efficient.*

#### **Were links and synergies created with other projects to contribute to project efficiency?**

The KWN has created links with other projects during the implementation of the evaluated project 2015-2016. KWN is implementing several projects at the moment of the evaluation funded by other donors aimed at support women-led CSOs through sub-grant scheme, capacity building and networking, such as another EU funded project EU EIDHR project and one ADA funded project. At the beginning of the project implementation it was reported that there was some confusion on reporting and merging activities, that very shortly and swiftly was corrected in consultation with the donor. Therefore, the projects even though having a similar objective do not overlap in activities funding nor reporting. The Grant Review Committee which selects the sub-grants projects, involves all KWF donors making sure that the projects awarded by different donors are not supporting the same CSOs. The projects are going in parallel in supporting the KWF, creating a synergy and in this way covering more advocacy initiatives on local level. The reporting for the activities is separate following the respected budget lines.

*Therefore, links that were created with other projects contributed to the project cost-efficiency. There were no overlapping of activities nor double funding.*

### **Mobilization of human resources**

#### **Were the project team qualified and numerous enough to implement the project?**

KWN team was composed of: 1) Executive Director who was responsible for the overall oversight and public representation of the project. 2)Administrative and Finance Manager

that oversaw the financial management of the project. 3) Program Manager that ensured the effective and efficient management and all quality control related to the project, delivered trainings and provided mentoring, as needed. 4) Project Manager/Grants Coordinator was responsible for the day-to-day management of the project, administering grants and providing mentoring to CSOs. 5) Public Outreach Coordinator assisted with documenting all project activities and impact and 6) Project Assistant that conducted risk assessments of finalists before they received grants and assisted with administering grants and supporting CSOs via mentoring.

Discussions with the project team revealed that they were qualified to implement the project. The project team was experienced in implementing social projects.

According to review of documents and discussions with project team, KWN team capacities were enhanced during the project implementation period. The team added to their already sound knowledge of lobby and advocacy in gender equality thanks to the workshops and mentoring that was implemented. The team also reinforced their knowledge in terms of reporting and financial management as a result of the empowering approach used by KWN. There were no identified areas that need improvement regarding capacity of project staff.

*The evaluation consultant thus consider that the project team was qualified and numerous enough to implement the project and has strengthen their capacities through the implementation of this action.*

### **Project implementation methods and monitoring system**

#### **Has KWN effectively supported the delivery of the project?**

KWN is the local entity that is implementing the Action. Project staff of the KWN have been responsible and have dedicated its human and other capacities to implementation of the workshops and monitoring activity, the bi monthly meetings, and the awarding of the grants to local CSOs members of the network. The rationale behind this was to increase the cost effectiveness of the project and mobilize own capacities that have proven experience in the above mentioned areas instead of hiring expensive external part time staff/consultants, thus offering a high quality implementation of the project activities.

All interviewed CSO grant recipients and also government members that were involved into the project activities as beneficiaries stated that the methodology of implementation of the activities was “excellent,” “well thought” and “hands on.” The methodology used in the implementation of the workshops and the quality of the trainers was confirmed to be efficient by the participants as seen from the figure 1 and 2 below: <sup>31</sup>

**Figure 1:How you evaluate the methodology used to transfer skills and knowledge in the workshops? And Figure 2 -How you evaluate the work of trainers?**

Figure 1

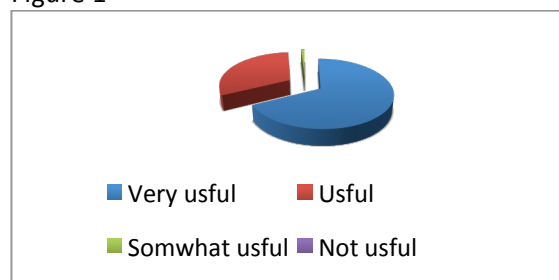


Figure 2



<sup>31</sup>Data extracted from workshops evaluation sheets

The adoption of the methodology “learning by doing” by KWN has also been evaluated as efficient by all interviewed persons.

The implementation of the granting scheme was done through usage of elaborate prior developed and tested methodology: the KWF Grants Manual, and the Review Committee guidelines. The methodology of the awarding of grants was seen as efficient, fair, and completely transparent by grant recipients. Its worth to explain that the applying organization does not receive grant by automatism but by submitting a quality project proposal, and this is ensure by the active involvement of the KWN staff at each stage of the procedure. The active involvement of the KWN into implementation of the activities has contributed to the overall effectiveness of the implementation of the project to the satisfaction of beneficiaries. Also, it is important to stress that the highly regulated application and awarding procedure coupled with the good management of the project has mitigated any risks from corruption.

*The consultant concludes that KWN effectively supported the implementation of the project.*

**To what extent was communication and collaboration between EU and KWN smooth and clear?**

KWN and EU office in Kosovo report that their collaboration was very constructive and supportive. Both indicated that the communication was smooth clear and supportive.

