



Kosovo Women's Network

Serving, Protecting and Promoting the Rights of Women and Girls

KWN MEMBERS' ASSESSMENT REPORT 2022

January 2023

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EXECUTIVE SUMMARY

In November 2022, the Kosovo Women's Network (KWN) Assembly of Members approved a new Membership Regulation and Code of Conduct. As a result, all 194 KWN member organisations

were required to update their KWN membership applications. This process sought to ensure that all members were aware of, still agreed with, and were taking steps to ensure implementation of the Membership Regulation and Code of Conduct. The process of KWN staff meeting with KWN members also provided an opportunity to assess our members' needs. The findings will support KWN to design more effective services for our members, including improving the Kosovo Women's Fund (KWF) to better meet members' needs. As of January 2023, 135 KWN members had updated their KWN membership applications and participated in the KWN members' needs assessment. Key findings include:

- 40% (55 members) have clear strategies that guide their work.
- 22% (30 members) lack an active board.
- 42% (57 members) are membership-based organisations, with an average of 275 members per organization.
- 48% (58 members) have written policy manuals and standards of conduct that govern their work.
- 68% (93 members) engage staff, out of which 85% (79 members) compensate their staff members regularly.
- Of those who engage staff, most, that is, 58% (54 members) have 1- 5 staff members.
- 87% (118 organisations) engage volunteers. On average, each KWN member engages 15 volunteers. Some members' staff members work on a voluntary basis, usually due to a lack of funds.
- Indeed, only 31% (42 members) have enough financial resources to adequately compensate their staff.
- On average, every member supports approximately 135 people per year. In 2022, KWN members had more than 97,172 beneficiaries in total.
- 91% (123 members) of KWN members have ever received funding, while 9% (12 members) have never had any funding.
- 61% (83 members) received grants in 2022; 13% (18 members) last received funding in 2021; and 16% (22 members) have not received grants in the last three years or more.
- The assessment revealed that the average annual income of members amounted to €32,500, including those with no income. However, a few, outlying larger organisations (14) increased the overall average. KWN members are quite diverse in terms of their annual income. Of the 61% that received funding in 2022, 7% received less than €1,000, 22% received €1,000 to €5,000, 15% received €5,000 to €10,000, 17% received €10,000 to €20,000, 13% received €20,000 to €50,000, 11% received more than €50,000 and 16% received more than €100,000.
- Of 83 organisations that reported receiving funding in 2022, 33% had secured funds under one project, 27% for two projects, 18% for three and 22% under four or more different projects.
- On average, the length of projects among KWN members was 8 months. 86% of projects lasted up to 12 months, 9% up to 24 months, 3% up to 36 months, and only 1% more than 36 months.
- Most KWN members (40%) receive funding from the government, while 28% obtain support from local funders. Of those receiving local funds, KWF supported 69%. In other words, approximately 26% of KWN's members received support from KWF in 2022 alone.
- Only 19% (26 members) have annual organizational budgets.
- Almost all members (99%) submit narrative and financial reports to donors.
- Only 17% (24 members) conducted an annual organizational audit in 2022.
- 68% (93 members) have dedicated office facilities for their work.
- 39% prepared an annual report, and fewer than 1% distributed or promoted it.
- KWN members' main challenge is lack of funds. Other related challenges include: lack of staff, office facilities, equipment, political representation, transportation, and capacity-building opportunities, as well as threats.
- Their expressed needs included: longer-term grants (62%), less grant-related administrative burden (52%), larger grants (51%), and more flexible grants (18%). Some also wanted more frequent KWF calls for proposals.

- Capacity-building needs included: more information about different capacity-building opportunities (47%) and support in financial management (47%), strategic planning (45%), information about funding opportunities (32%), fundraising (16%), political representation (14%), public relations (7%), and advocacy (6%).

In conclusion, KWN members have significant potential, but there is room for improvement in organizational structures and policies. KWN, including through KWF, can provide additional support in capacity-building, reducing administrative burden, and helping members access more, flexible funding opportunities.



INTRODUCTION

The Kosovo Women's Network (KWN) is a non-governmental, not-for-profit, organization with a mission to support, protect, and promote the rights and interests of women and girls throughout Kosovo, regardless of their political beliefs, religion, age, level of education, sexual orientation, and ability. KWN fulfils its mission through the exchange of experience and information, partnership and networking, research, advocacy, and service. KWN envisions a Kosovo where women and men are equal and have equal opportunities to education, employment, political participation, healthcare, and a life without violence. As a network of organisations of various ethnicities located throughout Kosovo, KWN members carry out important initiatives towards furthering women's human rights, as per the goals in the [KWN Strategy](#).

Shifting aid priorities and shrinking budgets have forced many donors in Kosovo to close their grant programs or decrease funding for non-governmental organisations (NGOs). Other donors have funds available but have difficult application procedures and/or only give sizeable grants. Women's groups with limited full-time human resources and English language skills face difficulties obtaining funding for their important initiatives towards gender equality and women's rights.

