External Evaluation of the ADA Further Advancing Women's Rights in Kosovo Action Implemented by KWN

Final Report

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Submitted by:

Nordic Consulting Group, NCG and Art Shala & Co.

Authors:

Nertilë Latifi, Ulf Färnsveden, Art Shala, Fjolla Azemi

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Acronyms

ADA	Austrian Agency for Development
CBI	Copenhagen Burnout Inventory
EoP	End of Project
ET	Evaluation Team
FAWR	Further Advancing Women's Rights
GAP	Gender Action Plan
GBV	Gender Based Violence
GRB	Gender Responsive Budgeting
KLGE	Kosovo Lobby for Gender Equality
Kvinna till Kvinna	The Kvinna till Kvinna Foundation (means Woman to Woman)
KWF	Kosovo Women's Fund
KWN	Kosovo Women's Network
NCG	Nordic Consulting Group
NGEM	National Gender Equality Mechanisms
SIDA	Swedish International Development Cooperation Agency
TBA	To Be Assessed
WRCSO	Women Rights Civil Society Organizations
WEE	Women's Economic Empowerment
WwDA	Women with Different Abilities

Contents

1. Executive Summary

The main focus of the evaluation is to briefly confirm the progress of the FAWR project, draw lessons and recommendations of this and similar actions funded by ADA, which KWN should pursue in future project design, as well as suggest ways to improve KWN's internal structure and functions for improvement in management, controlled growth and long-term sustainability.

A holistic approach was used in collecting data from key documents and all relevant stakeholders, including KWN members, partners, stakeholders, donors and KWN staff themselves, through desk study, structured surveys and interviews. The methodology was adapted to respect necessary safety measures as a result of the COVID-19 pandemic and relevant restrictions, whereby the safety of all respondents and staff have been preserved by conducting all data collection using online tools and platforms.

The evaluation, as lined out in the TOR, is structured around its main 4 objectives and 10 Evaluation Questions (EQs) which fall into the different objective areas. This report is structured in 4 main chapters for each relevant objective, with EQs being answered within relevant objective topics. Additional chapters tackle and address findings and recommendations outside of the proposed TOR scope.

With regards to objective 1, *the extent to which the expected results and specific objective of the FAWR project have been achieved, to date;* findings suggest that based on the data available so far the achieved results have been partially achieved, and are on a good path to be fully achieved by the end of the project in 2020 (EQ1), with external stakeholders assessing FAWR efforts to have been effective (EQ2). Relevant adaptations of KWN programming to mitigate COVID-19 effects include digitalizing remaining project activities as needed, and tackling COVID-19-pandemic threats towards women and vulnerable groups; the latter can be achieved by changing and adapting existing actions or directing new actions adequately.

As for objective 2, *proposing recommendations for improving the Kosovo Women's Fund (KWF) to better meet members' needs,* findings suggest that the overall satisfaction of KWN member organizations with regards to the Kosovo Women's Fund (KWF) is high, and members' needs are met (EQ3). Sustainable changes have been achieved so far, especially law enforcement for marginalized groups in Kosovo, healthcare, inclusion of women with different abilities (WwDA), economic empowerment, and advocacy on the approximations of laws, public policies, and other documents regarding women empowerment. Challenges to sustainability mainly revolve around financial dependency of members to KWF and other donors (EQ4). Suggestions for improved member support in the future were found to mainly include increasing funding value and duration of grants - which would also ensure more effective and sustainable projects by Women Rights Civil Society Organizations (WRCSOs), and help them grow and become more self-reliant in the future. Other recommendations that tackle donor dependency include further capacity development in fundraising (and project writing) as well as experience sharing among members and partners (EQ6).

Regarding objective 3, *areas on which KWN should concentrate in its future programming,* drawing from sustainable achievements made so far, findings collected from members, partners and external stakeholders, suggest that many ADA funded initiatives of KWN in the past decade have had sustainable results and wide impact, such as systematic changes achieved at central and local level, affecting the entire population of Kosovo, especially through laws and inclusion in the criminal code, awareness raising on GBV to public and funding of UN resolution 1325, the increase of women participating in political processes and decision-making, the positive impact to the Kosovo judiciary system,, increased citizen engagement in relevant issues and diversification, increased awareness in women's health and healthcare – such as breast cancer, raised awareness on sexual harassment and its inclusion in the criminal code, economic subventions to women, increased attention to childcare, increased awareness and systematic changes with regards to property rights etc. (EQ4). While some of the achieved changes are quite sustainable, Kosovo still has a long way to achieve the desired level of a gender equality . Thus, most achievements, even when sustainable, represent important milestones that require further development and next steps, on which the KWN should concentrate

in its future programming. Challenges that remain to be tackled revolve around guaranteed gender-budgeting by Kosovo institutions, improved coordination among local actors and alignment among donor agendas in achieving more effective joint results, securing governmental ownership and financial contributions to an ever-shrinking donor portfolio in Kosovo (EQ5). According to members, partners and stakeholders, the main areas on which the KWN should focus its work in the future are: *1. Empowering Women Economically (80.8%), 2. A Life Free from GBV (55.8%), and 3. Women in Politics and Decision-making (53.8%)* (EQ7). Generally, member organizations and key stakeholders see KWN playing the same role in the future, within all of its strategic areas, with stakeholders acknowledging KWN's high status as a CSO leader and tying their future undertakings to securing long-term sustainability (EQ8).

With regards to objective 4, *suggesting ways to improve KWN's internal management of programs and operations,* findings suggest that the organization has made efforts to expanding representation beyond key people, developing staff that joined more recently, especially since the organization has experienced a rapid growth. However this was not perceived as much by stakeholders, whereby KWN would promote their efforts in this regard more. Control of work-related processes relies more on the executive team, which may be highly regarded, but also has detrimental effect on efficiency, creative development, and growth of new team members. Delegation could be a topic which needs to be further discussed within the organization. There is a clear over-burden on some specific executive roles, which may need to be addressed by adding a new layer in the hierarchy, once more than 5 staff are reporting to one person. However, the Management Team has acknowledged this and is taking steps to train new and existing staff members to take on more responsibilities in the organization, as well as to further divide management roles. Excessive pressure on some of the staff, and effectively on the organization is also caused by multiple staff on maternity leave, with some of replacements having been arranged beforehand. A format that reconsidered the approach and/or includes a contingency plan to maternity leave and potential loss of replacements is recommended. These conclusions are also reflected in the findings of the Copenhagen Burnout Inventory (CBI), where a certain work-related burnout level has been assessed, with around 40% of executive team staff stating that their work is emotionally exhausting to a very high degree (EQ9).

Other relevant findings that have emerged outside of the structure and scope of the evaluation's TOR, include the analysis of the functions of the KWN advisory board, and the potential opportunities of it. KWN has an advisory board that is active sporadically, while it is suggested that KWN needs an active advisory board, which can help the organization take the next steps. KWN is currently under growth and the ET have extracted and presented a number of actions in order for KWN to become more sustainable, in this regard, an advisory board can help and support the management. The opportunities an active Advisory Board, where handpicked intelligent, committed, competent, and trusted personalities can contribute to the advancement of the KWN, ranging from financial sustainability, organizational development, succession, digital products, rotation of personnel, etc. The members of the Advisory board can be changed if KWN management so considers, this way the most appropriate persons and specialists can be introduced and equip KWN for the future. It is very beneficial to invite donors to participate in the Advisory board, and involve them in development of the strategy or of projects, since they have valuable experience of development and cooperation. All the while the decision-making remains in the management (EQ10).

2. Introduction

2.1. About the evaluation

In April 2020, Nordic Consulting Group (NCG) and Art Shala & Co. were contracted by Kosovo Women's Network (KWN) for the external evaluation of the "Further Advancing Women's Rights (FAWR)", an action supported by Austrian Agency for Development (ADA). This is an external evaluation of the effectiveness, impact and sustainability aspects of the ADA sponsored "Further Advancing Women's Rights in Kosovo (FAWR)", along with its progress on outcomes and outputs. The evaluation takes place in the last year of this three-year project with the aim to inform planning for potential continuation of the project, upon its completion.

The main focus of the evaluation is to measure and learn from the progress of the FAWR activities and draw lessons and recommendations of this and similar actions funded by ADA, which should be pursued in the near future and for future project design.

2.2. Purpose and Scope

This external evaluation assesses the FAWR project and has four main purposes: **1)** briefly, confirm the extent to which the expected results and specific objective have been achieved, to date; **2)** propose recommendations for improving the Kosovo Women's Fund (KWF) to better meet members' needs; **3)** suggest areas on which KWN should concentrate in the future to inform its future programming; and **4)** suggest ways to improve KWN's internal management of programs and operations. The evaluation covers the duration of the project completion up until the commencement of the assignment and takes into account only results achieved by the implementation until the time of its conduction. As it took place near the completion of the FAWR project, it will contribute in the future planning for potential continuation of the project. On another level, this evaluation also serves in improving the existing management, methods, policies, and processes within KWN.

The external evaluation briefly assesses and confirms the effectiveness, impact, and sustainability of the FAWR project and KWN activities, following the OECD DAC criteria. The main focus of the evaluation was to provide thoughtful recommendations for KWN, and the continuation of its work and programs in the future, KWF, and other strategic priority areas.

In order to achieve all of the assignment's objectives, which represent a wide scope, the evaluation team (ET) used a holistic approach to data and information collected from all relevant stakeholders, triangulating data and using efficient data collection and research tools.

2.3. Limitations

- Keeping in mind that this evaluation was carried out in the middle of a global health crisis, the Covid-19 pandemic, a major limitation came as a result of the precautionary measures of the pandemic, which made travel and contact with potential interviewees difficult and at times impossible. To mitigate this, the proposal has foreseen online interviews to the extent possible, however, as a result the response rate was lower than the expected.
- The specified time to complete the evaluation objectives was quite limited, given the broad scope of the assignment's objective. While objective 1 is meant to be a brief progress evaluation, the workload to deliver quality results in this regard was quite high, adding to that analyzing relevant data and results for objectives 2, 3 and 4.
- The online survey for members and partners was available for fill out for a week. With the help of KWN, relevant members, partners, and stakeholders were invited to give their input through this survey, emphasizing its importance for this evaluation. As a result of the tight data collection deadline, the response rate of the survey was relatively low.

3. Methodology

3.1. Evaluation approach

To fulfil all four objectives of this evaluation (elaborated under 2.2.), the approach followed OECD DAC criteria, with focus on Effectiveness, Impact and Sustainability. The used methodology has a generally feminist approach and includes different methods of data collection and assessment. Cross-cutting issues, such as gender are indicated in separate disaggregation in the detailed findings in the annex.

3.2. Evaluation methods (qualitative and quantitative)

The criteria and methods used for evaluation and achievement of its objectives are both qualitative and quantitative. This assignment was divided into three phases: (1) Inception Phase, (2) Data Collection and Analysis, and (3) Reporting Phase.

During the inception phase, the evaluation team developed interview guideline as data collection tools for each relevant stakeholder. In addition, two (online) surveys were developed to receive input from members and partner and KWN staff.

3.3. Data Collection and Sampling

Data collection for this evaluation consists of the following:
- **KWN and FAWR Documentation:** Analysis of all provided documents from KWN including previous Evaluation Missions, Annual Report 2019, Annual Report 2018, Strategy 2019-2022, Strategy 2015 – 2018, KWN Organizational documents (organogram or organization chart, job descriptions, etc.)
- **Individual in-depth interviews:** Interviews with main stakeholders being: KWN staff (6), KWN members and beneficiaries (5), KWN executive board (1), KWN advisory board (1), Lobby for Gender Equality (2), and KWN partners and external stakeholders (6).
- **Partners and members survey:** The survey was developed on the purpose of having a larger sample for important aspects such effectiveness and impact, but also receive recommendations for the future. A total of 52 valid responses were received.
- **KWN employee semi-structured survey:** The survey conducted with KWN staff focused on current emotional status of employees at KWN (employee burnout) whereas the ET received 22 responses.
- **Own experience:** Our team members have vast experience in Gender, Kosovo and CSOs.

The samples and their sizes were created following the below-mentioned criteria.
- Region where the grant recipients (organizations) extend their activity. The interviewed members are extended in the following regions: Prishtinë (Prishtine and Novoberde), Gjakovë.
- Ethnicity of the population (inclusive for K-Albanian, K-Serb, K-Other)
- Inclusive for three rounds of grants (12, 13, and 14) – applicable for KWF grant recipients sample group
- Organizations representing interests of different vulnerable groups.

3.4. Data Analysis

Throughout data analysis phase, the ET has looked for patterns emerging from data received from:

Desk Research	Documentation Analysis	Data collection	Comparison	Interpretion
• Becoming familiar with the data and identifying main themes	• Review of all documents provided by KWN during the Inception phase	• Examining the data in depth to provide detailed descriptions of the setting, participants, activities, etc.	• Comparing findings from the data collection phase with findings from literature review and documentation analysis	• Synthesize the organized data into general conclusions or understandings.

As for field work, all data were collected using specialized data collection instruments developed for each evaluation question or using standardized tools. The collected data were categorized per each evaluation question, source-audience and classified accordingly. This ensured the capture of holistic triangulated findings and recommendations, which, along with relevant desk research findings, are in the report. All data instruments collected demographic data in order to offer gender, ethnicity, age, ability and geographic disaggregation. Cross-cutting issues of gender and environment were also considered, where relevant.

4. Main findings

4.1. Objective 1: Achievement of expected results and specific objectives

This segment will cover objective 1 and Evaluation Questions 1 and 2 of the assignment, under which the ET will briefly confirm the extent to which the expected results and specific objectives of the FAWR project have been achieved, to date; by analyzing FAWR project documentation, reports and stakeholder feedback.

4.1.1. Findings and Suggestions

The analysis of project documentation and reports available for review (last report of December 2019), and stakeholder feedback from project beneficiaries (grantees) and ADA representatives indicate that: based on the data available so far the achieved results have been partially achieved, and are on a good path to be fully achieved by the end of the project in 2020.

EQ1: To what extent has KWN achieved the expected results, specific objective, and overall objective set forth in its original proposal to ADA (in accordance with its logical framework?

The project has 20 performance indicators, 7 at Outcome/overall objective level, and 3, 4 and 6 respectively for output/specific objectives 1, 2 and 3. Of its 20 indicators, 6 have achieved their End of Project (EoP) targets already (4 of which have even exceeded targets by an average of 26%). 8 performance indicators are in progress, but on average have achieved almost 65% of the EoP targets. On 6 remaining performance indicators no data was yet available, and they remain yet To Be Assessed (TBA) when the project ends. While the completion and progressing rates as well as TBA indicators are scattered across project outcome and output level, so far neither Outcome/Overall objective nor Output/ specific objectives have been fully achieved yet. However, given the progress made so far, it is expected that they will be successfully achieved until the EoP. More detailed information on each indicator can be seen in tables 1 and 2 below.

Interviews with project beneficiaries/ grantees and ADA have also confirmed that the progress of FAWR is moving as expected, with a little lag as a result of the COVID-19 pandemic and public safety measures that were undertaken. The suggestions to mitigate this lag have mostly revolved around adaptation to remote implementation as far as possible, such as virtual meetings and information sharing.