*The consultant concludes that the communication and collaboration with the donor was smooth and clear.*

**Did the monitoring system allow KWN to assess the level of achievement of planned activities and objectives throughout the project?**

Review of documentation and discussions with KWN demonstrated that there was an operational monitoring system in place to follow up on the output indicators and targets of the project, the KWN Monitoring and Evaluation Database. To add to the effectiveness of the monitoring before the project started, a baseline estimations were added to the outcome and impact indicators in order to compare it to the data at the end of the project.

*Therefore, the monitoring system was implemented to the extent that was projected in the project proposal. However it could have been improved, so that the impact on final beneficiaries is more visible with including a more long term impact indicators.*

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## LESSONS LEARNED ON EFFICIENCY

- Good design led to of efficient mobilization of funds.
- Links with other projects that work in the same field contribute to the project’s cost efficiency and increase the project’s impact.
- The existence of effective and comprehensive monitoring system at project’s level during the implementation has enabled the project team to assess the extent to which the project had an impact on final beneficiaries.
- The effective and comprehensive monitoring system allow donor to understand the extent which outcomes had been reached.
- The active involvement of KWN in implementation of all activities and in every level has added value to the effectiveness of the project implementation.

- The highly regulated application and awarding of grants procedure coupled with hands on management based on transparency has mitigated risks of corruption or misuse of funds.
- The KWN members' in-kind/in-cost contributions added to efficiency but also increased sustainability of the action.

### **3.5. Project sustainability: Will the project impacts be sustainable?**

#### **3.5.1. To what extent are any changes achieved through KWF sustainable**

##### **What measures established through the projects can ensure sustainability?**

Discussions with CSO that participated in the workshops, the bi-monthly meetings and that received grants revealed that they have gained knowledge of project proposal writing, project cycle management, lobby and advocacy, use of IT technologies, and gender equality laws. They also pointed out that they gained better attitudes and in some cases better practices in their work. Most CSO grant recipients provided several examples, indicating that they are ready to apply for projects independently, manage projects, and conduct financial reporting as learned from the interventions of this project.

The implementation of the Code of Conduct and its effects on the future work of the CSOs as a result of the project interventions as pointed out by the respondents was also likely to last.

The awarding of grants to the local women led CSO's through the project activities has resulted into numerous successful advocacy activities that are skills acquired by the project. The policies changes achieved through this project as described in the previous section are excellent example of sustainability of the project interventions, locally, because the CSOs can build up on these already set foundations. Furthermore, the connections established with local government officials are also most likely to last, as well, and will serve as good base for future work of the local CSOs in their community.

*Based on these discussions, the consultant considers that the knowledge acquired during the project activities has been owned by the CSOs and is likely to last. The policy changes achieved through the project by the CSOs grant recipients are examples of achieved long-term sustainability.*

#### **3.5.2. What are the key challenges to sustainability?**

All respondents indicated that they are more than willing to continue to participate into the KWN and continue to apply to the KWF. The project has managed to raise capacities of local CSO's and have enable them to be more competitive and capable in securing and lobbying for funding. However, the funding possibilities in the country have stayed unchanged. Having in mind the overall scarcity of funding for grass root CSO, the absence of interest on part of the central government for more meaningful involvement of CSOs in policy making through funding joint projects, the fund still remains as the primary funding source for majority of members. Also, KWN is not a static organization, more and more organizations are joining the network. These organizations haven't had their capacities build up by this project, as well as, there are always organizations that were part of the project that come from extremely rural areas of Kosovo that will need further assistance with funding and trainings, which could only be obtained through KWF and the KWN.

Furthermore, most projects implemented through the funding of CSO were of shorter duration having in mind that they were implemented in regions where patriarchal perceptions are rooted deeply and change takes time and repetition of certain best practices is necessary.

*Therefore, the consultant concludes that the key challenges to sustainability are the scarce funding possibilities available for grass-root women led CSOs, the deeply rooted patriarchal perceptions that add to the inequality of men and women in the local communities that need long term engagement to alter and the ever-growing number of members of KWN.*

### **3.5.3. What are the greatest needs of the target groups (including women's organizations) for the future in terms of future KWN support and/or services (both funding and capacity development options)?**

Even though the knowledge attained from the workshops is sustainable, most of the interviewed CSOs requested for more workshops to be conducted in the future and in various topics following the already established model by this project workshops and individual mentoring; thus most requested topics for the future were on lobby and advocacy, project cycle management, and lobbying for funding, pointing out that this would contribute even more to their further capacity building and long term sustainability of capacity building action.

All targeted groups including the beneficiaries have stated that the funding through the KWN must continue as it is the best answer to the current needs of the women's CSO with follow up of most projects in order to achieve greater sustainability of project interventions by the individual projects implemented to this project with reconsidering the projects duration.