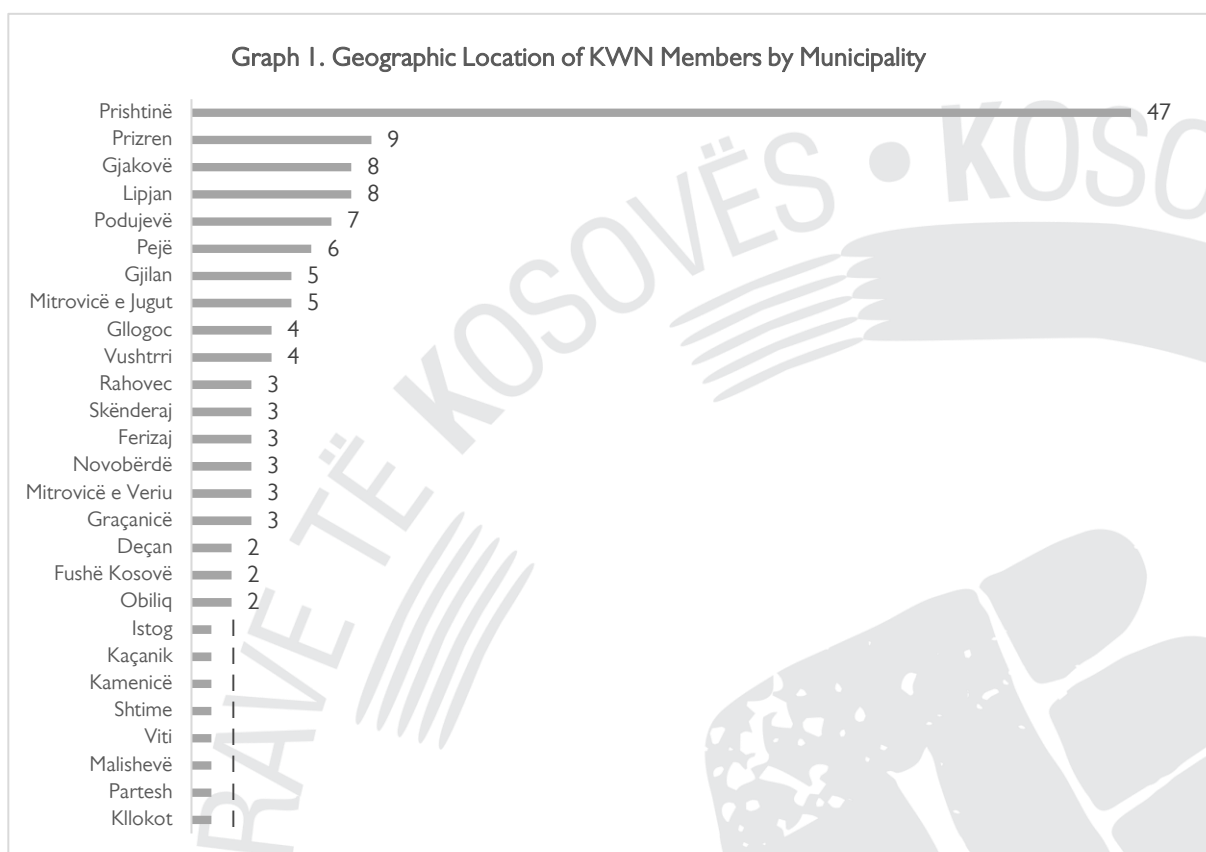
Therefore, KWN in close consultation with its members and supported by the Kvinna till Kvinna Foundation established the Kosovo Women's Fund (KWF) in 2012. The Fund provides small grants for women's rights organisations (WCOSOs), among others, in Kosovo and the Western Balkan region. The unique KWF also provides ongoing, tailored capacity development opportunities for grant recipients, as well as grant applicants, in grant-writing, project cycle management, and financial management, furthering their capacities to apply for funding from other donors in the future, using an innovative "learning by doing" approach.

With KWF's transparent, efficient, effective, and proven sub-granting systems and procedures, since KWF's establishment, KWN has administered 225 grants to 107 under-served WCOSOs totalling €1,477,067. Since December 2012, 24,387 women and girls from different areas, as well as boys and men, have benefited directly from WCOSO initiatives. Among them, 4,717 women participated in decision-making processes (some for the first time), including during 511 advocacy initiatives undertaken, through which 31 public policies were amended to better support women and girls' needs in Kosovo.

KWF has received support from the European Union, Swedish International Development Cooperation Agency, Austrian Development Agency, Kvinna till Kvinna Foundation, UN Women, United Nations Population Fund (UNFPA), and Sigrid Rausing Trust.

KWN MEMBERSHIP OVERVIEW

After approving the KWN Members' Regulation and Code of Conduct in November 2022, as of January 2023, 135 organisations had updated their membership application (List of KWN members¹). Nearly all KWN members (91%) are led by women and 8% are led by men. Most KWN member organisations were established before 2010 and have existed 20 years, on average. Moreover, 27% of members have been affiliated with KWN for more than a decade, and 33% for more than two decades. On average, KWN members have been affiliated with KWN for nine years. Regarding their geographical location, most of KWN members are located in Pristina (35%), but they operate in more than 70% of Kosovo's municipalities.² Graph 1 shows the locations of KWN members by municipality.