Table 1						
#	Indicator Name	Baseline	Target (by EoP)	Total achieved (Dec 2019)	Progress so far	Remaining to achieve in 2020

	OUTCOME: Further improved capacities of women-led CSOs, KLGE, officials, and ADA partners to support, protect and promote women's and girls' rights and interests					
1.1	# of women Human Rights Defenders who have received EU Support (GAP 18.1.)	0	520	445	**85.6%**	75 or 14.4%
1.2	Score on CSO OACA Index	N/A	N/A	2.89	**TBA**	TBA
1.3	KLGE members' self-evaluated improvements	Capacities improved in prior years, but can improve further.	Evaluate capacities as improved	Achieved (in 2019)	**100%**	-
1.4	Improved institutional performance in addressing GBV	Remains weak (2017 From words to Action)	Improvement	N/A	**TBA**	TBA
1.5	# of GBV-related recommendations implemented	0	6	7	**117%**	-
1.6	Improved awareness among women and men regarding GBV	Lacking awareness (2015)	Improved awareness	N/A	**TBA**	TBA
1.7	% of ADA partners' projects revised to better ensure that women's and girls' rights and interests are further supported, protected and promoted	0 (through this action)	100%	N/A	**TBA**	TBA

	Table 2					
#	Indicator Name	Baseline	Target (By EoP)	Total achieved (Dec 2019)	Progress so far	Remaining to achieve in 2020
OUTPUT 1: Capacity development interventions delivered for WRCSOs and KLGE						
1.1.1	# of networking meetings (WRCSOs, KLGE and regionally)	0 (through this action)	21	16	**76%**	5 or 24%
1.1.2	# of sub-grants given	0 (through this action)	30	39[1]	**130%**	-
1.1.3	# of mentoring sessions provided for WRCSOs and KLGE	0 (through this action)	900	1341	**149%**	-
OUTPUT 2: Outreach undertaken towards addressing GBV						
1.2.1	# of times media cover GBV with KWN support	0 (through this action)	216	235	**109%**	-
1.2.2	# of advocacy meetings with diverse, relevant officials	0 (through this action)	18	17	**94.4%**	1 or 5.6%
1.2.3	# of strategic litigation cases filed by KWN re: GBV cases	1 (2017)	4	2[2]	**50%**	2 or 50%
1.2.4	Quality research report on GBV exists	2 (2015)	3	N/A	**TBA**	TBA
OUTPUT 3: Gender better mainstreamed in ADA partners' programs						
1.3.1	# [and %] of thematic, bilateral, and regional Programs per year [in Kosovo]	0 (through this action)	8 /100%	7	**87.5%**	1 or 12.5%

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[1] Including 15 reported for 2020
[2] Including baseline, as EoP target is 4, but annual targets for each of the three years were 1

	using gender analysis to inform design (GAP 4.1.1.)					
1.3.2	# [and %] of new Action Documents (or equivalent) commented and subsequently revised including for poor gender consideration (GAP 4.2.2.)	0% (through this action)	3 or 100%	2	**66%**	1 or 33%
1.3.3	% of Programs using findings of consultations with National Gender Equality Mechanisms, CSOs, women's organizations, to inform action design (GAP 4.3.1.)	0% (through this action)	4 or 100%	4	**100%**	-
1.3.4	% of results disaggregated where relevant by sex in Results Framework(s) (GAP 5.1.2.)	0% (through this action)	100%	47%	**47%**	**53%**
1.3.5	% of new Programs that score G1 or G2 (GAP 5.3.2.)	0% (through this action)	100%	N/A	**TBA**	TBA
1.3.6	# of sector Programs working with the NGEM (GAP 6.3.2.)	9%	100%	9%	**9%**	91%

EQ2: How effective do external stakeholders think KWN's work has been as part of this project?

According to relevant external stakeholders, KWN's work in the FAWR project has been very effective, just as has been expected from KWN, due to positive results and effectivity of previous projects as well. Relevant stakeholders have expressed that their satisfaction with KWN's level of effectiveness can also be understood through the fact that they are already discussing the next engagement and support of KWN after FAWR. Aside many achievements KWN has achieved through ADA support and particularly the FAWR project, KWN's success in gender mainstreaming of other organizations (members and donors) in Kosovo and regionally have also been praised.

> *"The network is a home for support and achieving WRCSO goals in empowering the role of women in Kosovo"*

4.2.   Objective 2: Recommendations for improving the Kosovo Women's Fund (KWF)

In this section, findings for Objective 2 of the evaluation will be reflected. This objective mainly focuses on evaluation questions 3, 5, and 6 from which the ET proposes recommendations for improving the Kosovo Women's Fund (KWF) to better meet members' needs, based on analysis of members' progress and their feedback.

4.2.1.   Findings and Suggestions

Related to objective 2. KWN member organizations and KWF grant beneficiaries were asked about the effectiveness and sustainability of actions undertaken by KWN in order to improve KWF and meet member's needs.

EQ3: To what extent has the KWF met the needs of KWN members?

According to KWN members and KWF grant beneficiaries, WRCSOs within KWN are united by the network's strategy, which is jointly written by all members. As such, the achievement of the strategies of member WRCSOs contributed to the achievement of the overall strategy of the network. Many of the stakeholders, organisations, donors and board members have mentioned that this strategy is unique, it is a very good strategy proceeded by a participatory process, and as Kvinna till Kvinna representative said, the best of all they follow up and monitor their strategy meticulously.

When asked to what extent has the KWF met their organization's needs, member WRCSO most frequently answered with "fully met", however, there were cases that they were neutral towards this question. In addition to the financial support to carry out the planned activities more efficiently and effectively, KWN supported its members by providing networking activities and by pushing forward women initiatives. Member organizations mentioned they are **overall satisfied with the support of KWN and KWF**, as they are making everything more accessible to WRCSOs.

Among reasons member WRCSOs consider that their needs were not fully met were because of the low funding received from KWF and short duration for project implementation. Some member WRCSOs have mainly been sustained through KWF grants. It was stated that it is challenging to deliver successful and sustainable projects with the funding they receive. Another issue that was pointed out was the physical and mental health of activists or project staff who deal with marginalized groups. As stated, retreats or any sort of stress-reducing activities are much needed after implementing projects, however, representatives were not aware if they could request such funding or if they would receive support from KWF for such activity.

Training and mentoring sessions regarding monitoring and evaluation plans, media promotion, association initiatives, as well as capacity building within WRCSOs were highly appreciated by members. As stated, all of these are weak points of local WRCSO, on which KWN helps to transform them into strengths. Staff readiness and warmth toward individual training and mentoring sessions and other requests member representatives were mentioned multiple times as a very positive aspect of KWF. A special emphasis was also given to research conducted and published by or through KWN, as these official findings help WRCSOs gain awareness and attract funding for projects related to topics that are tackled through research.

EQ5 – related to Ob.2: How sustainable are the changes achieved from ADA support over the years (not only this action), and how can the greatest challenges to sustainability be overcome?
According to member organizations, KWN has had a huge impact, especially in the field of law enforcement for marginalized groups in Kosovo. Together with member organizations, state institutions, other partners and stakeholders, KWN has managed to advocate on the approximations of laws, public policies, and other documents regarding women empowerment. Additionally, KWN has continuously advocated for the inclusion of women in fields such as decision making, access to public funding, etc. As so, member WRCSOs see these achievements as fully sustainable, given that they are focused in tangible actions from which society as a whole will benefit in the future. The above-mentioned activities have had a big importance in the welfare, inclusion, and the rights of women and in credits to them, women live in a better society.

While WRCSOs were implementing projects supported by KWF, the network continually provided additional support in advocating, organizing round table of discussions, and setting up meetings with institutional leaders. Through the intervention of KWN, KWF projects increased their impact and credibility. The support received by KWN and KWF staff has helped member WRCSOs achieve organizational sustainability as well, especially by receiving financial support, administrative support and internal capacity development.

Given successful advocacy towards the changes in laws related to women's rights, the overall healthcare access of women, mothers, children, and persons with different abilities, member WRCSOs see these changes as sustainable. Accordingly, sustainability was achieved through the implementation of KWF projects.

As seen by member WRCSOs, a potential challenge related to the sustainability of ADA's achievements is the financial sustainability. Keeping in mind that KWF is supported by donors and that member WRCSOs rely on KWF, members see the lack of presence of donors as risky in the future. Another challenge mentioned by WRCSOs was not directly related to KWN and ADA, but the existing political and environmental issues. The main challenges they face are the political will of the current political leaders, non-belonging to a certain political party, and, of course, the current political environment in the country. The frequent change in governments has led to slowing down the processes towards achieving the objectives.

EQ6: How can KWN better support members in the future?

KWN would help WRCSOs meet their needs by extending the support by KWF in order to implement projects in a comprehensive manner. These organizations have worked with sensitive and marginalized groups to alter social inclusion and acceptance through economic empowerment, juridical help and psychological help. With a higher financial and technical support through KWF, more women can be targeted and offered help in these three areas.

Keeping in mind that the number of KWN member organizations is increasing, the WRCSO representatives consider that the fund should increase. Low budgeting and short project durations are a big challenge towards the sustainability and impact of projects supported by KWF. More additionally, many WRCSOs, especially those coming from rural areas depend on KWF only, thus increasing funding value would help towards achieving sustainability within these WRCSOs. As so, through KWF these WRCSOs will be able to increase their capacities, reach a bigger audience, and be able to start applying for other projects and grow more sustainably. It was also suggested that KWN should lobby to local or central government institutions to support their member WRCSO, especially those located in rural areas, in order to support them with covering fixed costs and premises.

Even though KWN supports member organizations and grantees with individual mentoring, WRCSO representatives consider that that capacity building should be further supported through KWF too, while supporting training for fundraising techniques, writing proposals, etc. WRCSO employees should be supported with more field visits and practical work, aside theoretical instructions.

KWN is also expected to advocate and lobby more about the health and welfare of women in Kosovo, support them while raising awareness at an institutional level, both local and central. Representatives from WRCSOs mentioned they would like to receive support from KWN in advocacy activities, media promotion, and research on the lack of services in the municipalities. They also need the support of KWN in meeting and advocating to institutional leaders. As stated, it is easier to achieve the objectives when you have the support of the network, which has the support of 151 other WRCSOs, as well.

Another topic that was pointed out was the physical and mental health of activists who deal with marginalized groups. Within the currently available financial resources, it is impossible to plan retreats for activists that would affect the physical, mental, mental health of active women. This is a need that only a few women's organizations can meet but is very important for employees who work every day with marginalized groups.

In the future, members expect more research publications for the healthcare field. Having data received through research and having a clear overview of the situation would help with WSCO receive additional funds, as well as have a strong background while advocating to institutional leaders.

4.3.   Objective 3: Areas on which KWN should concentrate in the future
This segment will cover objective 3 of the assignment, and evaluation questions 4, 5, 7, and 8. Objective 3 focuses on which areas KWN should concentrate in the future, based on quantitative and qualitative data collected by members and partners of the KWN as well as donors and other external stakeholders

4.3.1.   Findings and Suggestions
This section will cover the findings and suggestions to Evaluation Questions 4, 5, 7 and 8, based on data collected from the Members & Partners Survey and interviews with stakeholders.

EQ4: Given that ADA has funded KWN for several years, to date, what are some key, very easily identifiable impacts of ADA's long-term support to KWN, if any?
With regards to key, easily identifiable impacts of ADA support through the past decade, a number of important impactful achievements were mentioned by relevant stakeholders with regards to KWN's own capacity building, their support and impact in empowering their members and advocacy. More detailed examples are listed below:

- **The gender-quality related laws put in place, especially in criminal code, as well as national strategies** such as budgeting, GBV, property rights, sexual harassment, and gender-related national strategies that impacted gender budgeting etc. .
- **Economic Subventions for women** included in relevant laws and prioritized as issue within relevant ministries, with member organizations educated and trained on qualifying and applying for them.
- **The development of KWN's own capacities and those of its members serving as a CSO leader in bringing forward gender equality**. These achievements are translated into impact through the systemic changes that have been achieved through all levels, central and local, that ADA targets; such as legal advice in law drafting and review, gender filtering and overall gender mainstreaming through laws and implementors at central and local level, as well as donor level. Furthermore, the ontaking of more and more complex issues by member organizations. "Without the KWN ADA could not have achieved its institutional-wide systemic impact **at central level,** impacting all women and girls in Kosovo.
- **The encouragement of more women of villages, towns, and municipalities to actively participate in their democratic decision-making processes.** KWN's impact especially with improving the position of women, which is still not at a desired level as per law on gender equality (at 50%). KWN's voice in addressing unpopular and difficult topics for the Kosovar society has impacted and improved the role of women in decision-making and political processes and raised the public's awareness on the importance of these roles.
- **The increased citizen engagement and participation to gender-related public issues.** More and more citizens have been actively engaged and participated in public actions with more and more diverse representation and messages, which is a huge visible impact over the past years and decades.
- **KWN's positive impact on the judiciary system.** In particular. KWN has had impact on how gender-related court cases are viewed and reviewed by the citizens and the system.
- **KWN's gender perspective has been adopted in legislative reviews and drafting.** Thanks to KWN's work, whenever justice and rights are discussed, a gender perspective is considered at the law-making level.
- **KWN's attribution to the overall positive changes of public opinion building and positive political developments with regards to minorities, disability, youth, and other vulnerabilities.** These groups have a stronger voice in the public, at least partially as a result of KWN's work.

> *"KWN has achieved what can be achieved by an organization of its nature"*

Other examples of KWN's impact, not necessarily with ADA support were also mentioned:
- **KWN's impact in improving the segmentation and specialization of the WRCSO sector** by continuous growth in members and offering support and capacity development for their members and handling ever more complex issues.
- **KWN** is according to a donor, the best women network they work with, and KWN should use their experience to support and advise other women networks in the Western Balkan to be as professional as KWN and active in many different areas. Most other networks are focused on one topic like GBV.
- **Gender-based budgeting across different levels**, especially during COVID-19.
- **KWN's attribution to raising the public's awareness and acceptance of marginalized groups such as LGBTI or the thousands of survivors of sexual violence in the last Kosovo war.** Very difficult topics, previously viewed as taboo are now discussed much more openly, and many more persons of these groups have been able to come forward and talk.
- **Generally, increased tolerance towards gender aspects and vulnerable groups in Kosovo**, as a perspective from foreign stakeholders
- **KWN's international reputation,** further enhancing their impact and giving a louder voice for advocacy to all its members, as well as training other networks and organisations in the region

- **Improved impact in women's health care and promotion thereof**, especially breast-cancer awareness, with more and more women receiving regular check-ups
- **Increased attention to childcare**, successfully advocated for this issue to be in national strategies with more child care centers having opened up.

EQ5: How sustainable are the changes achieved from ADA support over the years (not only this action), and how can the greatest challenges to sustainability be overcome?

In some areas, achievements supported through ADA have been sustainable and have or are developing in their next phases, while in other aspects more work and efforts are needed in order to achieve sustainable results. Examples of sustainable achievements are listed below:

- **KWN is a Gender Mainstreaming Champion** and has been able to support other local and international organizations and Kosovo institutions such as the Police with Gender Mainstreaming capacity development, policies and reporting. This in turn has improved gender mainstreaming at a wide range through donors and implementors in Kosovo and the region.
- **KWN supported changes in the criminal code.** Gender-sensitive legislation are some of the most sustainable changes, impacting the entire population of Kosovo though their applicability.
- **Drafting of gender-related national strategies /action plans which have been adopted.** More efforts are needed to implement these strategies but putting them at national level priorities marks important sustainable results.
- **Partial sustainability with GRB – such as with impacting of GRB within the Law on Gender Equality and its inclusion in budget circulars.** These are considered steps in the right direction towards a sustainable solution and results in this regard.
- **KWN's reputation as leading organization and partner for gender related issues in Kosovo and beyond.** This has also resulted in more donors and partners working with KWN, thus improving its financial sustainability.
- **Increasing the participation of women in decision-making and politics.** Through heavy awareness raising and mentoring by KWN the Kosovo government has had a surge increase of women voted into the parliament, and not relying on quota. While through the Lobby for Gender Equality achievements in this regard were made at the local level as well, it needs further support, and especially for more active participation and leadership of women at local government level.
- **Achievements in decreasing GBV and increasing reporting thereof.** Public and citizens are more aware of their rights and how to obtain justice. The street exhibition of 2019 was a major success which made meaningful positive change of awareness and information.
- **KWN's organic growth to around 150 members, especially through the KWF and grants** also widening the gender lobby spectrum and actors

Some results of the KWN have not been able to be as sustainable, because of different challenges present, as listed below. However, it must be noted that all KWN stakeholders, without exception, have highly esteemed these as important results towards the right direction, especially because of the challenges present in Kosovo to achieve sustainability in their regard. Others are continuations or next phases of successfully achieved results that are in the position to be further developed.

> *"We are more like equals in projects we implement together, they take the lead and we are partners, in other cases we take the lead and they are partners"*
> *Stakeholder*

- **Political Instability and Frequent change of governments**. As much as some initiatives have been paved into national strategies and action plans, on many issues KWN has to push, advocate and lobby with each government to establish relations in order to implement some of its actions or goals. Every time a new government comes to power, all efforts must be reinstated to build rapport.