#### **➤ What KWN can do to ensure future sustainability**

KWN could use its well-developed lobbying skills to lobby to the central government for ensuring permanent funding for women led CSOs on annual bases. KWN could also consider expanding the donor targets by including reaching out to private donors in order to ensure long term sustainability of the KWF (possibly done through EU funding support as part of future action interventions).

Also, full sustainability would include acceptance of the funding system by the state and including CSOs in delegated service provision in complete way –local out sourcing.

*The consultant concludes that the project interventions have ensured partial sustainability, but have paved the way for achieving even greater sustainability in the future, with continuing of the KWF opportunities for local grass-root women led organizations.*

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## **LESSONS LEARNED ON SUSTAINABILITY**

- A constructive involvement of the implementing CSOs into the mobilization of community and local government members creates a positive environment for future improved cooperation and ensures sustainability of already implemented activities.
- Training of CSOs through workshops is a great investment into providing long term knowledge that translates into capability.

#### 4. CONCLUSION AND RECOMMENDATIONS

The project “Strengthening Women-led Civil Society Organizations in Kosovo” is implemented by Kosovo Women’s Network, with the support of the EU office in Kosovo through the EU CSF funding scheme. The project purpose is to **strengthen local civil society organizations’** (CSOs) capacities, and increase participation and quality of input in decision and policy making processes improved at the local level. The project overall objective is: “Women’s and girls’ rights and interests are supported, protected and promoted throughout Kosovo.” Based on a review of literature, discussions with KWN, beneficiaries, and state institutions this report shows that KWN’s project has addressed the objectives of the project.

The project was unique by itself as no similar project has ever been implemented in Kosovo, targeting local grass-root women led CSO’s capacities, regional government capacities (human), and involvement of women in decision making processes on local level. The timing and the chosen locations for the project were utmost appropriate. The project added value was significant in the project regions as managed to reach all segments of gender inequality and intervened on all relevant levels through its funding scheme. The project and its activities were fully aligned with national priorities and EU CSF priorities in civil society capacity strengthening in Kosovo and it included women belonging to different ethnicities, marginalized and vulnerable groups and youths by the activities.

All of the activities were implemented successfully and all of the targets were met at the end of the project with most being surpassed.

The project has skillfully built on existing capacities of the CSO’s members of the network, by increasing them, which resulted in improved behaviors and practices for independent acting regarding funding opportunities and project implementations of these CSOs. Workshops activities proved to be the one of the best ways to empower the CSO members and to motivate them to work to amend biased perceptions of their respective regions in order to lobby for women’s equality and inclusion at all levels of community decision making.

The project results would not have been possible without the well-planned strategy to implement the project interventions. Also, without strong dedication and commitment of the KWN project team to the achievement of results, the project would have been less visible and brought less ownership on the part of the targeted beneficiaries. KWN has been supportive and open for communications with the beneficiaries. The project had displayed a professional, efficient and friendly communication. The budget was well planned and executed according to projections. There were proper monitoring tools, and the project team was able to fully analyze the extent to which the project has had an impact on the final beneficiaries.

The project had impact that went beyond what was projected, on the lives of the final beneficiaries and on the lives of their families. The project impact was immediate and measurable and touched upon a number of women final beneficiaries through achieving lasting policy changes and in strengthening the capacities of the CSO’s members of the KWN. Given the durability of the achieved results the project is expected to have positive impact on the long run on the women, marginalized and vulnerable groups and youth in their respective regions. Finally, unintended positive impact of the project was identified as well.

The project interventions have ensured partial sustainability by increasing the CSO's capacities and achieving valuable policy changes, but have not addressed the problem of scarcity of funding for grass root women led organizations.

Based on the above, the evaluation consultant recommends that a new phase of this project be implemented, taking into account the lessons learned in this project. Particularly, the evaluation consultant recommend KWN to:

- Continue workshop and mentoring sessions with CSO members of the network in line with KWN Strategy;
- Consider organizing training of trainers from the CSO members of the network to disseminate the training and training material throughout the country and ensure continuous education for its members.
- Continue securing funding for the KWF and develop further the sub granting scheme for grass-root women led CSO;
- Consider building on the already achieved policy changes through follow up projects and measure long term sustainability;
- Use its well-developed lobbying skills to lobby to the central government for ensuring a co-funding scheme (ex. 20 percent government funds-80 percent external donors such as EU, ADA and KtK) for funding of grass-root women led CSOs on annual bases through the KWF;
- Consider expanding the donor targets by including reaching out to private donors in order to ensure long term sustainability of the KWF;
- Advocate for stronger partnership of local CSOs and local government resulting in funding system that includes CSOs in delegated service provision–local out sourcing;