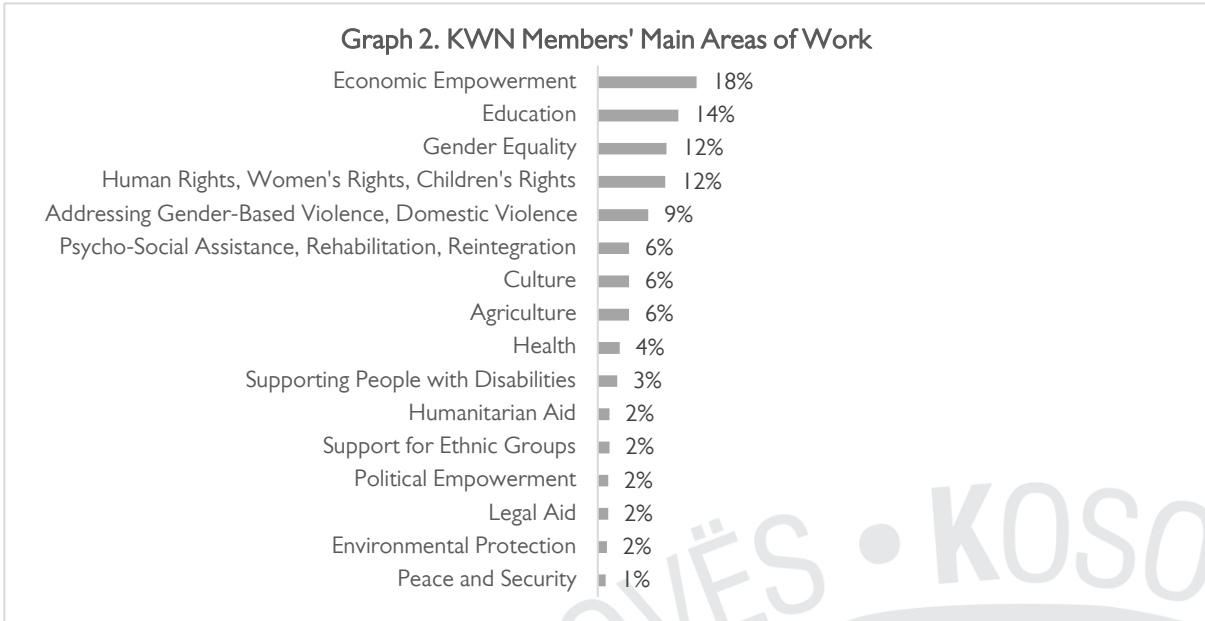
I. MISSION AND PROGRAMS

All KWN members who updated their membership applications have defined missions in their statutes, as required by the Law No. 04/L-057 on Freedom of Association in Non-Governmental Organisations.³ Altogether, 55 KWN members (40% of members) have developed clear strategies that lead their work. KWN members focus on economic empowerment (18%); education (14%); gender equality (12%); human rights, women's rights, children's rights (12%); and addressing gender-based violence, domestic violence, and trafficking (including shelters) (9%). Graph 2 shows the percentage of KWN members by their main areas of work.

¹ The number may change as additional members join. Updated information about members is available on KWN's website: <https://womensnetwork.org/members-main/>.

² KWN members did not state that they operate in the following municipalities: Dragash, Klinë, Leposavic, Shtërpçë, Suherekë, Zubin Potok, Zveçan, Hani i Elezit, Junik, Mamushë and Ranillug.

³ Law No. 04/L-057 on Freedom of Association in Non-Governmental Organisations, Article 6.3, at: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=2764>.



II. GOOD GOVERNANCE

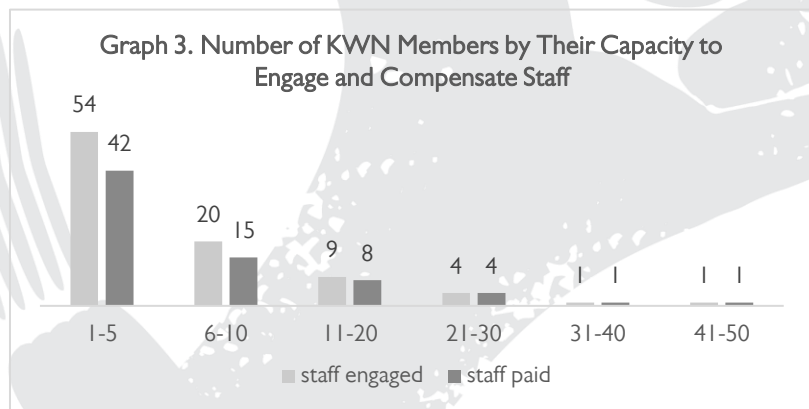
Under Article 13.2 of the Law No. 04/L-057 on Freedom of Association, all NGOs must have a Board that consists of at least three members. Yet, 22% of KWN members stated that they do not have an active board. Of the 78% of members that have active boards, only 0.6% stated they have an even number of board members, which could hamper voting. Regarding board meetings, all members with an active board said they hold regular board meetings: 26% at least once per year, 37% bi-annually, 19% tri-annually and 10% quarterly.

Overall, 42% of KWN members are membership organisations with an average of 275 members per organization. The total number of their members is 13,928 people.