- **Responsiveness of institutions to further implementation** of evidence-based recommendations from KWN and/or its members. Stakeholders have noted that KWN does a great job in pushing for this, however more self-initiative from institutions is required.
- **Alignment and coordination among institutional actors and international donors despite varying agendas.** All stakeholders interviewed have mentioned that, while KWN makes efforts to coordinate among institutions and international donor agendas, lack of coordination among actors still remains a challenge in achieving effective results and joint initiatives.
- **Long-term sustainability and lack of institutional ownership and contribution (financial)** that would induce more self-reliance on some of the services and KWN supports the government with (such as women's shelters). All stakeholders have also mentioned that more and more donors will be leaving and contributing less, as the years pass, and funding for gender-specific actions must be at least partially regulated and taken over by the government.

> *"There is no other women's network in the region that comes close to KWN regarding their strengths and influence. With partners like them, we really do not have to do much.*
>
> *Donor*

- **COVID-19 Pandemic** was also listed as a challenge, as the repercussions both socially and economically tend to affect women more frequently and severely, especially in terms of GBV with domestic violence rates increasing world-wide due to the lockdown measures, and less favorable economic factors, leaving many families, but especially women and mothers vulnerable. The KWN has acted and adapted immediately to the impact of the pandemic in Kosovo, through policy briefs and advocacy to increased funding for shelters and online awareness campaigns. However, the negative impact, especially on the social and economic level are likely to stretch out longer, and more adaptations and actions may be necessary to help women and WRCSO resurge.

EQ7: What direction should KWN take with its work in the future, particularly related to its identified strategic goals?

The Members and Partners survey asked respondents to rank the three most important areas the KWN should focus on, offering eight potential strategic areas as answer options. Respondents prioritized the following areas for KWN's focus in the future:

1. **Empowering Women Economically (80.8% of respondents)**
2. **A Life Free from Gender Based Violence (55.8% of respondents)**
3. **Women in Politics and Decision-making (53.8% of respondents)**

The remaining strategic areas have all been ranked scoring with 40%, namely Strengthening the Feminist Movement in Kosovo (34.6%), Quality, Equal Education (30.8), Women's Right to Healthcare (25%), and finally Intersections between the Environment and Gender Equality (17.3%).These findings are aligned with qualitative data findings based on the stakeholder interviews, which also listed Women's Economic Empowerment, a life free from GBV and More women in Politics and Decision-making as the three top strategic areas to focus on.

EQ8: What roles and key actions do KWN member organizations and other key stakeholders see KWN playing/undertaking in the future?

Members & Partners as well as beneficiaries have been asked this open question through the Members & Partners Survey and interviews, respectively. The predominant answer from respondents was for the KWN to keep doing what it is currently doing, supporting women and girls. Other answers include focusing more on specific areas – most of which fall into the strategic areas of KWN. Answers include further supporting WRCSOs through the KWF and specialized capacity development, coordination among institutions and stakeholders for joint initiatives, supporting rural WRCSOs and women, continue supporting women in decision-making, socio-economic empowerment, and special focus to marginalized groups. Stakeholders answering this question have often stated that the KWN keep doing what they do, as they are in a very good position and a leader organization, which on one hand

> *"From the very beginning, KWN has played a very important role in the work and lives of active women in Kosovo."*

confirms that the KWN will be around for long, but they have also voiced the need that because of being able to plan more long-term, the KWN should see how to secure long-term sustainability.

Long term sustainability and financial stability should be aimed by supporting the KWN's development in four (4) separate pillars: A.- KWN as a consulting firm- doing EU/donor gender assignments and writing research assignments. B. Advocacy, Activism and fight for women´s rights and lobbying within the government and awareness raising in the society C. KWF to focus on WEE support to small women´s organizations throughout the country. Additionally, (D) KWN should support other women´s networks in the Balkan region.

When asked about the roles and key actions they see KWN playing in the future, member WRCSOs expect from KWN, its member organizations and key stakeholders to advocate together towards the rights of women and their economic empowerment, especially of those with different abilities, trauma from the war, mothers, etc. They would also like to see more women from the field but also WRCSO being part of round tables or meetings with institutional representatives so that the impact would be greater. They also expect from KWN to undertake actions regarding the access to justice for survivors and victims of domestic violence. Teach and educate women on how to address domestic violence.

> *"I don't see the role of the network as giving opportunities to good ideas, I see the role of the network as a leader whereas when other organizations do not know what objectives to approach, the network leads their way. They should be leaders who orient their partners to the member organizations."*

WRCSOs shared that they see the network as the primary body for gender equality in Kosovo. Accordingly, KWN should use the power of the network and member WRCSOs to expand their partners and achieve greater results.

4.4.   Objective 4: Ways to improve KWN's internal management of programs and operations
Upon request by the KWN for the ET to observe, analyze and come up with suggestions with regards to its internal development, Objective 4 of the ET will suggest ways to further improve KWN's internal management of programs and operations, using a holistic approach of all other findings from assignment objectives and in close coordination and communication with KWN.

4.4.1.   Findings and Suggestions
Findings for this objective are inclusive for **EQ9: How can KWN improve its organizational structure and internal management to better manage its programs and better sustain itself as a network?** and **EQ10. How can KWN further develop and be more sustainable?**

4.4.1.1.   *Concentrated recognition of the organization*
Considering the vast number of activities and projects ongoing at KWN, as well as the growth that the organization has undergone within the last months/years; through this evaluation we have come across a certain level of concentration of recognition within a couple of people at KWN. We have noticed that existing and potential beneficiaries, members, donors mainly relate to the same. Though efforts are made to improve the visibility of other faces of the organization.

4.4.1.2.   *Communication, management and accountability*
During the evaluation phase, we have interviewed the team and have noticed that there is a positive feedback related to the structure and the accountability level within the organization. Furthermore, the majority have expressed that this current structure is way better compared the previous one which was in place at KWN.
Some key highlights that have been shared by the team members on **how KWN could improve** related to management practices in the workplace (ten cases):
- o   Deal with tight deadlines and workload (four cases)
- o   Team-building sessions demanded to be conducted once in a while (three cases)
- o   More often coordination staff meetings (three cases)

o   Divide responsibilities and share of ownership with other team members (two cases)

Some of the positive feedback that emerge from the survey with KWN staff are:

o   Great working environment (three cases)
o   Psychotherapy sessions conducted (two cases)

4.4.1.3.   Burnout level within the organization

In this section we will present the findings from the survey distributed to KWN staff, aimed at mapping burnout levels across executive and team members; aimed at personal level, work-related context and managing external stakeholders. For this reason, the CBI tool was used, specially tailored for the assessment of burnout. The CBI consists of three scales measuring personal burnout, work-related burnout, and client-related burnout, for use in different domains. All three scales were found to have very high internal reliability.

Personal Burnout

On the question: *How often do you feel physically exhausted?*
- Executive team: 80.0% of the executive team consider that they tend to feel "sometimes" exhausted, and 20.0% consider it "rarely" to be the case.
- On the other hand, the team members within the organization, 17.6% consider that they "often" feel exhausted, 35.4% "sometimes", 29.4% "rarely" and 17.6% "never".

On the question: How often do you feel emotionally exhausted?
- Executive team: 20.0% of the executive team consider that they "often" feel emotionally exhausted, 60% consider that they "sometimes" feel emotionally exhausted, and 20% consider it "rarely" to be the case.
- Team members: 5.9% consider that they "always" feel emotionally exhausted, 17.6% "often", 41.2% "sometimes", 29.4% "rarely" and 5.9% "never".

On the question: *How often do you feel worn out?*
- Executive team: 20.0% of the executive team consider that they tend to feel "often" worn out, and 80.0% consider it "sometimes" to be the case.
- Team Members: 5.9% consider that they "always" feel worn out, 23.5% "often", 23.5% "sometimes", 35.3% "rarely" and 11.8% "never".

Work-related burnout

On the question: *Is your work emotionally exhausting?*
- Executive team: 40.0% of the executive team consider that their work is emotionally exhausting "to a high degree", 40.0% of the team consider it as "somewhat" emotionally exhausting, and 20.0% consider it "to a low degree".
- Team members: 17.6% consider their work "to a high degree" emotionally exhausting, 35.3% "somewhat", 17.6% "to a low degree", 29.4% "to a very low degree".

On the question: *Are you exhausted in the morning at the thought of another day at work?*
- Executive team: 20.0% of the executive team consider that they "sometimes" are exhausted in the morning at the thought of another day, and 80.0% consider it "rarely" to be the case.
- Team Members: 5.9% consider that they "always" are exhausted in the morning at the thought of another day, 11.8% "sometimes", 58.8% "rarely", 23.5% "never".

On the question: *Do you have enough energy for family and friends during leisure time?*
- Executive team: 40.0% of the executive team consider that they "often" have enough energy for family and friends, 40.0% "sometimes", and 20.0% consider it "rarely" to be the case.

- Team Members: 23.5% consider that they "always" have enough energy for family and friends, 52.9 "often", and "23.5% "sometimes".

External Stakeholder related burnout
On the question: *Do you find it hard to work with external partners/members?*
- Executive team: 20.0% of the executive team consider "somewhat" hard to work with external partners/members, 60.0% consider it hard "to a low degree", and 20.0% "to a very low degree".
- Team Members: 5.9% consider it hard "to a very high degree", 5.9 "to a high degree, 23.5% "somewhat", 29.4% "to a low degree", 35.3 "to a very low degree".

On the question: *Do you find it exciting to work with external partners/members?*
- Executive team: 20.0% of the executive team consider it "to a very high degree" exciting to work with external partners/members, 40.0% consider it "to a high degree", and 40.0% consider it "somewhat" to be the case.
- Team Members: 29.4% consider it exciting "to a very high degree", 47.1 "to a high degree, 23.5% "somewhat".

4.4.1.4.   Alignment to vision of the organization
On the question: Do you feel that you give more than you get back from KWN?
- Executive team: We have come across a certain evaluation where 60.0% of the executive team feel that "somewhat" they give more than they get back from KWN, 20.0% feel that "to a low degree", and 20.0% "to a very low degree".
- Team Members: 5.9% feel that "to a very high degree" they give more than they get back from KWN, 29.4 "somewhat", 17.6% "to a low degree", 47.1% "to a very low degree"

Through a cross tabulation between the level of being inspired by the mission and vision of the organization and by the level of feeling on giving more than getting back from the organization, we have classified three key outcomes. We have done so in three dimensions: being worth analyzing; to be further considered; and favorable position. The analysis is portrayed as well in the table below.

Do you feel that you give more than you get back from KWN?	On a scale from 1 (very little) to 10 (very much), how inspired are you by the purpose and mission of your organization?					
	4	5	7	8	9	10
1 - To a very high degree		4.5%				
2 - To a high degree						
3 - Somewhat	4.5%			4.5%	4.5%	22.7%
4 - To a low degree			4.5%	4.5%	4.5%	4.5%
5 - To a very low degree				9.1%	4.5%	27.3%

Worth analyzing: 9.0% of the cases are considered as worth analyzing because they are not highly inspired by the purpose and mission of their organization and on the other side, they feel that they give more than what they get back from the organization.

To be further considered. In total 40.7% of the cases were detected as cases that we consider would further need to be reflected, since they either are not that much inspired by the purpose and mission of the organization or feel "somewhat" giving more that getting from the organization. 13.5% of the cases are somewhat inspired by the purpose and mission of KWN and on the other side they don't feel they give more than they get back from the organization, whereas 27.2% of the cases are inspired by the purpose and mission of the organization but on the other side they feel that they give more than they get back from the organization.

Favorable position: In total 49.9% of cases were detected as being in a favorable position; which are inspired by the purpose and mission of the organization and on the other side, they don't feel they give more than they get back from the organization.

4.4.1.5. Management style perceptions -Support to get the work done
- 20.0% of the Executive team "agree" that they need to directly be involved in special projects, otherwise the subordinates would not complete the assigned work.; whereas 60.0% consider it as "neither agree nor disagree" and 20.0% "disagree" on the statement
- 17.6% of the Non-executive staff "strongly agree" that they need support from their line manager to complete the assigned work properly and on time; 41.2% "agree", 23.5% "neither agree nor disagree", 11.8% "disagree" and 5.9% "strongly disagree".

Continuous monitoring
- 20.0% of the executive team "agree" that they have to continuously correct their subordinates during their assignments, whereas 60.0% consider it as "neither agree nor disagree" and 20.o% "disagree" on the statement.
- On the other hand, 35.3% of the non-executive staff of the organization "agree" that their line manager continuously corrects them during their assignments; 23.5 % "neither agree nor disagree", 29.4% "disagree", 11.8% "strongly disagree".

Decision making
- 20.0% of the executive team "agree" that their subordinates come to them even for minor trivial decisions on everything, whereas 60.0% consider it as "neither agree nor disagree" and 20.0% "disagree" on the statement.
- On the other hand, 17.6% of the non-executive staff of the organization "agree" that they prefer their line manager to make decision for minor tasks/assignments; 17.6% "neither agree nor disagree", 41.2% "disagree", 23.5% "strongly disagree".

Guidance
- 60.0% of the executive team "agree" that they have to frequently manage their subordinates as to how to accomplish a task, whereas 20.0% consider it as "neither agree nor disagree", and 20.0% "disagree" on the statement.
- 64.7% of the non-executive staff "agree" that they tend to get guidance from their line manager on how to accomplish a task, 29.4% "neither agree nor disagree", 5.9% "disagree".

Requirement to consult
- 60.0% of the executive team "agree" that they require their subordinates to consult her/him before actions are taken, whereas 40.0% consider it as "neither agree nor disagree" on the statement.
- 5.9% of the non-executive staff "strongly agree" that their line manager requires to consult with her/him before actions are taken, 58.8 % "agree", 23.5% "neither agree nor disagree", 5.9% "disagree", 5.9 "strongly disagree"

Perfectionism
- 20% of the executive team "strongly agree" that they consider themselves as perfectionist, 20.0% "agree" that they are perfectionists, whereas 60% "neither agree nor disagree".
- 5.9% of the non-executive staff "strongly agree" that their line manager praises them for their assignments, 70.6% "agree", 17.6% "neither agree nor disagree", whereas 5.9% "disagree".

4.5. Other findings: Sustainability and internal management
This section analyzes findings and suggestions emerging outside the scope and structure of the TOR. As such, this section addresses **EQ 10**: **How can KWN further develop and be more sustainable?**

4.5.1.   Advisory Board findings, analysis, and sustainability:

Analysis:

KWN has an advisory board that is active sporadically, and the ET firmly believe that KWN needs an active advisory board that can help the organization take the next steps. KWN is currently under growth along other recommendations by the ET (mentioned in the recommendations section) in order for KWN to become more sustainable, an advisory board can help and support the management. Below the ET have prepared a SWOT analysis of having an Advisory Board.

Strengths: The KWN advisory board, has its strength among strong women´s rights activists that have meant a lot for KWN through the years. They are all very capable and have a lot of qualities. Today they are giving suggestions on projects, sustainability, and input to the strategy. It is an individual contact and the members feel part of KWN. Members belonging to the KWN advisory board are women and men with plenty of experience from all around the world. The board consists of activists that know each other and all work for women´s rights one way or another.

Weakness: The KWN Advisory Board do not meet regularly as a board. The synergy affects you get when you place a lot of strong women together in a group got lost. Today there are external impulses that come with different ideas to respond to KWN challenges. One of the board members agreed that having a board meeting with all might give more synergy effects. The member also mentioned that it is a weakness that KWN do not own their offices, and that most of the sustainable women´s organizations in Albania were sponsored with own offices in the 90´s are still today the most sustainable organizations. The advisory board member think it was the Dutch cooperation supporting at that time.