## Appendix 1: Terms of reference



# Kosovo Women's Network

*Serving, Protecting and Promoting the Rights of Women and Girls*

## Terms of Reference

### External Evaluation of the EU Civil Society Facility for Kosovo Action Implemented by KWN

#### Background

The Kosovo Women's Network (KWN) is a network of 113 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 2015-2016, KWN has received support from the European Union Office in Kosovo, under the call for proposal Civil Society Facility for Kosovo, for a two-year project entitled "Strengthening Women-led Civil Society Organisations in Kosovo." This action has the **overall objective** that "women's and girls' rights and interests are supported, protected and promoted throughout Kosovo." The **specific objective** of the action, is to: "strengthen civil society to actively participate in the decision and policy making process at all levels of governance through constructive and systematic dialogue with the government." The project should have the following **expected results** by December 2016:

1. KWN members better able to plan, fundraise for, and undertake effective advocacy initiatives at the local level.
2. KWN members involve more women in decision-making processes, particularly in rural areas and from minority or marginalized groups.

KWN seeks an independent external evaluation of this action.

#### Purpose

This external evaluation shall assess KWN's project, "Strengthening Women-led Civil Society Organisations in Kosovo." It shall have two main purposes: 1) examine the extent to which the expected results and specific objective have been achieved, to date. 2) The external evaluation 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 the near future. It will propose concrete recommendations towards strengthening KWN's relevant programs (capacity building and the Fund) in the future.

#### Objectives

The evaluation is being carried out for KWN and its supporter the European Union Office in Kosovo, to assess progress to date and identify future needs. The evaluation will take place in the last month of a two year project, so that it can evaluate results and at the same time inform planning for the potential continuation of the project. As the project will not have been entirely completed (as some last activities will take place in December 2016), the evaluation will necessarily focus on all other results achieved.

The external evaluation will assess the relevance, efficiency, effectiveness, impact, and sustainability of the project. It will provide an independent view of the successes, challenges, and lessons learnt to date, towards improving both the Fund and capacity building methods. It will also discuss the potential for 'scaling up' the project.

#### Subject and Focus (Scope)

The external evaluation shall cover the duration of the entire project completed to date, as of the date when the evaluation begins. It shall cover all interventions proposed within the original Full Application submitted to European Union Office in Kosovo. Its geographic range shall include all of Kosovo, focusing

on areas where target groups and beneficiaries are located. The external evaluation will focus on efficiency, effectiveness, impact and sustainability, but bear in mind that the policy changes at local level can take time and go beyond the implementation of the project timeframe. 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).

#### Main Evaluation Questions

More specifically, the evaluation shall address the following evaluation questions:

1. How relevant has this project been to the current context in Kosovo, particularly the needs of the project's target groups and beneficiaries?
2. To what extent has KWN achieved the expected results, specific objective, and overall objective set forth in its original proposal to EU Office in Kosovo (in accordance with its logical framework)?
3. How efficient has KWN's work been as part of this project?
4. How effective has KWN's work been as part of this project?
5. 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? To what extent are any changes achieved through KWF sustainable?
6. What has been the impact of KWN capacity development support on its member organizations? To which extent have they improved their capacities as organizations and/or enhanced their organizational sustainability?
7. How sustainable are the changes achieved 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)?
8. What are the greatest needs of the target groups (including women's organizations) for the future in terms of future KWN support and/or services (both funding and capacity development options)?
9. What are the capacity development needs for KWN staff involved in this program, if any?

#### Evaluation and Approach Methods

The consultant (or consulting team) shall be responsible for developing the specific methodology for carrying out the evaluation. They will be requested to further specify their methodology within their Inception Report. The expectations at each phase of the evaluation are as follows:

1. Start-up meeting (in person or via Skype) with KWN representatives
2. Produce Inception Report with detailed explanation of the methodology, on which they will receive input/feedback from KWN, and the European Union Office in Kosovo. This will require a desk review of project documents and files, including the recent Results Oriented Monitoring (ROM) Report carried out by a ROM expert.
3. Field Study: The study will take place in the Republic of Kosovo (Prishtina-based with day travel throughout Kosovo). It will involve at least 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 grant recipients have worked
  - Interviews with other key external stakeholders (e.g., potential donors)
4. Oral Debriefing: At the end of the field study, the evaluators shall make a brief oral presentation of initial findings and preliminary recommendations to KWN, receiving feedback.
5. Draft Report: The evaluators shall prepare a report for review and input by KWN. The evaluators shall respond to (though not necessarily accept) all comments on the draft report.

6. Final Report: The evaluators shall submit a final report that responds to all comments made on the draft report.

All data shall be collected and interpreted in a gender-disaggregated manner. The OECD DAC Evaluation Quality Standards must be applied and compliance with these must be comprehensible in the evaluation.

#### Anticipated Working Days

The process and assignment shall take place between 12 December 2016 and 9 February 2017. It is anticipated to take approximately 17.5 working days, as described in the table below.