Regarding policy manuals, 48% of members have written policy manuals and standards of conduct that govern their work and actions.

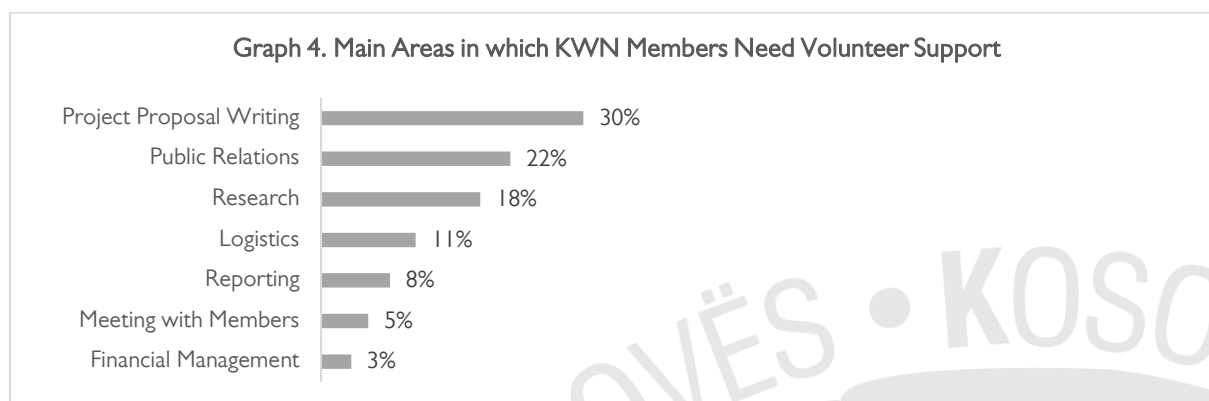
III. HUMAN RESOURCES

Regarding human resources, 68% of members (93 organisations) engage staff for implementing their everyday activities. Of the members who engage staff, 85% (79 members) said they had resources to compensate regular employees. As the Graph 3 illustrates, most KWN members that have staff (54) engage 1-5 staff members. Of these, only 31% (42 organisations) have the necessary financial resources to adequately compensate their staff. Additionally, 15% (20 members) engage 6-10 staff, out of which 15 have financial capacity to remunerate them. Seven percent (9 members) engage 11-20 staff, out of which 8 have the financial capabilities to compensate them. Moreover, 3% (four members) engage 21-30 staff members and all of them have financial capacities to compensate their staff. One KWN member employs 31-40 staff members, and another member



employs 41-50 staff members, all with remuneration. This suggests that organisations with more staff tend to be better able to compensate their staff, as well.

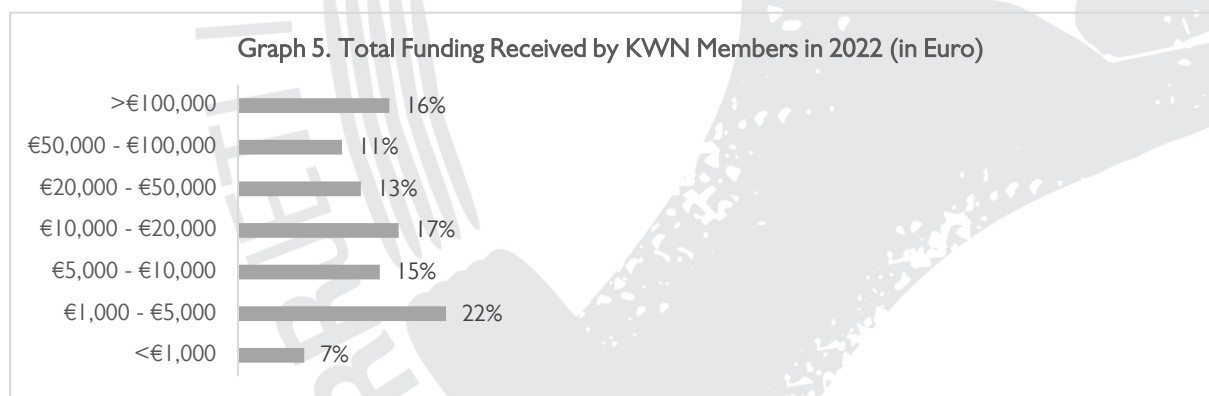
Regarding volunteers, most KWN members (118 organisations, 87% of members) engage volunteers. On average, each KWN member engages 15 volunteers. Most KWN members (104 organisations, 77% of members) expressed a need to involve more volunteers in their work. Graph 4 illustrates the main areas in which KWN members sought support from volunteers.



KWN members also regularly involve beneficiaries in their work. On average, every organization supports approximately 135 people per year. In 2022, KWN members stated that in total they had more than 97,172 beneficiaries.