Opportunity: The difference between the executive board and the advisory board is that people in the advisory board are not elected, they are selected and hand-picked because they are intelligent, successful and the KWN management think they will contribute to the advancement of KWN. An advisory board that possesses the knowledge needed and has an interest in supporting KWN taking further steps in development. A board with hand-picked people KWN trust that can question KWN freely and make KWN equipped for the future, whether it will be sustainability, your own office, succession, digital products, rotation of personnel or other important issues. The members of the advisory board could also be changed over time if KWN management so consider. Both the advisory board members and KWN should have a chance to take a decision about the members leaving or staying in the advisory board. It is important to also invite donors interested in KWN to participate, not for their funds, but for their experience of KWN and experience of development cooperation, their opinion and recommendation could support the strategic development. All recommendations an advisory board have is just recommendations, the decision making still remain with management.

The composition of the advisory board is the responsibility of the management. Board members are recruited on the basis of competence and experience, when new members are to be appointed. Normally advisory board members are honored to participate in the board, and they will do that gladly, but they also like to be recognized e.g. by presenting the advisory board on the KWN homepage with photos, or one photo with all of them. It is important to have regular meetings in order to create an ambience of importance to the advisory board. Regular meetings could be once a month (12 per year), or quarterly (4), where KWN discuss 2-3 specific challenges to solve and they will get involved and help out as far as possible. If you have meetings after work hour, offer them a small buffet and something to drink in your premises. Continue to actively involve them in KWN strategic planning, and similar efforts, especially if new members will join; this will help make them feel more part of KWN.

Threats: The advisory board likes to get engaged; they are not in the advisory board to earn money. They are there because they care about KWN and wants to help. If these women and men are not engaged, then they might lose interest over time or are picked up by another women´s network. Today the network consists of women´s rights activists, but the diversity on the board is important and necessary for the work of the board to be effective and for positive values to be created. Diversity is not only about the gender, but we also refer to age, ethnical and cultural background, as well as different areas of competence. E.g. digitalization, laws, banking, maybe in some areas where KWN could need support.

4.5.2. Core support

One of the interviewed donors mentioned that they will invite KWN to talk about support and could even think of considering core support. This is related to the three pillars 1) Research and consultancy services for specific investigations 2) Advocacy and awareness raising support to the AGE/UN Women and 3) KWF and Women´s Empowerment support. But of course, all donors also have their own agenda and their own strategy. The ET recommend KWN to listen to all donors' recommendations and then evaluate within the organization what is best for KWN.

5. Conclusions

5.1.   Objective 1 The extent to which the expected results and specific objective have been achieved, to date; analyzing FAWR project documentation, reports and stakeholder feedback

5.1.1. Cross reference between suggestions from data collection and ET

EQ1: **To what extent has KWN achieved the expected results, specific objective, and overall objective set forth in its original proposal to ADA (in accordance with its logical framework)?**
The analysis of project documentation and reports available for review (last report of December 2019), and stakeholder feedback from project beneficiaries (grantees) and ADA representatives indicate that: based on the data available so far the achieved results have been partially achieved, and are on a good path to be fully achieved by the end of the project in 2020.

Possible lags in completion of the project activities due to COVID-19 pandemic restrictions may happen. Interviewed grantees and stakeholders have suggested adaptation to restrictions through digitalization of activities to the extent possible. At the time of final report drafting, the pandemic situation is getting better, and restriction measures are gradually being alleviated, however full normality may still be far away. Thus, assumptions of initiatives awarded so far may need to be reviewed and necessary adaptations be made to them, while upcoming initiatives will need to include potential COVID-19 adaptations in mind.

EQ2: **How effective do external stakeholders think KWN's work has been as part of this project?**
According to relevant external stakeholders, KWN's work in the FAWR project has been very effective.

5.2.   Objective 2: Recommendations for improving the Kosovo Women's Fund (KWF)

5.2.1. Cross reference between suggestions from data collection and evaluation team

EQ3: **To what extent has the KWF met the needs of KWN members?**
Findings from this evaluation reveal that the overall satisfaction of KWN member organizations with regards to the Kosovo Women's Fund (KWF) is high. Members who have received funding from KWF share that the application procedures and selection criteria of grant beneficiaries is transparent and fair. When awarded with KWF grants, in addition to funding, organizations have had the chance to receive individual training and mentoring from KWN staff, in areas they lack or need further capacity building, which has helped increase the capacity and sustainability of their organizations.

EQ5: **How sustainable are the changes achieved from ADA support over the years (not only this action), and how can the greatest challenges to sustainability be overcome?**
According to its members, KWN together with organizations supported by KWF have achieved successful results in fields such as law enforcement for marginalized groups in Kosovo, healthcare, inclusion of WwDA, economic empowerment, and successful advocacy on the approximations of laws, public policies, and other documents regarding women empowerment. Given the impact, these projects assure sustainability. Some challenges related to the sustainability of the actions undertaken by KWF projects, supported by ADA, were the financial dependency on KWF and donors, and other external factors such as political environment in Kosovo and lack of support from decision-making leaders. However, the expressed need for the KWF is found to be crucial, and despite the donor dependency.

the KWN must ensure that the KWF remains a central function. Donor coordination, joint initiatives with stakeholders and other actors as well as securing core funding are the recommended means to maintain and further develop the KWF to meet members' needs

EQ6: How can KWN better support members in the future?
Keeping in mind the high number of member organizations and the high demand for financing, it was suggested that both the funding value and the duration period of the implementation of the project to be expanded. It was also mentioned that KWF should support WRCSOs in areas such as training for project staff, retreats for staff that work with sensitive and marginalized groups, and experience exchanges between other WRCSOs.

5.3.   Objective 3 Areas on which KWN should concentrate in the future

5.3.1.   Cross reference between suggestions from data collection and ET

EQ4: Given that ADA has funded KWN for several years, to date, what are some key, very easily identifiable impacts of ADA's long-term support to KWN, if any?
A number of important impactful achievements were mentioned by relevant stakeholders with regards to KWN's own capacity building, their support and impact in empowering their members and advocacy. Key impacts as a result of ADA's support to KWN are:

- Systemic changes at central level, such as important legal amendments, bringing gender focus to a number of laws affecting the entire population in Kosovo; and the Lobby for Gender Equality at municipal level, increasing the participation of women in politics and decision making at municipal levels. These systemic changes were achieved through KWN's own capacity development as well as that of its members. The KWN thus serving as a CSO leader in furthering gender equality in Kosovo
- KWN's awareness raising supported by ADA related to GBV in the public
- UNSCR1325 commitments at central level
- GRB at the central and local levels
- The encouragement of more women and citizens of villages, towns, and municipalities to actively participate in their democratic decision-making processes
- KWN's positive impact on the judiciary system
- KWN's gender perspective has been adopted in legislative reviews and drafting, affecting the entire population
- KWN's attribution to the overall positive changes of public opinion building and increase of tolerance towards gender related issues of equality, GBV, victims of sexual violence, as well as positive political developments with regards to minorities, disability, youth, and other vulnerabilities

EQ5: How sustainable are the changes achieved from ADA support over the years (not only this action), and how can the greatest challenges to sustainability be overcome?
KWN changes achieved through ADA support over the years are mostly sustainable. While others are important milestones and progress into the right direction towards sustainability. Examples of sustainable changes of KWN achieved through ADA support include:

- KWN is a Gender Mainstreaming Champion, capacitating a wide range of interventions and beneficiaries through gender-sensitive programming of members and partners
- KWN's support to changes in the criminal code
- Gender -related national strategies /action plans which have been adopted
- Increasing the participation of women in decision-making and politics, surge increase of women directly voted into the parliament - not relying on quota
- Decreasing GBV and increasing reporting thereof

- KWN's growth supporting around 150 members and their constituencies, especially through the KWF and grants

While these achievements have been sustainable, some more and some less, most of them represent milestones and require follow-up development towards desired progress and fighting the challenges and barriers that get in the way. However, most challenges noted are of external nature, not in the discretion of KWN, thus the efforts of KWNs efforts and achievements towards sustainable changes are considered excellent.

The greatest challenges towards sustainability include political instability and frequent change of governments; lack of responsiveness of institutions to further implementation; need for further align and coordinate among institutional actors and international donors despite varying agendas; lack of institutional ownership; and the COVID 19 pandemic and its health and socio-economic effects.

These challenges can be overcome, or mitigated though various ways, such as:

- Securing guaranteed gender-budgeting that would stay in place regardless of political changes and automatically increase the implementation and responsiveness of institutions.
- Intensifying work and alignment among KWN, institutional actors and other CSO and donor stakeholders and their agendas (to the extent possible), which would improve the establishment and effectiveness of joint initiatives
- Securing financial government ownership and contribution to gender projects, as donor support is decreasing in all areas
- Adapting and cooperating with relevant partners and stakeholders to tackle gender issues caused by COVID-19 pandemic so far, as well as preparing for upcoming threats to women and vulnerable groups.

EQ7: What direction should KWN take with its work in the future, particularly related to its identified strategic goals?
Based on the Members & Partners survey, which asked the respondents to rank the three most important areas the KWN should focus on, the KWN should focus its future work in the following strategic areas:

1. Empowering Women Economically (80.8%)
2. A Life Free from GBV (55.8%)
3. Women in Politics and Decision-making (53.8%)

The remaining strategic areas have all been ranked scoring with 40%, namely Strengthening the Feminist Movement in Kosovo (34.6%), Quality, Equal Education (30.8), Women's Right to Healthcare (25%), and finally Intersections between the Environment and Gender Equality (17.3%).

EQ8: What roles and key actions do KWN member organizations and other key stakeholders see KWN playing/undertaking in the future?
The predominant answer from member organizations and other key stakeholders was for the KWN to keep doing what it is currently doing, supporting women and girls. Other answers include focusing more on specific areas –which fall into the strategic areas of KWN. Stakeholders answering this question have often tied their answer of KWN keep doing what they do along with securing long-term sustainability.

5.4. Objective 4: Ways to improve KWN's internal management of programs and operations

5.4.1. Cross reference between suggestions from data collection and ET

EQ9: How can KWN improve its organizational structure and internal management to better manage its programs and better sustain itself as a network?
Considering the fast pace growth of the organization, during our interviews most stakeholders recognized only a few people within KWN. Some have expressed that the organization has long been represented by key people, and

stakeholders perceived that little new faces have been introduced by the organization, although the KWN has been introducing their staff in public events and expanding delegation across the organization.

The organizations executive team tends to manage the majority of the work-related processes usually oversees the work of the less senior people. Delegation could be argued to be a topic which needs to be further discussed within the organization. As expressed by both parties (executive team and team members) there is a tendency to analyze in detail each and every deliverable that the team members provide. Such an approach is very highly regarded, but at the same time this will have a detrimental effect on the creative part of the new team members.

There is a clear overburden on specific roles, such as Program Director / Lead Researcher and Program Manager for Addressing GBV, having 11 and 7 people reporting, respectively. There is a need to develop another level of reporting (adding and extra layer in the hierarchy) once there are more than 5 people reporting to one person.

Another aspect is the maternity leave of two senior executives; While replacement was arranged, the replacement staff in some cases has left the job, to which further efforts of replacement have to be made. Due to the relatively short remining period. the expected outcomes of the job titles have been shared across team members. But being aware that there have been several cases with tight deadlines and being overloaded have come as alternatives; we recommend to reconsider a format on how to approach leaves so that not to have detrimental effect on other co-workers. This could include a contingency strategy or plan attached to maternity replacements, whereby replacement staff could be supported and shadowed by non-executive staff. It often occurs with many organizations that replacement staff leaves, when longer term employment is offered to replacement staff elsewhere. Thus, in the case that maternity replacement staff would leave their position, another KWN employee would be already prepared and in the loop with expected outcomes of the position. This would also bring an added value of further capacitating internal staff for more responsibilities within KWN.

We have noticed that throughout our evaluation, the team members have mainly considered that they prefer the new organizational structure compared to the previous one, feel that the management is accountable and communicates effectively with the team. More regular staff meetings have been requested, though.

With regards to Burnout survey, a tool that consists of three scales measuring personal burnout, work-related burnout, and client-related burnout, we could consider that there is a certain level of burnout related deriving from work-related assignments, where 40.0 % of the Executive team consider that their work is emotionally exhausting "to a high degree", another 40.0% of the team consider it as "somewhat" emotionally exhausting, and 20.0% consider it "to a low degree"; whereas 17.6% of team members consider their work "to a high degree" emotionally exhausting, 35.3% "somewhat", 17.6% "to a low degree", 29.4% "to a very low degree". The other burnout areas mapped which were personal burnout and stakeholder management burnout seemed to be acceptable. Even if the findings are disaggregated by experience level or age; the output is rather consistent.

One area which is worth pointing out is the level of being inspired by the mission and vision of the organization and the emotional status towards KWN portrayed by the level of feeling on giving more than getting back from the organization. We have reached to three outcomes, being: worth analyzing cases which represent 9% of the sample and score below an acceptable rate on both elements. Second, is the outcome to be further considered which represents 40.7% of the cases, which score average in one of the elements or average on both. Lastly, it is the favourable position, where 49.9% of the cases scored high on both elements.

With regards to management style and the survey distributed to the executive team and team members we could conclude that there is a tendency to manage team members through support to get their work done, continuous monitoring, decision making, guidance and requirement to consult with superior. We have noticed that the team members have score below average on their belief to get their work done autonomously (without being consulted); whereas, the executive team have rated higher their belief that the team members could provide outputs autonomously.

5.5.   Other Conclusions

5.5.1   Cross reference between suggestions from data collection and ET
EQ10:   EQ 10: **How can KWN further develop and be more sustainable?**
The KWN Advisory Board is not being used to its full potential. A restructuring of functions thereof could contribute immensely as a specialized tool to further develop as an organization and be more sustainable. In general, today the advisory board is not working as an advisory board giving impulses. It works more on individual basis and advice to top management in specific questions.

6.   Recommendations
Regarding objective 1, *the extent to which the expected results and specific objective of the FAWR project have been achieved, to date,* the ET recommends:

- KWN continue to review ongoing FAWR and FAWR grantee activities and adapt activities as necessary to CODIV-19 restrictions and cautions and effects that the situation is creating and will yet create. While the pandemic situation is improving at the time of drafting this report, and restriction measures are gradually being alleviated, full normality may still be far away. In this regard, it is recommended that KWN should continue to review and adapt currently ongoing FAWR projects, through measures such as digitalization of meetings and or information sharing in order to mitigate exposure to health risks of members, beneficiaries and staff, following the do no harm principle.
- Another recommendation with regards to objective 1, COVID-19 and the FAWR project entails continue tackling gender specific issues that arise from the COVID-19 pandemic restrictions, such as increased domestic and GBV, women's severe vulnerability to the economic outcomes of hardship and unemployment and women's access to health. KWN is recommended, to the extent possible, to target these issues with existing grants and upcoming initiatives to be undertaken during 2020,with special focus on socio-economic resurgence of women after the effects of COVID-19.

Regarding objective 2, *on how to improve the Kosovo Women's Fund (KWF) and other activities related to WRCSOs members of the network*:

- **Increase funding value and timeline** from KWF, for more project **sustainability**, and in order to associate and network with related local organizations from the region. Additionally, offer the opportunity to submit a proposal whenever required, i.e. ad-hoc actions that are needed instead of waiting for the next round of applications for grants.
- Continue to advocate and include women from municipal assemblies in the identification of needs of women in the field, especially in rural areas where women's rights are violated more, and further and encourage the active participation of rural women in politics and decision-making bodies.
- Further promote activities conducted by KWN or WRCSOs supported by KWF. PR would help the network promote their activities and achievements.
- Activities for **WRCSO capacity building** i.e. **writing proposals.** WRCSOs need more people within the organization to write project proposals since the burden is only on one person.
- Support **women's capacity building** towards **economic empowerment** – special focus on skills building and training for WwD, survivors of domestic and sexual violence, mothers and new-born children, WwDA, women part of marginalized groups, and women from non-majority communities in Kosovo**.** Also, support them in conducting research about specific fields, especially when having to fundraise for their organizations.
- Partnerships and experience **exchanges** with **sister organizations** to share and see **how similar issues are addressed.** Support regional networking. Women need to meet other women in their category because if affects compliance with the fact that they are categories with needs by sharing experiences.
- **Continue to establish relations between donors and more member organizations** to support members' further fundraising and opportunities.