Timeframe	Activity	Paid Days
<b>2-6 Jan. 2017</b>	<ul style="list-style-type: none"> <li>o Desk review: project documents and files, including prepare interview guides for field visit</li> <li>o Prepare Inception report, including methodology and work plan</li> </ul>	5.0
<b>9-13 Jan. 2017</b>	KWN, and the EU Office in Kosovo review report and provide feedback	
<b>16-24 Jan. 2017</b>	Field visit: <ul style="list-style-type: none"> <li>o Initial Start-up Meeting: 0.5</li> <li>o Interviews with relevant KWN staff, examination of KWN systems and procedures: 1</li> <li>o Interviews with sample of grant recipients, their beneficiaries, partners, target groups: 4.5</li> <li>o External stakeholders: 1</li> </ul>	7.0
<b>24 Jan. 2017</b>	Debriefing: Presentation of preliminary findings, following field visit to KWN and EU Office in Kosovo	0.5
<b>24-30 Jan. 2017</b>	Draft and submit evaluation draft report	3.0
<b>31 Jan. - 6 Feb. 2017</b>	KWN and EU Office in Kosovo, review draft report, provide feedback	
<b>7-9 Feb. 2017</b>	Finalize and submit evaluation report	2.0
	<b>Total Days</b>	17.5

#### Timetable

The approximate timetable shall be as follows:

Tender Announced	12 December 2016
Tender Due	23 December 2016
Tender Awarded	27 December 2016
Inception Report	6 January 2017
Debriefing	24 January 2017
Draft Report	30 January 2017
Final Report	9 February 2017

### Evaluation Team

Bidders may apply individually or as a team, including national or international team members. Team members must either speak the local languages (Albanian and Serbian) or have a concrete plan to ensure all of their translation needs are met in both languages. The selected bidder shall have among the member(s) of the evaluation team, at minimum:

- At least 10 years' experience conducting external evaluations of non-governmental, non-profit organizations
- Personal and/or professional experience working with and/or evaluating grant-giving bodies
- Track record and understanding in the appropriate approach in interviewing and conducting research with potentially marginalized groups (e.g., including women, persons with disabilities, and in rural areas)
- Experience and/or knowledge related to women's political participation
- Gender expertise
- Experience with Kosovo preferred
- Experience evaluating EU-funded actions
- Excellent English writing skills

CVs for all team members demonstrating these must be included in the bid. Bidders are requested to provide contact information for at least three references.

### Reports

The Inception Report, Draft Report, and Final Report shall all be in the English language. The Inception Report shall be no more than five pages in length and contain a detailed explanation of the methodology. The Draft Report and Final Report both shall be between 20 pages minimum and 25 pages maximum, exclusive of annexes and cover pages. These reports must be structured according to the OECD/DAC criteria and the evaluation questions.

The final report will be evaluated (and accepted) based on its fulfilment of the following criteria of the OECD/DAC:

- Were the terms of reference fulfilled and is this reflected in the report?
- Does the report contain a comprehensive and clear summary?
- Is the report structured according to the OECD/DAC criteria and the evaluation questions?
- Are cross-cutting issues (e.g. poverty, gender, and environment) indicated in the report separately?
- Does the report describe and assess the intervention logic (e.g. logframe)?
- Are the conclusions and recommendations based on findings clearly stated in the report, and are they derivable from the latter?
- Does the report clearly differentiate between conclusions, recommendations and lessons learnt?
- Is it comprehensible how the evaluators have achieved their findings?
- Are the recommendations and lessons learnt realistic and is it clearly expressed to whom the recommendations are addressed to?
- Are the methods and processes of the evaluation sufficiently documented in the evaluation report?
- Were the most significant stakeholders involved consulted?
- Were the most important documents taken into consideration, and is the content of the latter reflected in the report?
- Does the report present the information contained in a presentable and clearly arranged form?
- Is the report free from spelling mistakes and unclear linguistic formulations?
- Can the report be distributed in the delivered form?

### Coordination/Responsibility

The consultant (or consulting team) will report to the KWN Executive Director and KWN Program Manager, and will cooperate closely with the Administrative and Finance Manager, Kosovo Women's Fund Coordinator, and Assistant. KWN will provide some assistance with arranging interviews, though the Consultant shall bear final responsibility with regard to logistics, including sampling procedures (towards validity).

#### Submission and Evaluation of Bids

Please submit narrative and cost proposals by **23 December 2016** to [info@womensnetwork.org](mailto:info@womensnetwork.org) with the subject "EU Office in Kosovo External Evaluation". Proposals shall be evaluated by a Commission as follows:

- 40% Experience of consultant(s)
- 30% Proposed methodology
- 30% Lowest cost

There is a cost ceiling of €4,000 Euros maximum. Any international companies must include within their cost proposal the 5% tax required by Kosovo law.