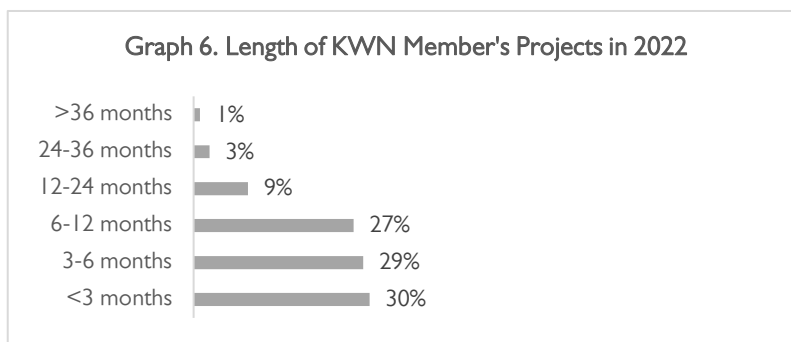
IV. FINANCING, TRANSPARENCY, AND FINANCIAL ACCOUNTABILITY

Only 19% of KWN member organisations stated that they develop an organizational budget every year. Overall, 91% of KWN members had ever received funding (123), and 9% never had any funding (12). The latter worked on a voluntary basis. Those that had received funding were asked when they last received funding; 61% stated that they had received one or more grants in 2022 (83); 13% stated that 2021 was the last year in which they received funding; and others (16%) had not received grants in the last three years or more. In 2022, of the 61% of KWN members that received grants, these averaged €32,500 per grant. Graph 5 illustrates the amount of funding (in Euros) received by these 83 organisations. Among them, 7% obtained less than €1,000 in funding, while 22% received funding in the range of €1,000 to €5,000. Meanwhile, 15% received funding ranging from €5,000 to €10,000, and 17% received funding ranging from €10,000 to €20,000. Further, 13% of organisations secured funding ranging from €20,000 to €50,000, and 11% received more than €50,000. Finally, 16% received more than €100,000 in funding.



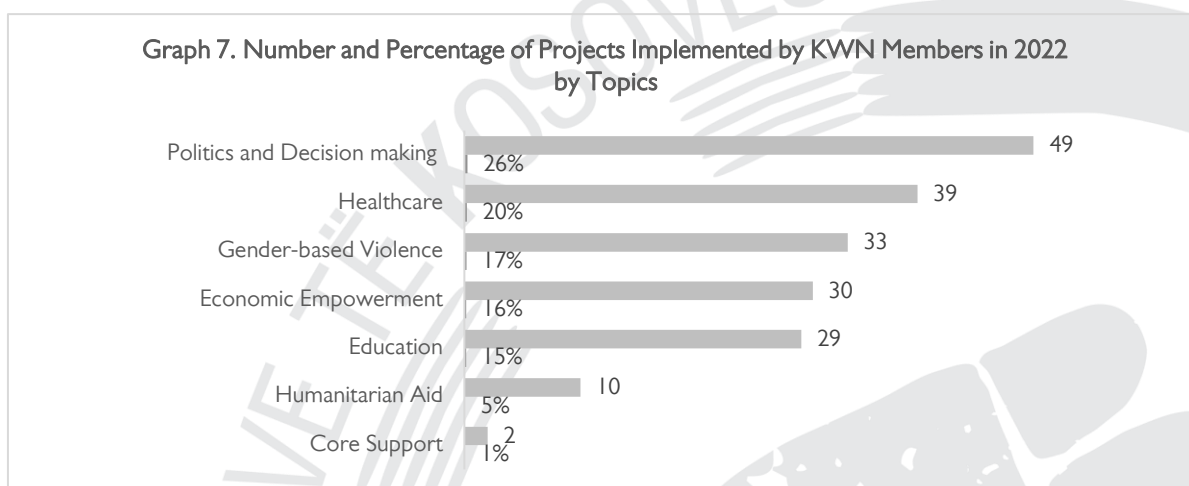
Regarding the number of projects secured, of 83 organisations that reported receiving funding in 2022, 33% had one project, 27% had two projects, 18% had three, and 22% had four or more different projects.

As Graph 6 illustrates, 86% of members' projects lasted up to a year, 9% up to two years, 3% up to three years, and only 1% had projects lasting more than three years. The average project length was eight months.

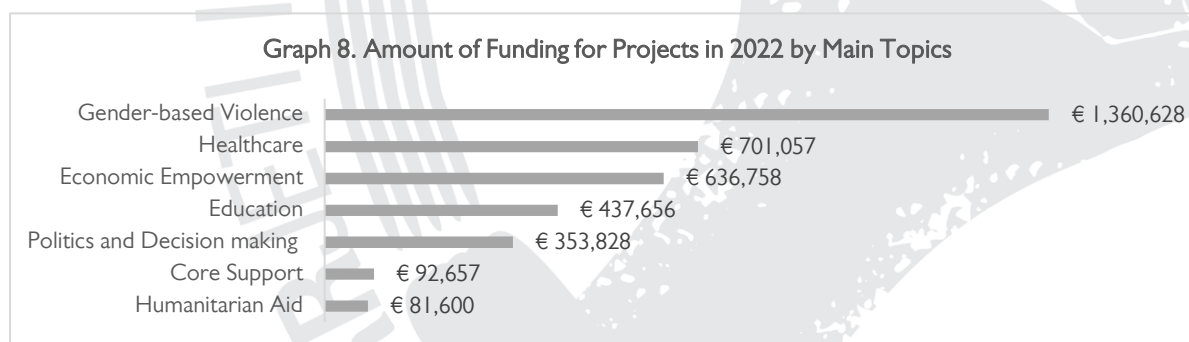


Graph 7 illustrates the diverse topics that KWN members' projects addressed.