- Work on **advocacy for relevant** tax **benefits** for businesses **to employ more WwD,** and meet legal requirements and employment quotas for people with different abilities**.**

Regarding objective 3, **Areas on which KWN should concentrate in the future:**
- KWN to continue to pursue securing guaranteed gender-budgeting that would stay in place regardless of political changes and automatically increase the implementation and responsiveness of institutions. One approach to achieve this would be through creating a joint agenda and further coordination and alignment of relevant stakeholders and actors, in the regard, more details on the point below.
- KWN should see how it can further improve its coordination with institutional actors at local and central levels, as well as other relevant CSOs while also improving the alignment of donors/ stakeholders and their respective agendas. While KWN is an organization which defines its strategic goals and agenda though its members and board, and firmly stands its ground on them, more efforts could be made in aligning common goals and agendas. Supporting member organizations as well as other CSOs and coordinate tasks in alignment with donors, could help achieve more sustainable and effective common initiatives.
- KWN should continue its appraised work in pursuing governments to commit financial ownership and contribution to gender initiatives and projects. Donors have expressed that the time when they stand in line with financial support have come to an end. In order to move towards sustainability and self-reliance, donors support have explicitly voiced that in order for them to continue support, governmental contribution of at least 10% is expected. Making the government aware of donor's views in this regard through reports and data, but also facilitating joint meetings between government and donors where expectations can be clearly delivered are recommended.
- The COVID-19 pandemic and its effects have been voiced by all stakeholders as one of the main threats towards expected progress this year, which affects women and vulnerable groups most severely, and could have long-lasting negative effects for them. The ET recommends that KWN ties tackling the mitigation of COVID-19 effects on women and vulnerable groups with actions to women's economic empowerment, as one of the main areas of focus chosen by members, partners and stakeholders. The KWN is encouraged to cooperate with relevant partners and stakeholders to tackle gender-specific issues caused by COVID-19 pandemic so far, as well as preparing for upcoming threats to women and vulnerable groups in the coming phases of efforts to economic recovery. Special focus in this regard should be drawn to WwDA. Advocacy for relevant labor law, stipulating that for each 50 employees, the 51st should be a person with disabilities is one component. Partnering with relevant chambers or businesses and stakeholder organizations and donors in joint initiatives to capacitate WwD for specialized labor tasks is another relevant component.
- KWN should actively engage in fundraising in order to secure its long-term sustainability. The ET recommends for the KWN to advocate to philanthropy laws, that would enable businesses to donate to the KWN in exchange for preferential taxing conditions. This could be pursued as a joint initiative with commercial WRCSOs or relevant chambers of commerce and stakeholders.
- KWN should continue to encourage and push women forward in politics and decision-making processes, particularly focusing on their *active* participation in decision-making bodies such as boards, and more decision-making positions at local and central levels. One approach of this could be to further KWN's mentoring efforts, into chain mentoring, where mentored women could recruit and mentor other women, and thus also tackle much needed women-to women support and solidarity, especially in politics and decision-making.

Regarding objective 4, ***Ways to improve KWN's internal management of programs and operations:***

- To best address the perceived high concentration of visibility and recognition across few people within the organization by relevant stakeholders, the ET suggests that the organization needs to embark into a long-term strategic overview to develop and identify the future leaders of the organization and ensure that efforts of promotion of younger staff is meaningful and noticed by stakeholders. To do so, we assess that there needs to

be a strong linkage between all hierarchical levels to best nurture new leaders and provide a progressive organizational culture which supports new potential leaders. To do so, we believe that self-esteem should be nurtured for the team members; as it was noticed that the majority of team members feel the need to be guided, monitored and supervised. Therefore, coaching sessions to middle management could be seen as something which might be applicable in this case. In order to improve stakeholders' perception on this, these processes could be shared through KWN social media – profiling young leaders of the organization, and ensuring their meaningful participation in higher-level meetings and events.

- Regarding the current organizational structure, we have understood that all stakeholders and internal staff are happy with the structure, in which currently roles are connected vertically, based on reporting responsibilities. We recommend that the organogram should change as proposed in the figure. Having two main fronts: a) functional units and, b) programs/projects being implemented. Such is the organogram structure in any organization that uses a project-based approach. By doing this, KWN would benefit from quick evaluation of the workload per each program/project through better utilization of human resources. This type of structure would increase communication efficacy, improve employee motivation, platform where future managers/leaders could be developed etc.

- Development of procedures to be followed by HR when labor leave is notified. It is pivotal to the success of the organization to have full-time replacements for a full-time staff., there needs to be the procedure that defines the replacements recruitment, transition and transfer of responsibilities and then the same done when the labor leave ends.

- Copenhagen Burnout Inventory findings have pointed out that there might be mild areas of burnout within the organization; both at the executive and non-executive level. Even though the distress that has been caused by COVID-19 might have a direct impact on the emotional status of the team members; we recommend that KWN management shall continue and further extend their initiatives related to team-building, try to adjust work pressure (knowing that there are tight deadlines in this type of work this might be a challenge) and manage employee expectations by defining Key Performance Indicators per each role – helping the staff map their development and guide them through a learning curve within the organization.

- Overburden on specific roles needs to be dealt to not cause over pressure on the staff, especially in the case of the positions Program Director / Lead Researcher and Program Manager for Addressing GBV. For both we recommend having a second ladder of hierarchy which helps absorb all the workload that could be demanded by their subordinates. This will allow the leaders to have fewer people to directly deal with.

- Drafting guidelines and protocols for daily/ ad-hoc tasks with checklists that staff could follow, for instance, for administrative tasks, or writing press releases, reactions or similar ad-hoc tasks that do in fact often come up but are not planned. This would allow non-executive staff to prepare more finalized deliverables for approval to Executive staff/board and minimize the work steps and time.

- Team building sessions have been highly appreciated by the team and furthermore considering the growth of the organization recently as well, we believe that such is a must to be further increased. Such team-building activities will have direct impact on the alignment of the staff to the mission and vision of the organization by having a more inspired team. At the same time more communication/meetings need to happen, as they have been requested by the team but at the same time will allow team members to grow and feel that there is a feeling of same of giving and getting ratio from KWN.

- Restructuring the Advisory Board's functions, assign new members committed, competent members, and schedule regular meetings with regards to set objectives, could have great positive impact on tackling different issues that arise on the organizational level, but also for long-term sustainability and fundraising strategies. When it comes to sustainability, we talk about building trust, values, and a culture. Recognize that core ideology alone does not make a visionary organization, since everything around you are always changing. In order to
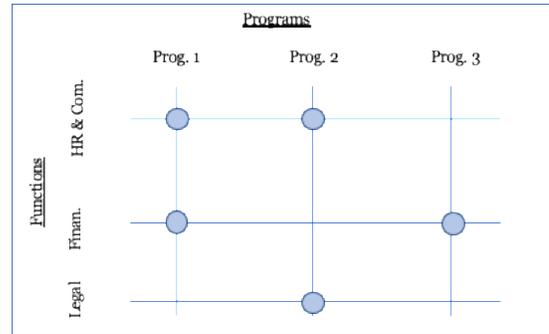
meet the demands of a changing world, organizations "must be prepared to change everything about itself except its basic beliefs and values as it moves through life." Organisations must preserve its core ideology while allowing room for the manifestations of the core ideologies to change. This means services, strategies, cultural approach, and organisation structure can change – but a core ideology should not.

- So, to be looking into the future you can do it two ways; The strategy and leaders will not last forever, so looking at sustainability through your personnel, ideology, strategy, values and the advisory board- All employees should believe strongly in KWN values, culture, ideology and strategy. Management is responsible for introducing and encouraging the proper work culture to employees. Employees who do not believe in the same ideology should not work in the organisation. Recognizing the sense of responsibility that comes from being a visionary leader for gender equality. There need to be space for employees to grow, and to feel trust, to become leaders themselves and spokes persons for the organisation, at the same time you have the advisory board who are all important persons and friends of the organisation, but see different things from what management see. They have their ideas, they have innovations, they have visions, maybe not exactly the management´s visions, but visions that can inspire. Funds is never a problem if you are ready to work with your strategy, based on your ideology and values. Important that the advisory board have competences that you yourselves does not possess, e.g. fundraising expertise, lawyers, politicians, businesswomen and CSOs in other fields of work (e.g. environment). To be sustainable both a strong advisory board, strong values, strong vision an adoptive and participatory strategy and a space for personnel to grow and see possibilities within the organisation are the most important components for an organisation to be sustainable over time.

Annexes

6.1.   Detailed methodology

6.1.1   Evaluation approach

To fulfil all four objectives of this evaluation (elaborated under 2.2.), the approach followed OECD DAC criteria, with focus on Effectiveness, Impact and Sustainability. The used methodology has a generally feminist approach and includes different methods of data collection and assessment.

The Methodological approach to the assignment was to conduct the review without any international travel or face-to-face meetings, making full use of the considerable capabilities of online workplace platforms, supplemented where necessary by telephone calls, email and messaging services. This approach eliminated the risk that the assignment could inadvertently contribute to the spread of the COVID-19 virus to KWN, their partners and members organizations.

All data were disaggregated by sex, age, ethnicity, individuals with different abilities, and vulnerability groups, and geographic settlement and location disaggregation, as possible.

6.1.2   Evaluation methods (qualitative and quantitative)

The criteria and methods used for evaluation and achievement of its objectives are both qualitative and quantitative. This assignment was divided into three phases:

1. Inception Phase – which consisted of
   - Start-up meeting KWN;
   - Desk Research (Project documents, such as proposal, monitoring reports, former evaluations, ADA sponsored project data, and other relevant documents)
2. Data Collection and Analysis
   - Documentation Analysis (Existing project documentation and research documents with regards to the FAWR)
   - In-depth interviews with members, KWF beneficiaries, boards, external partners and stakeholders, and Lobby for Gender Equality.
   - Semi-structured online survey for members and partners

- Semi-structured online survey with KWN staff, with the main outcome being staff burnout mapping
- Data and Fund Analysis – further conduct an analysis on data and the Kosovo Women's Fund.

3. Reporting Phase
   - Compile, analyze and check data
   - Evaluation Report including lessons learnt and recommendations for KWN and ADA for future reference.

During the inception phase, the evaluation team developed interview guideline as data collection tools for each relevant stakeholder. In addition, two (online) surveys were developed to receive input from members and partner and KWN staff.

6.1.3 Data Collection and Sampling

Data collection for this evaluation consists of the following:

- **KWN and FAWR Documentation:** Analysis of all provided documents from KWN including previous Evaluation Missions, Annual Report 2019, Annual Report 2018, Strategy 2019-2022, Strategy 2015 – 2018, KWN Organizational documents (organogram or organization chart, job descriptions, etc.)
- **Individual in-depth interviews:** Interviews with main stakeholders being: KWN staff, KWN members, KWN executive board, KWN advisory board, KWN partners and external stakeholders, and KWF grantees.
- **Partners and members survey:** The survey was developed on the purpose of having a larger sample for important aspects such effectiveness and impact, but also receive recommendations for the future.
- **KWN employee semi-structured survey:** The survey conducted with KWN staff focused on current emotional status of employees at KWN (employee burnout).
- **Own experience:** Our team members have vast experience in Gender, Kosovo and CSOs.

For the in-depth interviews, the overall sample was divided into six sub-samples, each consisting of a different group of the targeted stakeholders for this evaluation, based on the nature of cooperation:

Stakeholder type / In-depth interviews	Number of in-depth Interviews
KWN staff	6
KWN executive board	1
KWN advisory board	1
KWN members & KWF beneficiaries	5
Lobby for Gender Equality	2
External partners and stakeholders	6
Total number of in-depth interviews	**21**

The sample size for each sub-sample was estimated based on the importance/role of stakeholders regarding the completion of objectives for this evaluation. In order to have a representative sample, different sample criteria were used for each targeted group of stakeholders. The samples and their sizes were created following the below-mentioned criteria.

- Region where the grant recipients (organizations) extend their activity. The interviewed members are extended in the following regions: Prishtinë (Prishtine and Novoberde), Gjakovë.
- Ethnicity of the population (inclusive for K-Albanian, K-Serb, K-Other)
- Inclusive for three rounds of grants (12, 13, and 14) – applicable for KWF grant recipients sample group
- Organizations representing interests of different vulnerable groups.

Based on these criteria, and in order to avoid bias the ET initially provided proposed samples of member organizations (17), proposed sample of external partners and stakeholders (10), as well as proposed sample of KWN Advisory Board (7) and proposed sample KWN Staff (7). Upon discussion with KWN, the final number of sample organizations and stakeholders were determined from the proposed samples, and some, such as Executive Board, were added.

The partners and members survey was distributed to all relevant stakeholders with the help of KWN, whereas the response disaggregation for this survey can be found below:

Partners and Members Survey	Number of responses
KWN member organization	37
KWF grant beneficiary[3]	12
KWN executive board	4
KWN advisory board	1
Lobby for Gender Equality	12
Coalition for Equality	5
External partners and stakeholders	7
Total number of valid responses	**52**

Lastly, the semi-structured staff survey was distributed to staff within KWN. As a result, we received the following responses:

KWN staff	Number of responses
Executive	5
Non-executive roles	17
Total number of responses	**22**

List of the interviewed stakeholders

Stakeholder type	Organization	Representative
Lobby for Gender Equality	Municipality of Kllokot	Selvie Rexhepi
	Municipality of Dragash	Arjeta Skeraj
Grant Recipients (B) & Members (M)	Medica Kosova (B)	Veprore Shehu
	Shoqata e Mamive të Kosovës (B)	Magbule Elezi
	Udruženje Žena - Povratnica "Naš Dom" (B)	Vesna Stajic
	Aksioni për Nëna dhe Fëmijë (M)	Vlorian Molliqaj
	HADIKOS, Femrat me Aftësi të Kufizuara (B)	Mehreme Llumnica
External Partners and Stakeholders	The Swedish Embassy, Pristina Sida	Fatos Mulla/ Visare Gorani Gashi
	Kvinna till Kvinna Foundation	Stina Magnuson
	ADA	Gunther Zimmer, Arsim Aziri, Albulena Zaimi
	The Representative of the Ombudsperson Institution within the Office of the Prime Minister Agency for Gender Equality	Hilmi Jashari
	EU Office in Kosovo	Selma Cekic-Dincsoy, Reyes Charle-Cuellar, Aferdita Mehaj
KWN Boards	Executive Board	Ariana Qosaj-Mustafa
	Advisory Board	Delina Fico

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[3] Beneficiaries are also KWN members, but in refer to members who have benefited from FAWR KWF grants

Staff	KWN, Executive Director	Igballe Rogova
	KWN, Program Director	Nicole Farnsworth
	KWN, HR Manager	Alba Loxha
	KWN, Grants Manager	Gentiana Murati-Kapo
	KWN, Finance Manager	Besa Shehu
	KWN, Grants Coordinator	Diellza Olluri

6.1.1.1.   Objective 1: Achievement of expected results and specific objectives

In order to measure the progress and achievement of expected results of the FAWR project, the ET has conducted an analysis of project documents, such as log-frame, proposal and progress reports in order to measure the quantitative completion rate of the project. The ET has sampled 5 member organizations (Medica Kosova, Kosovo Midwifery Association and Action for Mothers and Children (AMC)), 4 of which are FAWR project beneficiaries. Relevant ADA representatives were also interviewed.

6.1.1.2.   Objective 2: Recommendations for improving the Kosovo Women's Fund (KWF)

In order to receive qualitative input for Objective 2, five in-depth interviews were conducted with KWN member organizations: *Medica Kosova, Kosovo Midwifery Association, Action for Mothers and Children (AMC), Handikos, and Udruženje žen povratnica Naš dom*. Four out of five member WRCSOs are KWF grantees (either received funding during round 12, 13, or 14). The sample for this group consisted of four Kosovo-Albanian WRCSO, and one Kosovo-Serb WRCSO. The cities these WRCSO cover are Prishtina, Novoberde, and Gjakova, inclusive of both rural and urban areas.