## **Appendix 2: Tools**

### **Semi-structured questionnaire for KWN**

#### **Interview guide for KWN**

*Estimated time: 90 min (interview)*

#### **Relevance**

How relevant has this project been to the current context in Kosovo, particularly the needs of the project's target groups and beneficiaries?

To what extent is the program aligned with national policies regarding women's equality and participation in decision making processes?

What were the steps of the development of the programmatic activities?

Are you familiar with other programs aiming at improving CSO capacities and funding them? If so, to which extent are these programs overlapping or complementary?

How does it relate to the other KWN projects:

- What is different?
- How do they complement each other?
- Are there duplication of activities?

What is the added value of this project compared to the other similar projects?

Can you describe how seminar participants were selected for the training sessions?

Can you describe how grant recipients were selected for grant awarding?

Do you think that all relevant CSO's and institutions have been involved in the project to ensure successful implementation of the activities? If not, which ones do you consider were left out?

Were some needs relating to improvement of women's rights and CSO capacities that have not been addressed or covered by the project?

#### **Effectiveness**

To what extent (fully, partially, not achieved) do you think the objectives and outputs were achieved and why?

Which problems or constraints, if any, have you encountered during this project? How did you overcome the barrier(s)?

According to you, to what extent did the workshops sessions contribute to enhance the capacities of CSO's?

What is your opinion of the content, design, evaluation and monitoring system of training/workshops activities?

To what extent have the funded CSO's developed their lobby and advocacy capacities?

To what extend the funded CSO's managed to include more women into decision making processes?

To what extend did the project interventions helped marginalized and vulnerable groups of women, please explain!

Do you consider that the advocacy has been successful? How would you define successful in this regard?

What is the impact of the publication?

What are according to you the main strengths and weaknesses of the implementation of the program?

### **Impact**

To what extent do you consider that the workshops contributed to change of CSO behaviors and practices in advocacy planning and fundraising?

To what extent did the funding of CSO help in improvement of women's and girls rights in the specific regions?

In your opinion, to what extent did the project intervention help in involving women in decision making on local level ?

Do you know of challenges that have been reported in the implementation of these new capacities by CSO grant recipients?

To what extent has this program have an impact on development of new initiatives on local and central level with aim of improving women's rights?

To what extent did the program activities globally contribute to increase the protection, participation in decision making processes and well-being of women in Kosovo?

Have the activities resulted in any unforeseen impact, whether positive or negative?

Which impact indicators would you consider fulfilled and which are not fulfilled?

### **Efficiency**

Do you consider that your staff, involved stakeholders and consultants were numerous and qualified enough to implement the project?

How many people were involved in the implementation of the program? What were the positions and role of each of the people involved in the program?

How were the experts and consultants selected to support the implementation of the program?

- *How would you describe your partnership with EU office in Kosovo?*
- *What are the strengths and weaknesses of the relations with the partners on the project results?*
- *Were your capacities reinforced during the implementation of the project? If so, which capacities? How? How can it be improved?*

According to you, to what extent have KWN and other stakeholders make good use of their financial resources?

How do you assess the collaboration and communication with CSO's members?

How do you assess the collaboration and communication with national and international experts and consultants trainers?

How do you rate the ratio between the resources used and the results of the program? Can you explain why?

Have you implemented a monitoring system during the program? If so, to which extent did the monitoring system allow you and other stakeholders to assess the level of achievement of planned outputs and outcome throughout the project?

Has there been any delays in the implementation of the project that could potentially negatively impact the project? If so, what were the responses to these delays?

## **Sustainability**

Has a sustainability strategy been developed in the framework of the project? If so, can you explain it and to what extent do you consider it appropriate?

What measures established through the projects can ensure sustainability?

To what extent are any changes achieved through KWF sustainable?

How sustainable are the changes achieved 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)

What are the key challenges to sustainability?

What actions shall be implemented to ensure that the benefits from the programmatic activities continue?

Can you identify key factors that will facilitate the sustainability of the project?

Can you identify key factors that will diminish the sustainability of the project?

How do you see the role of KWN in future implementation of similar programs? What are your needs in terms of funding and capacity building?

Is there anything that was not covered with these questions but you feel that should be noted?

## **Semi-structured interview guide with CSO's workshop and funding beneficiaries**

*Estimated time of interview 50 min.*

## **Relevance**

Do you think that KWN work through this project is useful and relevant? Why? How?

Was the project relevant for the improvement of the situation of women and girls in your region? How?

Was the project relevant for improving your CSO's capacities? How?

Have you had any other opportunities for funding before this project?

How were you selected to participate in the training sessions? How were you selected for the grant awarding? Do you think the procedure was easy?

Do you consider that KWN project is implemented where there are the most needs in terms of women and girls rights, participation in decision making, or do you consider that some locations were left out?

What do you think of their approach regarding the workshops and grant awarding?

Do you think that all relevant institutions-NGOs were involved in the project? If not which ones were left out?