Specifically, 26% of the grants addressed gender-based violence, 20% aimed to enhance women's right to healthcare, 17% focused on women's economic empowerment, 15% involved advocacy for equal educational opportunities, 5% involved humanitarian aid, and only 1% involved core support, towards sustaining the organization's fundamental operations and capacities.

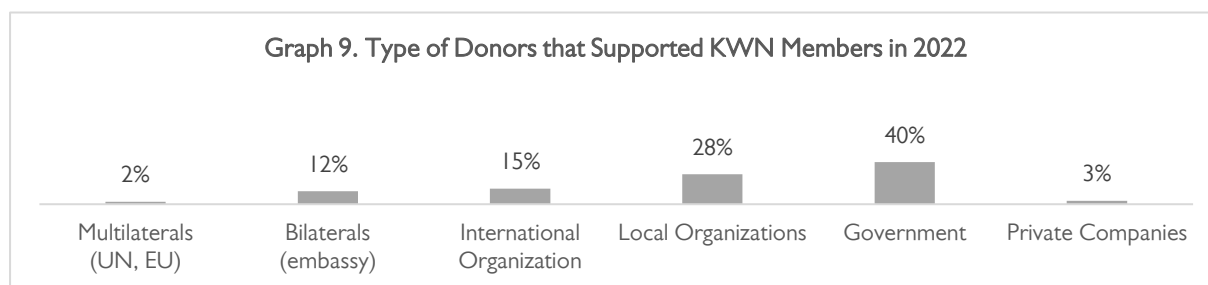


Regarding funding for KWN members' projects in 2022, most of the funding reported by members went towards addressing gender-based violence: €1,360,628 (Graph 8). Second, projects towards enhancing women's rights to healthcare received €701,057. Projects empowering women economically secured €636,758. Projects supporting education opportunities for women and girls received €437,656, while projects enhancing women's participation in politics and decision-making received €353,828. Core support received €92,657, while humanitarian aid projects received €81,600.



During 2022, most projects that KWN members reported receiving originated from the government (40%). Meanwhile, 28% received funding from local NGOs, of which 69% of these funds derived from KWF. Beside this, 15% of KWN members received support from international

organisations, 12% from bilateral funders (individual countries), and 2% from multilateral donors like UN agencies or the EU. Graph 9 illustrates the types of donors that supported KWN members in 2022.



More than 99% of KWN members who received grants said that they prepared and submitted narrative and financial reports to their donors. However, only 17% of KWN members stated that they conducted an annual organizational audit for the year 2022.

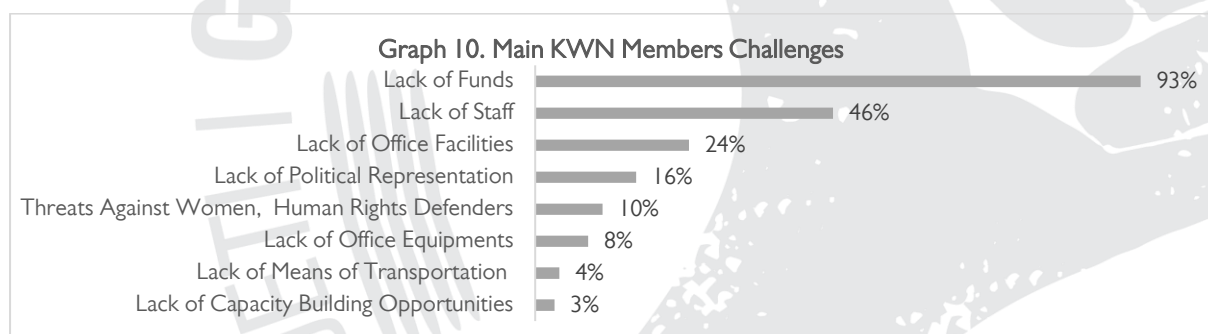
In relation to office space, most KWN members (68%, 93 organization), stated that they have dedicated office facilities for their work.

V. VISIBILITY

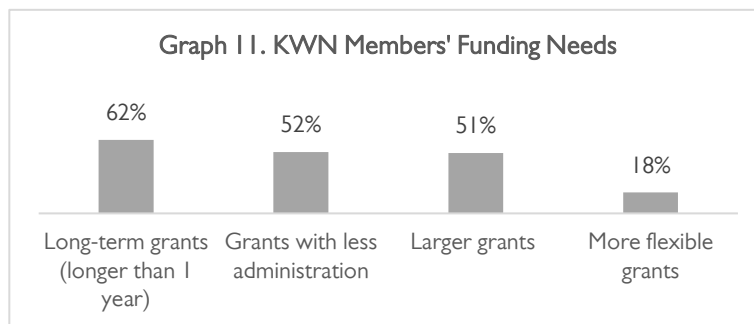
Almost all KWN members have an organizational logo (99%). All publicize and promote their work in some way. Facebook is the most used platform for promoting their work (83%). Meanwhile, 31% of organisations use Instagram, and 22% use a website to inform the public about their work. Some organisations, approximately 10%, also use smart phone technology (mostly Viber) to inform their beneficiaries about upcoming activities. Only 39% of KWN members prepare an annual report, and fewer than 1% distribute and promote their annual report.