6.1.1.3.   Objective 3: Areas on which KWN should concentrate in the future

Quantitative data with regards to objective 3 was collected through the online Members & Partners Survey which was prepared by the ET, and distributed by KWN to all its members organizations, Lobby for Gender Equality participants and external partners and stakeholders in Albanian, Serbian and English languages. Of the over 200 recipients of the survey, the ET has received 52 valid responses. 43 responses were collected in Albanian, 5 in English and 4 in Serbian. Qualitative data was collected through Interview discussions with 6 of KWN's most important stakeholders and partners, namely ADA, EU Office, UN Women, the Swedish Embassy, Kvinna till Kvinna Foundation and Ombudsperson. Two additional partners/ potential stakeholder were contacted but did not respond to the ET's invitation to the interview (Agency for Gender Equality within the Office of the Prime Minister and USAID).

6.1.1.4.   Objective 4: Ways to improve KWN's internal management of programs and operations

In order to collect data to suggest ways to improve KWN's internal management program and operations the ET conducted: Interviews with team members - Igballe Rogova, Nicole Farnsworth, Alba Loxha, Gentiana Murati- Kapo, Besa Shehu, Diellza Olluri; Interviews with Executive Board director, Ariana Qosaj Mustafa; Interview with Advisory Board Member – Delina Fico; Survey with 22 staff members (5 executive team and 17 other positions with the organization)

6.1.2.   Data Analysis

Throughout data analysis phase, the ET has looked for patterns emerging from data received from:

- **Desk research** (Applicable to all evaluation questions)
  - o   Review of internal operational documents such as Organogram, Strategy, Job descriptions to best pinpoint improvement initiatives which the ET might see feasible for the organization. The scope of this assessment identifies areas of improvement across hierarchical levels, functions, activities, work-processes and/or responsibilities.
- **Individual in-depth interviews** (Applicable to all evaluation questions)

- o In-depth interviews were conducted with selected key people across the organization to get further information on internal procedures, way-of-doing things, organizational culture and/or strategy.
- **Partners and members survey** (Applicable to EQ. 5)
  - o The survey was developed on the purpose of having a larger sample for important aspects such effectiveness and impact, but also receive recommendations for the future.
- **KWN employee semi-structured survey** (Applicable to evaluation questions 4, 5, 7, & 9)
  - o Survey distribution (anonymous, only hierarchical level to be conveyed) across the whole KWN team to better understand the current attitude staff have towards the organization and their work. The instrument we deployed is based on the Copenhagen Burnout Inventory (CBI) - highly regarded tool; which will assess three key areas: (i) Personal burnout: Level of the burnout, be it physical and/or psychological exhaustion; (ii) Work-related burnout: Level of burnout, be it physical and/or psychological exhaustion related to the person's work; (iii) Client related burnout: Level of burnout, be it physical and/or psychological exhaustion considered to be caused by clients, organizational partners etc.
- **Own experience** (Applicable to evaluation questions 5 to 10)
  - o Our team members have vast experience in Gender, Kosovo CSOs, Management consulting; therefore, we will use our own personal background to propose initiatives which might be seen fit for the needs of the KWN. The ET will make sure to use the findings from this evaluation together with their expertise to propose recommendations for further improvement and advancement in order to achieve sustainability and increase the effectiveness of KWN.
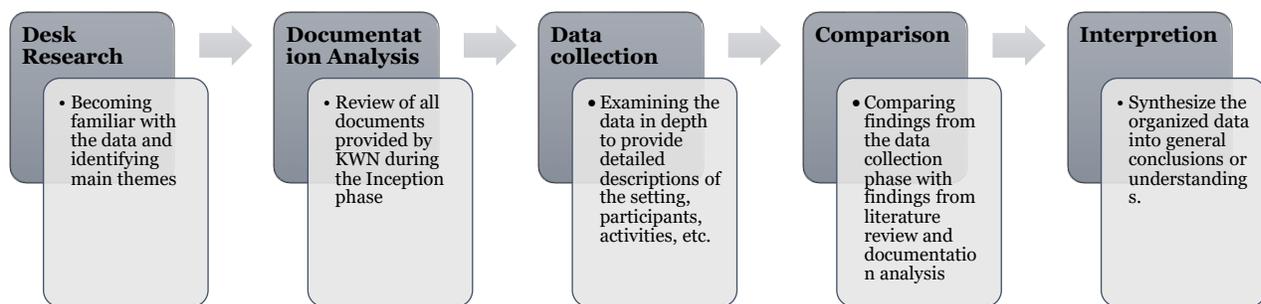
Desk Research	**Documentation Analysis**	**Data collection**	**Comparison**	**Interpretion**
• Becoming familiar with the data and identifying main themes	• Review of all documents provided by KWN during the Inception phase	• Examining the data in depth to provide detailed descriptions of the setting, participants, activities, etc.	• Comparing findings from the data collection phase with findings from literature review and documentation analysis	• Synthesize the organized data into general conclusions or understandings.

As for field work, all data were collected using specialized data collection instruments developed for each evaluation question or using standardized tools. The collected data were categorized per each evaluation question, source-audience and classified accordingly. This ensured the capture of holistic triangulated findings and recommendations, which, along with relevant desk research findings, are in the report. All data instruments collected demographic data in order to offer gender, ethnicity, age, ability and geographic disaggregation. Cross-cutting issues of gender and environment were also considered, where relevant.

6.2.   Evaluation Matrix

Evaluation Criteria	Evaluation Questions	Source	Means of verification	Tools used
Effectiveness	Q1	Desk Research, Debriefing, KWN Validation Session	Evaluation Data Analysis on FAWR, Meeting notes and reports	DS; IIKWN
	Q2	Field Study: Interviews with stakeholders	Interview Reports	DS, IIS
	Q3	Field Study: Interviews with stakeholders, Data and KWF Analysis	Interview Reports, Evaluation Data Analysis on KWF	DS, IIMB
Impact	Q4	Desk Research; Field Study: Interview with KWN and members	KWN Projects documentation; Meeting notes and reports	DS, IIKWN, IIAEB, IIS, IIMB, SSS
Sustainability	Q5	Desk Research; Field Study: Interview with KWN and members; Observations	KWN Projects documentation; Meeting notes and reports; observation reports	DS, IIKWN, IIS, IIMB, SSS
	Q6	Desk Research; Field Study: Interview with KWN and members; Observations	KWN Projects documentation; Meeting notes and reports; observation reports	DS, IIMB
	Q7	Desk Research, Debriefing, KWN Validation Session	Evaluation Data Analysis on FAWR, Meeting notes and reports	DS, IIKWN, SSS
	Q8	Field Study: Interviews with stakeholders	Interview Reports	DS, IIMB, IISS, IIAEB
	Q9	Field Study: Interviews with stakeholders, Data and KWF Analysis	Interview Reports, Evaluation Data Analysis on KWF	DS, IIKWN, SSS
	Q10	Field Study: Interviews with stakeholders	Interview Reports	DS, IIKWN, IIAEB, IIMB, IISS

DS: Desk Study   IIKWN: Interview Instrument KWN   IIAEB: Interview Instrument Advisory/ Executive Boards   IIS: Interview Instrument Stakeholders
IIMB: Interview Instrument Members, Beneficiaries   SSS: Semi-Structured Survey

6.3.   Data collection tools

6.3.1.   Stakeholders

Evaluation-criterion: Effectivity (2: 1-6), Impact (4: 7, 8a), Sustainability (6: 8b-12) and 9: 13-16c),

Evaluation Question 2:   How effective do external stakeholders think KWN's work has been as part of this project? (ADA only)

Evaluation Question 4:   Given that ADA has funded KWN for several years, to date, what are some key, very easily identifiable impacts of ADA's long-term support to KWN, if any? (ADA only)

Evaluation Question 6:   How sustainable are the changes achieved from ADA support over the years (not only this action), and how can the greatest challenges to sustainability be overcome? (For previous KWN supporters)

Evaluation Question 9:   What roles and key actions do KWN member organizations and other key **stakeholders** see KWN playing/undertaking in the future?

Audience: External Stakeholders

Data Collection Method: Interview

Measurement metrics[4]:   *Levels of effectivity*: (0) Not at all effective, (1) Little Effective, (2) Effective, (3) Very effective

Demographics Questions:

D.1	Name of Stakeholder Organization
D.2	Name of interviewee(s)
D.3	Municipality
D.4	Target- Community
D.5	Language
D.6	Date and time of Interview:
D.7	Channel used

Content Questions:

Questions 1-6 for ADA only:		
1.		How were you connected with KWN through the FAWR project?
2.		What would you describe as a joint objective in this regard?
3.		How would you describe your role and that of KWN in achieving the objective(s)?
4.a		What are your views on the impact of your (long-term) support?
4.b	2	Would you consider your joint engagement as a success? Why? Why not?
5.		How effective would you consider the KWN to have been in this project?

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[4] Data collection and analysis will be on a qualitative level, and effectivity may not be judged straight forward into categorization, while qualitative data and recommendations will be collected and presented. However, in order to enable a summarization of different responses from different interviewees, the evaluators will classify each interview under one of the metrics.

		(0, 1, 2, 3)
6.		What went particularly well?
7.	4	What major impact would you mention as key KWN's achievements (or joint achievements) through these years with KWN?
8.a		**If no previous experience supporting KWN:** What do you view as KWN's major achievements over the years, and how sustainable have these been?
8.b		**If you have had previous experience supporting KWN (8-12):** How long have you been working with KWN? Or when was the last period?
9.		What major achievements would you mention through these years with KWN?
10.		How sustainable are these achievements?
11.	6	What are some challenges to the sustainability of these achievements?
12.		How were they overcome in the past? How should they be overcome in the future?
13.		The shrinking space for women´s organisations, makes it difficult for KWN. To continue to be a strong voice for the women of Kosovo, KWN would need more core support. Is this something you could consider? In what other way could you support KWN?
14.	9	If you have had previous experience with supporting KWN, what did not go so well, or could be improved the next time?
15.		Would you work (again) with KWN in the future and or recommend them?
16.a		What do you think KWN can and/or should do in the future?
16.b		On which topics do you think the KWN should focus, which would be an added value given KWN's current role and capacities (and considering other ongoing work by other actors)?
16.c		What roles do you see KWN playing in the future? / How should their role with regards to your organization/institution change (if)?
17.		Any other points to share?
18.		Quote:

6.3.2. Members and Beneficiaries

Evaluation-criterion: Effectivity (3: 1-6), Sustainability (6: 7-10); (9: 11, 13,14), (7:12) and Impact (4: 15)
Evaluation Question 3:   To what extent has the KWF met the needs of KWN members?

Evaluation Question 6:	How sustainable are the changes achieved from ADA support over the years (not only this action), and how can the greatest challenges to sustainability be overcome?
Evaluation Question 9:	What roles and key actions do KWN **member organisations** and other key stakeholders see KWN playing/undertaking in the future?
Evaluation Question 7:	How can KWN better support members in the future?
Evaluation Question 4:	Given that ADA has funded KWN for several years, to date, what are some key, very easily identifiable impacts of ADA's long-term support to KWN, if any?
Audience:	KWN Members, KWF beneficiaries
Data Collection Method: Interview	
Measurement metrics[5]: *Levels of effectivity*:	

Q3: (0) Not at all, (1) Met partially, (2) Met, (3) Exceeded
Q6: (0) Nota at all, (1) partially sustainable, (2) sustainable, (3) complete self-reliance

Demographics Questions:

D.1	Name of Member Organization
D.2	Name of interviewee(s)
D.3	Municipality
D.4	Target- Community
D.5	Language
D.6	Date and time of Interview:
D.7	Channel used

Content Questions:

1.		How are you connected with KWN, with FAWR, and/or other ADA funded KWN/KWF project?
2.		What would you describe as a joint objective or aim in your latest cooperation?
3.		How would you describe your role and that of KWN/KWF in achieving the objective(s)?
4.		What would you define as your organization's needs from KWF?
5.	3	To what extent would you consider the KWF has met your organization's needs? (0, 1, 2, 3)
6.		Which needs were not met?
7.		What major achievements would you mention through these years with KWN?
8.		How sustainable are these achievements? (0, 1, 2, 3)

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[5] Data collection and analysis will be on a qualitative level, and effectivity may not be judged straight forward into categorization, while qualitative data and recommendations will be collected and presented. However, in order to enable a summarization of different responses from different interviewees, the evaluators will classify each interview under one of the metrics.

9.		What are some challenges to the sustainability of these achievements?
10.	6	a. How were they overcome in the past? b. How should they be overcome in the future?
11.	9	What did not go so well, or could be improved the next time?
12.a	7	How can KWN better support you in the future?
12.b		What are your expectations or hopes from KW**F** in the future, to better serve your needs?
13.		What roles and key actions do you see KWN playing/undertaking in the future? / How should their role with regards to your organization change (if)?
14.	9	How long have you been working with KWN?
15.	4	What major impact would you mention as key joint achievements through these years with KWN?
16.		Any other points to share?
17.		Quote:

6.3.3. KWN/KWF staff

Evaluation-criterion: Effectivity (1: 1-5), Sustainability (6: 7-11); (8:12-19); (10: 20-23) and Impact (4: 24)

Evaluation Question 1: To what extent has KWN achieved the expected results, specific objective, and overall objective set forth in its original proposal to ADA (in accordance with its logical framework)?

Evaluation Question 6: How sustainable are the changes achieved from ADA support over the years (not only this action), and how can the greatest challenges to sustainability be overcome?

Evaluation Question 8: What direction should KWN take with its work in the future, particularly related to its identified strategic goals?

Evaluation Question 10: How can KWN improve its organizational structure and internal management to better manage its programs and better sustain itself as a network?

Evaluation Question 4: Given that ADA has funded KWN for several years, to date, what are some key, very easily identifiable impacts of ADA's long-term support to KWN, if any?

Audience: KWN/KWF Staff
Data Collection Method: Interview
Measurement metrics[6]: *Levels of effectivity*:
Q6. (0) Nota at all, (1) partially sustainable, (2) sustainable, (3) complete self-reliance
Demographics Questions:

D.1	Name of Position
D.2	Name of interviewee(s)

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[6] Data collection and analysis will be on a qualitative level, and effectivity may not be judged straight forward into categorization, while qualitative data and recommendations will be collected and presented. However, in order to enable a summarization of different responses from different interviewees, the evaluators will classify each interview under one of the metrics.

D.3	Municipality
D.4	Target- Community
D.5	Language
D.6	Date and time of Interview:
D.7	Channel used

Content Questions:

1.		How satisfied are you with the achieved results to the ADA FAWR project?
		How involved have you been with setting up the goals of the project? Furthermore, what would you modify at your request?
2.	1	How satisfied are you with your efforts in ADA funded projects in general?
4.		What would you describe went particularly well? Why?
5.		What would you describe went not so well? Why?
7.		What major achievements would you mention through these years with ADA funded projects?
8.	6	How sustainable are these achievements? (0, 1, 2, 3)
9.		What are some challenges to the sustainability of these achievements?
10.		How were they overcome in the past?
11.		How should they be overcome in the future?
12.		To what extent do you think you have achieved your strategic goals as KWN? Please give positive examples
13.		Why do you think these, in particular, have made progress? Do you consider these achievements final and sustainable or do they still need your organizational focus?
14.	8	Where do you think you lag behind in achieving your strategic goals? Please give examples
15.		Why do you think these, in particular, are lagging?
16		Do you think your strategic goals are still relevant? Why/ Why not? Do you need to change/adjust any? If so, what new/ adjusted goals should you have? Which ones (if any) should you drop or de-prioritize?
17.		Have the assumptions, external factors, important actors changed? If so, how does this affect your achieving your strategic goals?

18.		What would you like to see more of with regards to achieving strategic goals? Please give some clear examples.
19.		What would you like to see less of with regards to achieving strategic goals?
20.		Where do you think your organizational structure functions best? Why/ What are the characteristics?
21.		What do you think are the weak points of your organizational structure? What are the characteristics?
22.		What steps have you taken so far to improve internal management and better sustain your network? What has worked? What did not?
23.	10	What are some concrete organizational needs in improving your organizational structure and internal management? Do you have the funds/ enabling factors available to these needs? For which are they available for which not?
24.	4.	What major impact would you mention KWN has had through the years with ADA support?
25.		Any other points to share?
26.		Quote:

6.3.4. KWN executive and advisory boards

Evaluation-criterion: Sustainability: (8:1-8); (10: 9-12) and Impact (4: 13)
Evaluation Question 8: What direction should KWN take with its work in the future, particularly related to its identified strategic goals?
Evaluation Question 10: How can KWN improve its organizational structure and internal management to better manage its programs and better sustain itself as a network?
Evaluation Question 4: Given that ADA has funded KWN for several years, to date, what are some key, very easily identifiable impacts of ADA's long-term support to KWN, if any?