Which needs of your CSO and or women you work with were not addressed by this project?

## **Effectiveness**

Do you consider that the workshop sessions have been successful? Why?

To what extent did the workshop sessions contribute to enhance your capacities?

What is your opinion of the content, design, evaluation and monitoring system of workshop activities?

To what extent did the grant received by KWN contributed to improvement of your work?

What is your opinion of the evaluation and monitoring system of the implementation of your project?

Did the mentoring help you in any way?

What are according to you the main strengths and weaknesses of the implementation of the project by KWN?

### **Impact**

What did you learn during the workshops that you did not know previously?

To what extent do you consider that the workshop contributed to change your behaviors and practices in advocacy, planning and fundraising?

To what extent the funds you received have helped you in reaching the needs of your beneficiaries?

To what extent has the project changed behaviors and practices towards gender equality/women with disabilities in your region?

To what extent did you manage to bring initiatives in your region through the use of funding from the project? Regarding minority and marginalized groups?

Are there challenges in the implementation of these new capacities in your region in advocacy/fundraising?

Can you provide examples of practices you have been able to implement and practices you have not been able to implement your new skills?

To what extent did the program activities globally contribute to the number of women that participate in decision making in your region?

What is the impact of your project on the secondary beneficiaries (men and children)?

Have the activities resulted in any unforeseen impact, whether positive or negative?

### **Efficiency**

How do you assess the collaboration and communication with KWN?

### **Sustainability**

According to you, what actions shall be implemented to ensure that the benefits from the programmatic activities continue?

Can you identify key factors that will facilitate the sustainability of the project?

Can you identify key factors that will diminish the sustainability of the project?

What are your needs that could be addressed with further actions?

Is there anything that was not covered with these questions but you feel that should be noted?

## **Semi-structured interview guide with Government stakeholders secondary beneficiaries**

*Estimated 30 min*

Do you think that KWN/CSO (grantee) work through this project is useful? Why?

Do you consider that KWN project is implemented where there are the most needs in terms of support to women in advocacy and decision making do you consider that some locations were left out?

Do you think that all relevant institutions-NGOs were involved in the project? If not which ones were left out?

Describe your cooperation with the KWN/CSO grantee?

Was the project relevant for the improvement of the situation of women in Kosovo/your region regarding participation in decision making, advocacy, protection of women's right?

How do you assess the collaboration with KWN/CSO grantee?

Do you think that the project activities have been publicized enough? Is there enough visibility of the project implementation?

What have been the impacts (positive or negative) of the KWN project? Do you think that the project contributed to the increase of women participation in decision making? If so, why (please provide details)?

What have been the impacts (positive or negative) of KWN project in terms of protection of women and girls? If so, why (please provide details)?

What have been the impacts (positive or negative) of KWN project in terms of creation of new funding possibilities?

Is there anything that was not covered with these questions but you feel that should be noted?

### **Tools for direct beneficiaries of CSO grantees –focus group**

#### **No children interviewed below 18**

*Estimated 40 min*

#### **Relevance**

Do you think that KWN partner CSO work through this project was relevant? Why? How?

Was the project relevant for the improvement of the situation of women and girls in your region? How?

Do you consider that KWN project is implemented where there are the most needs in terms of women and girls rights, participation in decision making, or do you consider that some locations were left out?

What do you think of their approach regarding implementation of the project?

Which needs of women work with were not addressed by this project?

### **Effectiveness**

What are according to you the main strengths and weaknesses of the implementation of the project by KWN CSO partner?

Are the project activities visible to the population in your region?

### **Impact**

Describe the impact of the implementation of the project on your life? On the lives of women in your region?

Is there any change after the implementation of the activities of the project?

Have the activities resulted in any unforeseen impact, whether positive or negative?

### **Efficiency**

How do you assess the collaboration and communication with KWN CSO?

### **Sustainability**

According to you, what actions shall be implemented to ensure that the benefits from the programmatic activities continue?

Can you identify key factors that will facilitate the sustainability of the project?

Can you identify key factors that will diminish the sustainability of the project?

Is there anything that was not covered with these questions but you feel that should be noted?

Is there something I have not asked you about, and you would like to share?