VI. CHALLENGES AND NEEDS

Lack of funds remains the main challenge identified by most KWN members (93%), including those with larger annual incomes. Insufficient staff presented a challenge for 46% of members, and 24% lacked office facilities. Some organisations also identified as challenges their insufficient political representation (16%), threats against women human rights defenders (10%), a lack of office equipment (8%), poor access to transportation (4%), and insufficient capacity-building opportunities (3%) (see Graph 10).

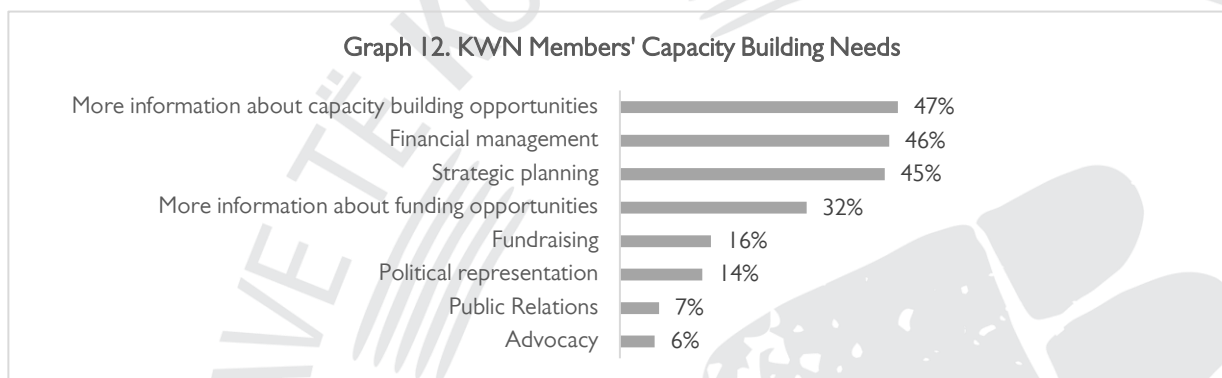


Members were asked which services they expect from KWN. As Graph 11 illustrates, most (62%) stated that they need longer term grants. More than half (52%) stated that KWF-supported grants require significant administration that takes a lot of time; they would prefer to spend their time focusing on implementing impactful initiatives.



More than half of the members (51%) also mentioned that they need larger grants, while 18% requested more flexible grants. Some members stated that they would prefer more frequent calls for proposals from KWF.

Regarding capacity development (Graph 12), 47% of members stated that they need more information about different capacity-building opportunities (e.g., training, workshops, seminars). Almost half of KWN's members (47%) need support in financial management. Further, 45% stated that they need support in strategic planning. This suggests that almost all KWN members that do not have a strategy are aware of the importance of strategic planning. Additionally, 32% of members said they need more information about funding opportunities, 16% need support in fundraising, 14% want support in improving their political representation, 7% in public relations, and 6% in advocacy.



RECOMMENDATIONS FOR CAPACITY BUILDING FOR MEMBERS

- Continue conducting Organisational and Advocacy Capacity Assessments for KWN members.
 - Continue supporting KWN members to draft and implement their personalised capacity development plans.
 - Continue to provide “learning by doing” opportunities for KWN members to:
 - Develop customised strategic plans and organisational budgets.
 - Develop and implement policy manuals and standards of conduct.
 - Draft project proposals for other donors.
 - Organise and hold advocacy meetings with institutional representatives.
 - Publicise and better promote their work (including via Facebook).
 - Prepare and distribute their annual reports.
 - Activate their boards.
 - Share more information about funding opportunities with members.
- Develop plans for volunteers who can support KWN members in: project proposal writing, public relations, research, logistics, reporting, financial management, and IT.

- Support members in advocacy at the local level to secure office facilities (where possible). Approach municipal governments to request spaces for KWN and its members as part of KWN's Resource Mobilisation Strategy.
- Share the KWN meeting room with members in need of space for advocacy and other meetings, perhaps via a coordinated online registration process.
- Continue identifying and distributing to members office equipment as donations.
- Considering that KWN members have stated that they reach approximately 135 people per year, totalling more than 97,172 beneficiaries, work with members to develop a joint communication plan for better spreading information to these diverse beneficiaries, including improving the reach of KWN's social media posts.
- Develop improved membership consultation mechanisms, including for rapidly gathering input and consent on various issues.