Audience: KWN Advisory Board Members/ KWN Executive Board Members
Data Collection Method: Interview
Measurement metrics[7]: *Levels of effectivity*:
Q6. (0) Nota at all, (1) partially sustainable, (2) sustainable, (3) complete self-reliance
Demographics Questions:

D.1	Name of Board
D.2	Name of interviewee(s)
D.3	Municipality

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[7] Data collection and analysis will be on a qualitative level, and effectivity may not be judged straight forward into categorization, while qualitative data and recommendations will be collected and presented. However, in order to enable a summarization of different responses from different interviewees, the evaluators will classify each interview under one of the metrics.

D.4	Target- Community
D.5	Language
D.6	Date and time of Interview:
D.7	Channel used

Content Questions:

1.		To what extent do you think KWN has achieved its strategic goals? Please give positive examples
2.		Why do you think these, in particular, have made progress? Do you consider these achievements final and sustainable or do they still need KWN's focus?
3.		Where do you think you lag behind in achieving your strategic goals? Please give examples
4.	8	Why do you think these, in particular, are lagging?
5.		Do you think your strategic goals are still relevant? Why/ Why not? Do you need to change/adjust any? If so, what new/ adjusted goals should you have? Which ones (if any) should you drop or de-prioritize?
6.		Have the assumptions, external factors, important actors changed? If so, how does this affect your achieving your strategic goals?
7.		What would you like to see more of with regards to achieving strategic goals? Please give some clear examples.
8.		What would you like to see less of with regards to achieving strategic goals?
9.		Where do you think your organizational structure functions best? Why/ What are the characteristics?
10.		What do you think are the weak points of your organizational structure? What are the characteristics?
11.		What steps have you taken so far to improve internal management and better sustain your network? What has worked? What did not?
12.	10	What are some concrete organizational needs in improving your organizational structure and internal management? Do you have the funds/ enabling factors available to these needs? For which are they available for which not?
13.	4.	What major impact would you mention KWN has had over the years with ADA support?
14.		Any other points to share?
15.		Quote:

6.4. List of reviewed documents

	List of documents provided by KWN and analyzed by the ET
1	FAWR Final Project Proposal, including log-frame
2	FAWR Annual Reports to ADA
3	Quarterly or bi-annual FAWR Reports for last year
4	ADA Monitoring Reports – for all years available
5	All Previous Evaluations for ADA Project – best sample(s)
6	Relevant Member Contact Lists with email, phone numbers of relevant contact persons
7	Previous questionnaire to members about suggested improvements
8	Relevant grant-beneficiary contact list with email, phone numbers of relevant contact persons
9	Written selection criteria for grant receivers. How are the prioritized?
10	Relevant stakeholder contact lists with email, phone numbers of relevant contact persons
11	KWF Documentation on structure and possible KWF monitoring reports
12	KWF ADA Grants Lists
13	KWN Organizational Structure Scheme
14	KWN Organizational/ Staff Performance Evaluation Forms and documentation
15	KWN Management and middle-management job descriptions
16	List of management (non-thematic) trainings completed and staff who completed each
17	Procedures of Employee Induction if available
18	Employee Handbook if available
19	Timesheets format
20	Documents that KWN consider important for us to study not mentioned above
21	Additional – KWF Success stories

6.5. Partners and Members Survey Findings

A total of 53 valid responses were received from the Partners and Members Survey. Main findings are found below.

6.5.1. General findings

Q1. How are you related to KWN?

	Responses	% of respondents

Member Organization	37	71.2%
Lobby for Gender Equality	12	23.1%
KWF grantee	12	23.1%
Partner	7	13.5%
Board member	6	11.5%
Coalition for Equality	5	9.6%

Q2. How long have you been a member of/cooperated with KWN?

Q3. Generally, how satisfied are you with the overall work of KWN?

■ 3 - Satisfied   ■ 4 - Very satisfied
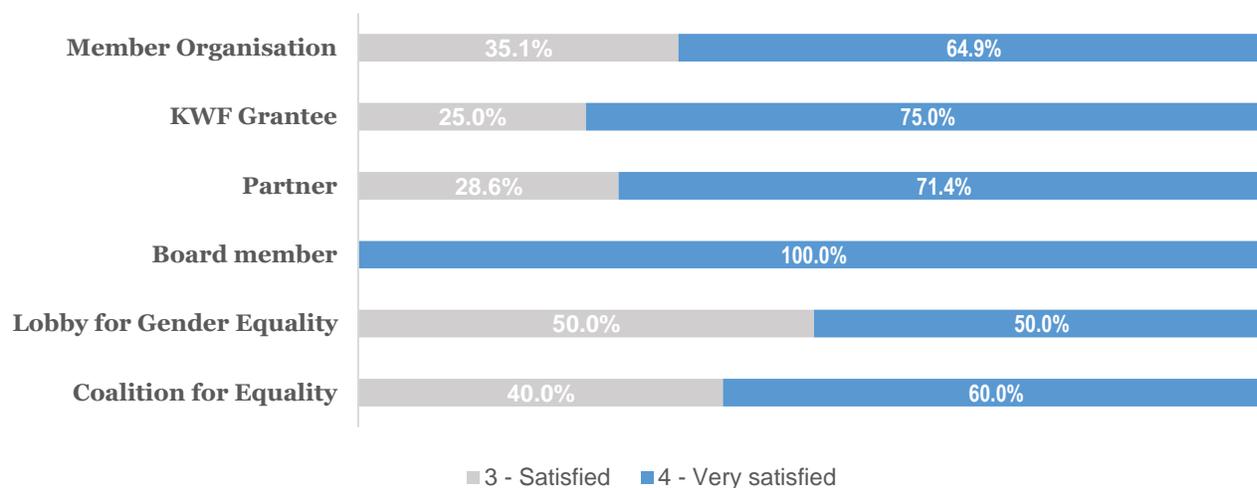
Q3. Disaggregation of data based on number of years of cooperation with KWN (Q2.)

		2. How long have you been a member of/cooperated with KWN?					
		Less than 1 year	1-5 years	6-10 years	11-15 years	16+ years	Grand Total
3. Generally, how satisfied are you with the overall work of KWN?	1 – Not satisfied at all	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	2 – Partly satisfied	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	3 - Satisfied	25.0%	29.4%	44.4%	57.1%	13.3%	30.8%

4 - Very satisfied	75.0%	70.6%	55.6%	42.9%	86.7%	69.2%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q4. Which KWN services/activities have you used or participated in, if any?

Service/Activity	%
Information through email	88.5%
Networking meetings	80.8%
KWN Social media (Facebook, Twitter, Instagram)	71.2%
Attended training(s) by KWN	65.4%
Kosovar Women's Voice monthly newsletter	53.8%
KWN Website	53.8%
Received advocacy support	42.3%
Financial support through Kosovo Women's Fund grants	32.7%
Received individual support (like mentoring)	21.2%
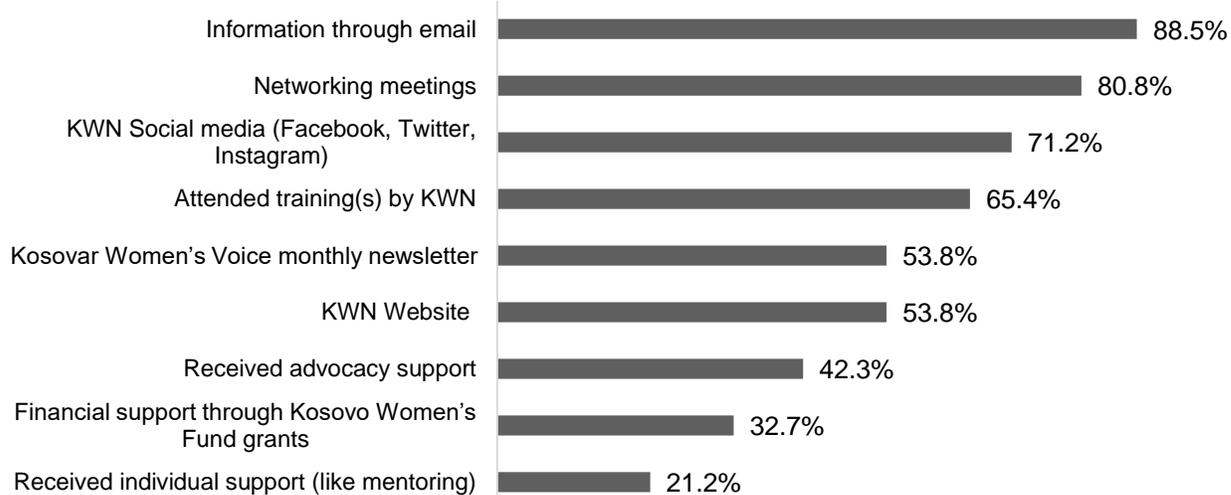
Q4. Disaggregation of data based on relation to KWN (Q1.)

	Member Organization	KWF Grantee	Partner	Board member	Lobby for Gender Equality	Coalition for Equality
Information through email	89.2%	100.0%	85.7%	83.3%	100.0%	100.0%
Network meetings	81.1%	91.7%	71.4%	83.3%	83.3%	80.0%
Attended training(s) by KWN	70.3%	75.0%	42.9%	50.0%	83.3%	100.0%
KWN Social media (Facebook, Twitter, Instagram)	67.6%	66.7%	85.7%	83.3%	91.7%	100.0%
Kosovar Women's Voice monthly newsletter	56.8%	75.0%	42.9%	66.7%	58.3%	60.0%
KWN website	51.4%	50.0%	71.4%	66.7%	75.0%	80.0%
Financial support through Kosovo Women's Fund grants	45.9%	91.7%	14.3%	33.3%	33.3%	60.0%
Received advocacy support	43.2%	58.3%	42.9%	83.3%	50.0%	100.0%
Received individual support (like mentoring)	27.0%	66.7%	0.0%	33.3%	41.7%	60.0%

Q5. How satisfied are you with the support you have received from KWN?

Q5. Disaggregation of data based on relation to KWN (Q1.)
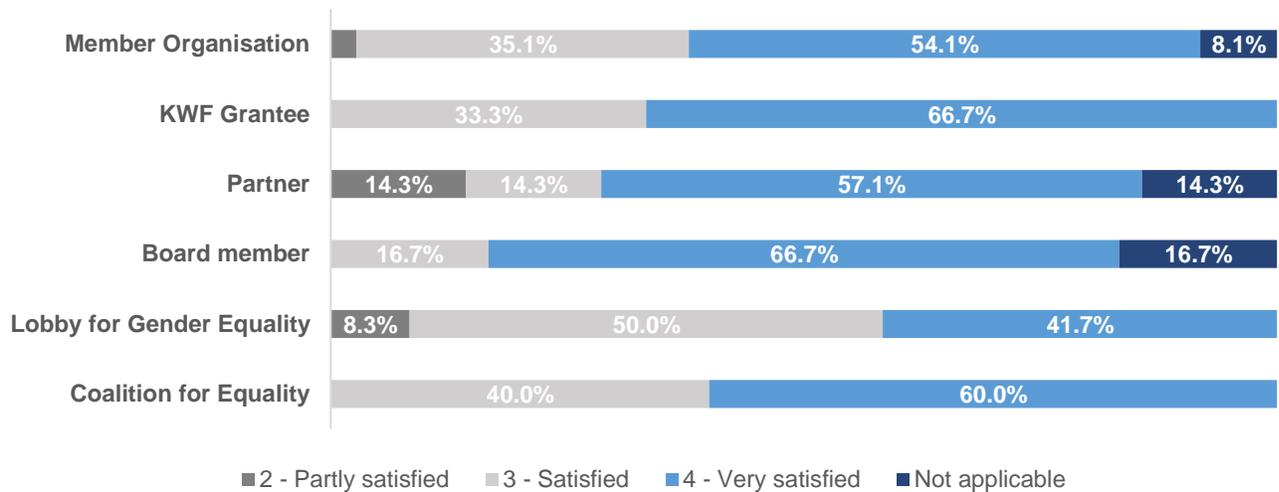
	2 - Partly satisfied	3 - Satisfied	4 - Very satisfied	Not applicable
Member Organisation		35.1%	54.1%	8.1%
KWF Grantee		33.3%	66.7%	
Partner	14.3%	14.3%	57.1%	14.3%
Board member		16.7%	66.7%	16.7%
Lobby for Gender Equality	8.3%	50.0%	41.7%	
Coalition for Equality		40.0%	60.0%	

Q5. Disaggregation of data based on number of years of cooperation with KWN (Q2.)

		2. How long have you been a member of/cooperated with KWN?					
		1-5 years	11-15 years	16+ years	6-10 years	Less than 1 year	Grand Total
5. How satisfied are you with the support you have received from KWN?	1 – Not satisfied at all	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	2 - Partly satisfied	5.9%	0.0%	0.0%	11.1%	0.0%	3.8%
	3 - Satisfied	35.3%	28.6%	33.3%	33.3%	0.0%	30.8%
	4 - Very satisfied	58.8%	42.9%	53.3%	44.4%	100.0%	55.8%
	Not applicable	0.0%	28.6%	13.3%	11.1%	0.0%	9.6%
	Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q6. What positive impact has KWN had on you or your organization?

ranked from most mentioned to less mentioned

Member Organizations and KWF Grantees	o Capacity building (through meetings, networking, mentoring, training, etc.); o Financial support and empowerment of women through KWF; o Publication of research reports; o Lobbying and Advocacy;
Partners	o Definition of policies based on KWN's researches and findings; o Outstanding overview on gender perspective and support to all the women in need; o Lobbying and Advocacy;
Board members	o Networking, cooperation, women's solidarity, as well as women's activism; o Lobbying and Advocacy; o Financial support and empowerment of women through KWF.
Lobby for Gender Equality and Coalition for Equality	o Training and advocacy meetings; o Assistance in the creating of women's groups in the municipalities; o Capacity building (through meetings, networking, mentoring, training, etc.);

Q7. In your opinion, what are one or more examples of a lasting, long-term impact that KWN has had on furthering gender equality and/or women's rights in Kosovo, if any?

Member Organizations and KWF Grantees	o Overall gender Equality in Kosovo; o Capacity building (through meetings, networking, mentoring, training, etc.); o Advocacy towards women's rights and welfare; o Law enforcement for women related issues; o Raised awareness about women's rights; o Supporting WRCSOs with KWF.
Partners	o KWN's stable position as an NGO, law enforcement for women; o Advocacy campaigns and strategies; o Increase the capacity of local NGOs by empowering them within the respective mandate; o Improving the overall overview on Women rights, giving to International communities in KOSOVO and partners excellent point of views.
Board members	o Gender Equality Lobby, Strategy for Family Violence o Lobbying and Advocacy; o Gender budgeting at central and local institutions.
Lobby for Gender Equality and Coalition for Equality	o Raising awareness of society and institutions about Women's Rights and Gender Equality; o Trainings, workshops, raising awareness, changing mentality; o Drafting instruments for gender equality along with other organization;

Q8. What aspects of its work could KWN improve or do better?

Member Organizations and KWF Grantees	o Support WRCSOs with long-term projects; o Be present during KWF projects implementation;

	o More research and publications; o More activities in regions other than Prishtina; o Include marginalized groups more.
Partners	o Include marginalized groups more; o Research and publications; o Share with International Communities partners Gender Monthly reports;
Board members	o Increase funding from KWF; o Be even more present in local and central decision-making, including around itself expert women in all fields
Lobby for Gender Equality and Coalition for Equality	o Offer more training in gender budgeting; o Advocacy to government institutions at central and local level for financial support of women's NGO; o Promote the work of members of the KWN - advocacy for the recognition of the work and contribution of women's NGOs and women activists; o KWN should implement the program through KWN members and not directly itself.

Q9. Looking forward, what are THREE types of work/activities you think KWN should prioritize as most important?