### Appendix 3: List of people interviewed

Date	Location	
22 Jan	Skopje	KWN staff with Nicole Farsworth
	Pristina	
23 Jan		Igballe Rogova, Executive Director of KWN, at KWN office
		Grant recipient CSO (Vita Jeta) and beneficiaries Mimoza Nuhiu-Ajeti Miradie Xhemajli Naxhije Grajqevci Ramize Kacandolli Rabije Slibova Luftie Zeneli Hazbije Kutleshi Sabrie Nimani
24 Jan	Pristina	
		KWN project staff: Zana Rudi, Project Manager; Besa Shehu, Administrative and Finance Manager; Gentiana Murati, Kosovo Women's Fund Coordinator
		EU Office Kosovo Dario Di Benedetto
		OPEN DOOR and beneficiaries from the grant recipient project Belgjzare Muharremi Nena Rikallo Arta Shushka Bedrije Sopjani (social worker) Fahrije Selimi Sabrije Prebreza, Shaha Krasniqi Luljeta Selmani Sabrije Huseini
25 Jan	Pristina	
		Gender equality officer Premtime Preniqi;  Kimete Zeqa - Head of Assembly members in Pristina Lobby for Gender Equality: Hatixë Hohxa, Rita Begoli and Lirë Afdiu.
		Representative from Kvinna till Kvinna
26 Jan	Prizren and Djakova	
		CSO grant recipient (Kosovo Center for Development and Multicultural Integration) Elvane Qorri Olsi Turtuli Lumnije Sullaku – GEO – Municipality Gjakovo
		Meeting with Dora Dores Vjolca Curi

27 Jan	Gnjilanje	<p>Morning:</p> <p>CSO grant recipient (Psychotherapists in Action)</p> <p>Sevdije Musliu</p> <p>Përparim Poroshtica – pedagog</p> <p>Students: Edi Akdema, Edrena Avdiu and Anita Isufi</p> <p>Lindita Bllaca</p> <p>Gjyltene Bllaca</p> <p>CSOs- “Liria” &amp; “The Legend” grant recipients and beneficiaries</p> <p>Nazife Jonuzi</p> <p>Ibadete Mustafa</p> <p>Melehate Osmani</p> <p>Gjylsime Qamili</p> <p>Sevdije Rexhepi</p> <p>Abide Osmani</p> <p>Lindita Salihu-Gender Equality Officer</p> <p>Shejnaze Mosurica – Head of Finance office – Municipality Kamenica</p> <p>Valdete Sopi – Municipality Kamenica</p>
	Novo Brdo	<p>Meeting CSO grant recipient (Udruzenje Zena - Povratnica "Nas Dom")</p> <p>Vesna Stajic</p> <p>And Member of Local Assembly of Novo Brdo</p>

#### **Appendix 4: Bibliography**

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Kosovo Women's Fund Grants Manual, updated 2016.

## Appendix 5

### Outputs, outcomes and indicators of the project

<b>Overall objective:</b> Women’s and girls’ rights and interests are supported, protected and promoted throughout Kosovo.				
<b>Impact Indicators:</b>		Indicator 1: Progress in implementing KWN’s Strategic Plan. <i>Baseline: 0% implemented because KWN is beginning with a new Strategic Plan in 2015; Target: 45% of Strategic Plan implemented by end of 2016.</i>		
		Indicator 2: # of policy changes that result from sub-grantees’ advocacy initiatives that contribute to women’s and girls’ rights <i>Baseline: 0; Target: 7 by end of 2016</i>		
		Indicator 3: Total # of final beneficiaries whose rights and interests are supported, protected and promoted through this action <i>Baseline: 0; Target: 1650 by end of 2016</i>		
<b>Specific Objective:</b> Local CSOs capacities strengthened, participation increased and quality of input in decision and policy making processes improved at the local level.				
<b>Output</b>	<b>Indicators</b>	<b>Outcome</b>	<b>Indicator</b>	<b>Modifications</b>
Deliver tailored capacity development workshops and individualized mentoring	8 tailored capacity development workshops organized and individual monitoring conducted on regular basis.	R1KWN members involve more women in local decision-making processes, particularly in rural areas and from minority or	Increased implementation of Code of Conduct by KWN members, as an index measuring organizational capacities <i>Baseline: TBC in Dec. 2014 (58% as of Dec. 2012)</i> <i>Target: 80% implemented by December 2016</i>	No change
Continue organizing KWN bi-monthly networking meetings	10 bi monthly meetings organized		Indicator 2: # of CSOs that participate in decision and policy making processes through this action <i>Baseline: 0</i> <i>Target: 25</i>	No change
Provide sub-grants in an accessible accountable and transparent manner	At least 25 sub-grants to local CSOs amounting to a total of €100,000		Indicator 3: # of advocacy initiatives undertaken by CSOs, demonstrating strengthened capacities to undertake quality	No change

		<p>marginalized groups.</p> <p>R2KWN members better able to plan, fundraise for, and undertake effective advocacy initiatives at the local level</p>	<p>advocacy initiatives</p> <p><u>Baseline: 0</u></p> <p><u>Target: 25</u></p>	
			<p>R1. # of KWN members' projects completed successfully through this action</p> <p><u>Baseline: 0</u></p> <p><u>Target: at least 25</u></p>	<i>No change</i>
			<p>R2. Increased # of total (diverse) women participating in decision-making processes at the local level through this action</p> <p><u>Baseline: 0</u></p> <p><u>Target: 750, disaggregated by age, ethnicity, geographic location, physical ability</u></p>	<i>No change</i>