KEY RECOMMENDATIONS FOR THE KOSOVO WOMEN'S FUND

- Provide longer-term grants: This could include funding for a year or over a period of years. This would provide greater stability for organisations and their work.
- Provide larger grants: Increasing the size of grants could provide more substantial support for organisations and their initiatives. This could help organisations undertake larger and more complex projects that require greater resources, as well as to undertake longer-term initiatives.
- Continue providing core support grants: These provide funding for an organisation's core operations and infrastructure, rather than specific projects or initiatives. By providing institutional support, KWN could help build the capacity of KWN members and enable them to focus more on their work. Core support also allows for more flexible funding, which can enable organisations to use funds in ways that best address their needs, rather than being tied to a specific project or activity. This would provide greater autonomy and decision-making power to the organisations, while enabling them to be flexible amid changing political, economic, and social situations.
- Use a mix of different types of grants: As this assessment illustrates, KWN's members are diverse and therefore need diverse types of funding. Providing small grants for smaller organisations, as well as larger, long-term grants and core support to larger organisations can help support the diversity of capacities and needs of KWN members.
- Reduce administrative burden: This could enable organisations to spend more time and resources on their work.
- Open calls for proposals more frequently: Increasing the frequency of calls for proposals would provide more opportunities for organisations to apply for funding. This could help ensure that more organisations receive support and have continuous resources, preventing staff turnover and interruptions in their advocacy actions.

ANNEX 1. KWN MEMBERSHIP APPLICATION

The Kosovo Women's Network (KWN) is to support, protect and promote the rights and the interests of women and girls throughout Kosovo, regardless of their political beliefs, religion, age, level of education, sexual orientation, and ability. KWN fulfils its mission through the exchange of experience and information, partnership and networking, research, advocacy, and service.

Organization name and its acronym	
Executive Director of the organization	
Phone	
E-mail	
Full office address	
Year of establishment	
Are you KWN member organization?	Yes No
If yes, what year did you join?	

I. Mission & Program

1. What is the mission or purpose of your organization according to the Statute? *Please write.*

Please attach the Statute

Attached

1. Does your organization have a Strategy? Yes No

If yes, please attach

Attached

2. Please indicate the three main areas of your organization's activity:

Area of activity	Mark here
Agriculture	
Culture	
Economic empowerment	
Education	
Environmental protection	
Provide support to ethnic groups	
Addressing gender-based violence, domestic violence, anti-trafficking (including shelters)	
Gender equality	
Health	
Human rights, women's rights, children's rights	
Humanitarian aid	
Legal aid	
Provide support to people with special needs	
Political empowerment, increasing women's participation in politics/decision-making	
Psycho-social assistance, rehabilitation, reintegration	
Peace and security	
Other (please specify)	

II. Good Governance

3. Does your organization have a Board? Yes No

4. How many Board's members do you have? _____

5. Please write the names of your current Board members:

6. How many times are the Board meetings held per year? _____
7. How many times has the Board met in the last year (for example 2022)? _____
8. Are you a membership organization? Yes No
9. If yes, how many members do you have in your organization?

10. Does your organization have a Policy Manual? Yes No
If yes, please attach

III. Human Resources

1. Do you have any staff? Yes No
2. If yes, how many? _____
3. How many were paid regularly this year? _____
4. Do you have any volunteers? Yes No
5. If yes, how many? _____
6. Do you need volunteers? Yes No Maybe
7. If yes, for what activity exactly? Please select the main areas in which you need volunteer support:
- a) Writing project proposals
 - b) Reporting
 - c) Meetings with members
 - d) Public relations
 - e) Research
 - f) Other (please specify): _____
8. How many beneficiaries has your organization had this year (2022) through your work (or previous year if now is the beginning of the year)? _____

IV. Financial Transparency and Accountability

1. Do you have an annual budget? Yes No
2. What is the last year you received a grant from a donor? _____
3. What is your organization's annual income this year?
Please specify: _____
4. If you have secured funds this year, please complete the following table:

#	Project title	Project period	Project value	Donor
1				
2				
3				
4				
5				

5. Have you provided donors with a narrative and financial report on your work? Yes No
6. Have you had an annual audit? Yes No

V. Visibility

- | | | |
|--|-----|----|
| 1. Does your organization have a logo? | Yes | No |
| 2. Do you have a website? | Yes | No |
| 3. If yes, please specify: _____ | | |
| 4. Do you have a Facebook page or group? | Yes | No |
| If yes, please specify: _____ | | |
| 5. Do you have an Instagram account? | Yes | No |
| If yes, please specify: _____ | | |
| 6. Do you have an annual report regarding your organization's work and finances? | Yes | No |
| 7. Do you inform the public about your organization's activities? | Yes | No |
| 8. If yes, how? Please specify: _____ | | |

VI. Challenges and needs

1. What are the main challenges you face in your day-to-day work? Please select:
- Lack of funding
 - Lack of staff
 - Lack of political representation
 - Threats against women human rights defenders
 - Other (please specify): _____
2. What do you expect KWN would provide you as a member organization? Please select the following services:
- Larger grants
 - Long-term grants (longer than 1 year)
 - More flexible grants
 - Grants with less administration
How so?
 - Capacity development support
What types?
 - Financial management support
 - Strategic planning support
 - Support in political representation (such as meetings with officials)
 - More information about funding opportunities
 - More information about various capacity building (such as trainings, workshops, mentoring, study visits, etc.)
 - Other (please specify): _____

I, _____ (name and surname) hereby give my consent to KWN to use my contact details and mission for the purposes of updating our organization's profile on its website.

I, _____ (name and surname) hereby declare that all members, staff, and external consultants will respect, promote and support the Kosovo Women's Network's mission and will implement the Members' Regulation and the Code of Conduct.

Your signature: _____

Date: _____