1. Kosovo Women's Fund grants (73.1%)
2. Networking meetings (67.3%)
3. Training & Mentoring/individual support (61.5%)

Q9. Disaggregation of data based on relation to KWN (Q1.)

Member Organizations	1. Kosovo Women's Fund grants (81.1%) 2. Networking meetings (64.9%) 3. Training & Mentoring/individual support (56.8%)
KWF Grantees	1. Kosovo Women's Fund grants (83.3%) 2. Advocacy (66.7%) 3. Networking meetings (58.3%)
Partners	1. Advocacy (71.4%) 2. Networking meetings (71.4%) 3. Training & Mentoring/individual support (71.4%)
Board members	1. Kosovo Women's Fund grants (83.3%) 2. Advocacy (66.7%) 3. Networking meetings (66.7%)
Lobby for Gender Equality	1. Kosovo Women's Fund grants (83.3%) 2. Networking meetings (66.7%) 3. Advocacy (58.3%)
Coalition for Equality	1. Kosovo Women's Fund grants (60.0%) 2. Networking meetings (60.0%) 3. Training & Mentoring/individual support (60.0%)

Q10. Given KWN's expertise and considering what other actors in Kosovo are already working on, on which THREE themes you think KWN should focus its energies and work in the future?

1. Empowering Women Economically (80.8%)
2. A Life Free from Gender-based Violence (55.8%)
3. Women in Politics and Decision-making (55.8%)

**Q10. Disaggregation of data based on relation to KWN (Q1.)**

Member Organizations	1. Empowering Women Economically (83.8%) 2. A Life Free from Gender-based Violence (59.5%) 3. Women in Politics and Decision-making (45.9%)
KWF Grantees	1. Empowering Women Economically (83.8%) 2. A Life Free from Gender-based Violence (75.0%) 3. Women in Politics and Decision-making (58.3%)
Partners	1. Empowering Women Economically (71.4%) 2. A Life Free from Gender-based Violence (71.4%) 3. Quality, Equal Education (57.1%)
Board members	1. Kosovo Women's Fund grants (83.3%) 2. A Life Free from Gender-based Violence (66.7%) 3. Strengthening the Feminist Movement in Kosovo (66.7%)
Lobby for Gender Equality	1. Empowering Women Economically (75.0%) 2. A Life Free from Gender-based Violence (75.0%) 3. Women in Politics and Decision-making (66.7%)
Coalition for Equality	1. Empowering Women Economically (80.0%) 2. A Life Free from Gender-based Violence (80.0%) 3. Women in Politics and Decision-making (60.0%)

6.5.2. Demographic Data

Q12. Please indicate your gender:

3.8%   1.9%

■ Woman

■ Man

■ Rather not say

94.2%
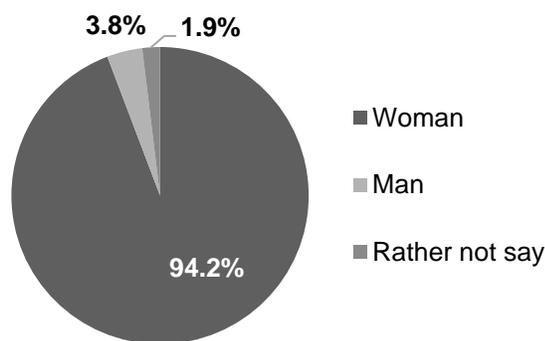
Q13. In what region of Kosovo does your organization operate?

Region	%
Kosovo-wide	28.8%
Prishtina	26.9%
Mitrovica	15.4%
Prizren	9.6%
Gjilan	7.7%
Peja	5.8%
Gjakova	3.8%
Ferizaj	1.9%
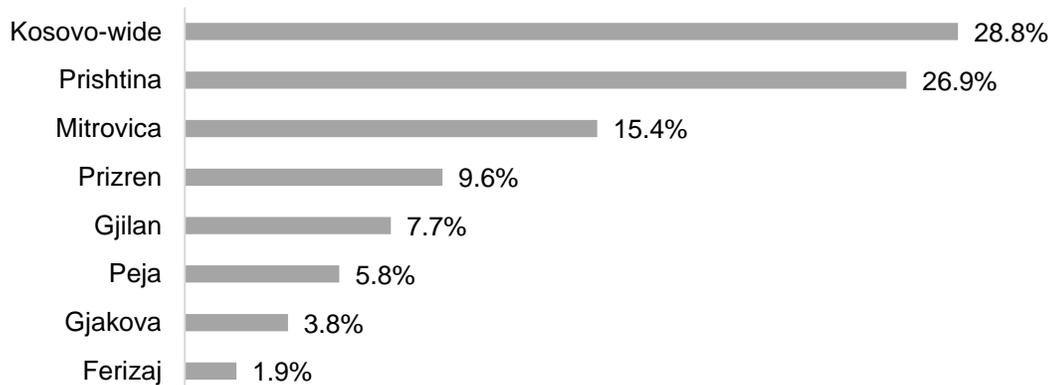
Q14. How would you describe your organization's target community?
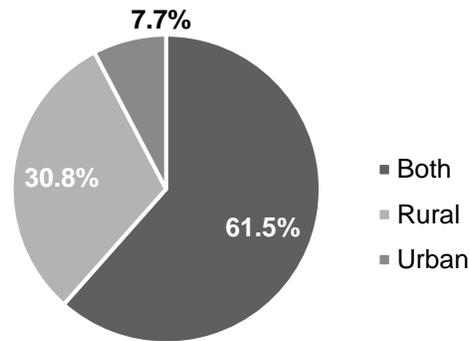
Q15. What ethnicity/ies does your organization represent?
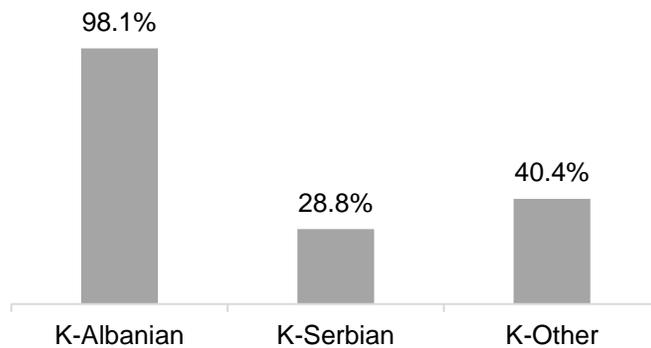
Q16. Do you primarily work with/for people with disabilities/special needs? & Q17. Do you primarily work with/for people with other vulnerabilities?
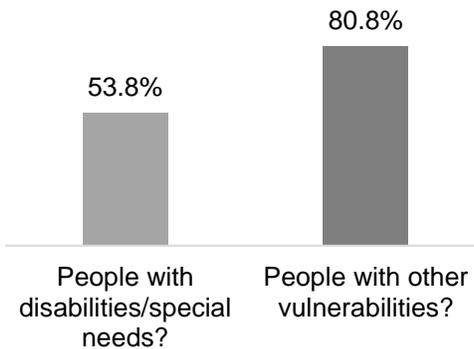
6.6.   KWN Staff CBI Survey Findings
6.6.1.   General findings

A total of five (5) responses were received from the Executive Staff of KWN (Executive Director and Managers) and 17 responses from non-executive roles within the organization.

Q1. How often do you feel physically exhausted?

Row Labels	All staff	Executive Staff	"Other" staff
Never	13.64%		17.65%

Row Labels	All staff	Executive Staff	"Other" staff
Rarely	27.27%	20.00%	29.41%
Sometimes	45.45%		17.65%
Often	13.64%	80.00%	35.29%
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q2. How often do you feel emotionally exhausted?

Row Labels	All staff	Executive Staff	"Other" staff
Never	4.55%		5.88%
Rarely	27.27%	20.00%	29.41%
Sometimes	45.45%	60.00%	41.18%
Often	18.18%	20.00%	17.65%
Always	4.55%		5.88%
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q3. How often do you feel worn out?

Row Labels	All staff	Executive Staff	"Other" staff
Never	9.09%		11.76%
Rarely	27.27%		35.29%
Sometimes	36.36%	80.00%	23.53%
Often	22.73%	20.00%	23.53%
Always	4.55%		5.88%
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q4. Is your work emotionally exhausting?

Row Labels	All staff	Executive Staff	"Other" staff
To a very low degree	22.73%		29.41%
To a low degree	18.18%	20.00%	17.65%
Somewhat	36.36%	40.00%	35.29%
To a high degree	22.73%	40.00%	17.65%
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q5. Are you exhausted in the morning at the thought of another day at work?

Row Labels	All staff	Executive Staff	"Other" staff
Never	18.18%		23.53%
Rarely	63.64%	80.00%	58.82%
Sometimes	13.64%	20.00%	11.76%
Always	4.55%		5.88%
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q6. Do you have enough energy for family and friends during leisure time?

Row Labels	All staff	Executive Staff	"Other" staff
Rarely	4.55%	20.00%	23.53%

Sometimes	27.27%	40.00%	52.94%
Often	50.00%	40.00%	23.53%
Always	18.18%		
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q7. D Do you find it hard to work with external partners/members?

Row Labels	All staff	Executive Staff	"Other" staff
To a very low degree	31.82%	20.00%	35.29%
To a low degree	36.36%	60.00%	29.41%
Somewhat	22.73%	20.00%	23.53%
To a high degree	4.55%		5.88%
To a very high degree	4.55%		5.88%
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q8. Do you find it exciting to work with external partners/members?

Row Labels	All staff	Executive Staff	"Other" staff
Somewhat	27.27%	40.00%	23.53%
To a high degree	45.45%	40.00%	47.06%
To a very high degree	27.27%	20.00%	29.41%
Grand Total	**100.00%**	**100.00%**	**100.00%**

Q9. Do you feel that you give more than you get back from KWN?

Row Labels	All staff	Executive Staff	"Other" staff
To a very low degree	40.91%	20.0%	47.06%
To a low degree	18.18%	20.0%	17.65%
Somewhat	36.36%	60.0%	29.41%
To a very high degree	4.55%		5.88%
Grand Total	**100.00%**	**100.00%**	**100.00%**

6.6.2. Findings for Executive Staff

Q10.1. If I am not directly involved in special projects, my subordinates would not complete the assigned work properly or on time.

Row Labels	Count	Percentage
2 - Agree	1	20.00%
3 - Neither agree nor disagree	3	60.00%
4 - Disagree	1	20.00%
Grand Total	**5**	**100.00%**

Q11.1. I have to continuously correct my subordinates during their assignments.

Row Labels	Count	Percentage

Row Labels	Count	Percentage
2 - Agree	1	20.00%
3 - Neither agree nor disagree	3	60.00%
4 - Disagree	1	20.00%
Grand Total	**5**	**100.00%**

Q12. 1. My subordinates come to me even for minor trivial decisions on everything.

Row Labels	Count	Percentage
2 - Agree	1	20.00%
3 - Neither agree nor disagree	3	60.00%
4 - Disagree	1	20.00%
Grand Total	**5**	**100.00%**

Q13. 1. I have to frequently direct my subordinates as to how to accomplish a task.

Row Labels	Count	Percentage
2 - Agree	3	60.00%
3 - Neither agree nor disagree	1	20.00%
4 - Disagree	1	20.00%
Grand Total	**5**	**100.00%**

Q14. 1. I require that subordinates consult me before actions are taken.

Row Labels	Count	Percentage
2 - Agree	3	60.00%
3 - Neither agree nor disagree	2	40.00%
Grand Total	**5**	**100.00%**

Q15. 1. I consider myself a perfectionist.

Row Labels	Count	Percentage
1 - Strongly Agree	1	20.00%
2 - Agree	1	20.00%
3 - Neither agree nor disagree	3	60.00%
Grand Total	**5**	**100.00%**

Q16. 1. I think KWN is a well-structured organization with the right people holding the right roles.

Row Labels	Count	Percentage
2 - Agree	3	60.00%
3 - Neither agree nor disagree	2	40.00%
Grand Total	**5**	**100.00%**

Q17. 1. On a scale from 1 to 10 how inspired are you by the purpose and mission of your organization?

Row Labels	Count
8	1
9	1
10	3
Grand Total	**5**

Q18. 1. What can KWN do to improve its organizational structure?
- Divide more responsibilities and share more ownership with and to staff members.
- Have a professional controller in addition to the Finance Manager.
- Make respective staff more accountable for their responsibilities.

Q19. 1. What can KWN do to improve the work environment for staff?
- Organize work more, in order to reduce the overtime.
- Spend more leisure time together, go for drinks after work in order to see each other outside working environment.
- Try improving the communication between staff members and management even more.

6.6.3. Findings for "Other" Staff

Q10.2. I need the support of my line manager to complete the assigned work properly or on time.

Row Labels	Count	Percentage
1 - Strongly Agree	3	17.65%
2 - Agree	7	41.18%
3 - Neither agree nor disagree	4	23.53%
4 - Disagree	2	11.76%
5 - Strongly Disagree	1	5.88%
Grand Total	**17**	**100.00%**

Q11.2. My line manager continuously corrects me during my assignments.

Row Labels	Count	Percentage
2 - Agree	6	35.29%
3 - Neither agree nor disagree	4	23.53%
4 - Disagree	5	29.41%
5 - Strongly Disagree	2	11.76%
Grand Total	**17**	**100.00%**

Q12.2. I prefer my line manager to make decisions for minor tasks/assignments.

Row Labels	Count	Percentage
2 - Agree	3	17.65%

3 - Neither agree nor disagree	3	17.65%
4 - Disagree	7	41.18%
5 - Strongly Disagree	4	23.53%
Grand Total	Count	Percentage

Q13.2. I tend to get guidance from my line manager on how to accomplish a task.

Row Labels	Count	Percentage
2 - Agree	11	64.71%
3 - Neither agree nor disagree	5	29.41%
5 - Strongly Disagree	1	5.88%
Grand Total	17	100.00%

Q14.2. My line manager requires that I consult her/him before actions are taken.

Row Labels	Count	Percentage
1 - Strongly Agree	1	5.88%
2 - Agree	10	58.82%
3 - Neither agree nor disagree	4	23.53%
4 - Disagree	1	5.88%
5 - Strongly Disagree	1	5.88%
Grand Total	17	100.00%

Q15.2. My line manager praises me for my assignments.

Row Labels	Count	Percentage
1 - Strongly Agree	1	5.88%
2 - Agree	12	70.59%
3 - Neither agree nor disagree	3	17.65%
4 - Disagree	1	5.88%
Grand Total	17	100.00%

Q16.2. I think KWN is a well-structured organization with the right people holding the right roles.

Row Labels	Count	Percentage
1 - Strongly Agree	7	41.18%
2 - Agree	7	41.18%
3 - Neither agree nor disagree	2	11.76%
4 - Disagree	1	5.88%
Grand Total	17	100.00%

Q17.2. On a scale from 1 to 10 how inspired are you by the purpose and mission of your organization?

Row Labels	Count
4	1
5	1
7	1
8	3
9	2
10	9
Grand Total	**17**

*Q18 was not asked to "Other" roles within KWN.

Q19.2. What can KWN do to improve the work environment for staff?
- Hard deadlines and a working calendar
- I am very satisfied with the work environment. The staff is filled with talented and positive people. My work is appreciated. Also, physical office environment is great
- I think that the Psycho-therapy sessions really helped increase the bonding between the staff. Certainly, come up with similar actions: language learning and/or psychotherapy, yoga, simple meditation and generally more occasions where we can communicate freely without having work as a focus.
- KWN has a good working environment.
- More staff meetings, understand the work of each other, spend more time together. Organize activities that connect workers.
- Plan team-building exercises
- Show a vulnerable side. Know the strengths of your employees and use them. Make time for group activities. Be aware of performance and give feedback.
- To appreciate the good work when it's done, in order to increase work morale. Place more trust in their employee´s competence. Offer clear instructions or guidelines for new tasks.
- To be and to push staff to be more transparently towards each other.
- Workload decrease in general to all staff as this would also help on better activism and more space for creative/critical thinking to feminism developed by hanging with each other more. Workload decrease also contributes in having more time to clarify instructions for completion of tasks when these are more complicated or unclear.