



Mapping analyses of civil society in Kosovo

Kosovar Civil Society Foundation



Prepared by the Kosovo Civil Society
Foundation (KCSF)

MAPPING AND ANALYSIS OF KOSOVO CIVIL SOCIETY

Prishtina, Kosovo
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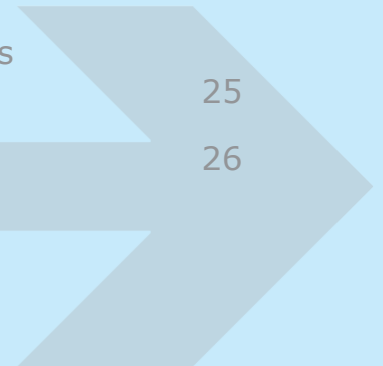
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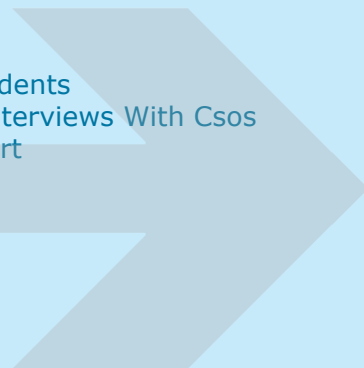


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Forward



Forward

This civil society mapping exercise came about from the interest and enthusiasm shown by the staff of the Kosovar Civil Society Foundation (KCSF) and their partners working in the civil society development field in Kosovo.

Over the past five years KCSF has worked with over 350 NGOs and with many donor organizations such as the European Agency for Reconstruction, the Canadian government "Alternatives", Kosovo Foundation for Open Society, the OSCE, the UNMIK NGO Liaison Unit, The Olof Palm International Center, Stability Pact and Dialogue Development.

KCSF was therefore best placed to coordinate this mapping exercise and to be able to actively engage with the large number of NGOs necessary to be involved in such a study.

This study took over 18 months to complete and was difficult to conduct because of the lack of current information and data available. However, after much innovation and determination it has been completed and has managed to provide us with an insight into the state of the civil society sector in Kosovo in 2005.

It is hoped that the information in this comprehensive study will be useful and interesting to both donors and civil society organisations and provide a much needed impetus for the continued support of civil society activism in Kosovo.

Sophie Sakalis
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Introduction



1I. Introduction

Since the Kosova Civil Society Foundation (KCSF) carried out the first mapping of civil society in Kosovo in 2001, the number of registered NGOs and other civil society organisations (CSOs) has expanded from around 130 to over 3,000. Registrations alone, however, offer no indication of which organisations are active, what fields these CSOs are operating in and what are the relative capacities and characteristics of individual organisations throughout Kosovo.

The experience of individual donors and development agencies suggests that many, if not most, registered CSOs are either moribund or dormant, or lacking sufficient capacity to carry out meaningful activities. Civil society's voice is incoherent and its actions uncoordinated, and as a sector it has been unable to attract serious attention from either the fledgling local government or the UN administration (UNMIK). Public understanding of the aims and values of civil society in Kosovo is confused and CSOs have so far failed to command significant public support or participation. This was clearly demonstrated during the violent civil disorder that swept across Kosovo in March 2004, when the Albanian population chose to ignore civil society when venting its pent-up frustrations with the current stagnant political and economic situation. Civil society's weaknesses were further emphasized in the aftermath to the disorder when all but a handful of CSOs failed to take a moral and political lead in speaking out against the ethnic violence and reckless destruction.

Kosovo remains overburdened with political, social and economic challenges arising from the recent turbulent past. Most pressing is the need to achieve a full working democracy and stable self-government, including the greater participation of citizens at all levels of the decision-making process. To a large extent this is out of the hands of ordinary Kosovars, depending on a final resolution of the political status of Kosovo by the international community.

On the other hand, civil society has a crucial role to play in promoting the spread and implementation of democracy within society, by advancing the process of shaping political opinions, monitoring democratic processes, holding authorities accountable, advocating for change in social policy, upholding human rights and promoting citizen participation in local development.

This mapping addresses the need to identify which civil society organisations are currently active in Kosovo, what their capacities are, and what their potential is for achieving both social change and sustainability as organisations. At the same time, the mapping looks to assess the strengths and weaknesses of the sector as a whole, taking into account the political, social and economic environment in which it is embedded.

With this information, it is hoped that this report will be able to equip local and international donors and policy makers with the knowledge and tools to create a more responsive strategy to effectively support civil society, understanding its full potential. It is also hoped that CSOs will use this report to inform their practices and make changes that will assist their organisations towards



¹ Such is the definition adopted by USAID in its May, 2004 assessment of Kosovo's civil society, pg. iv



greater sustainability, a stronger ability to coordinate themselves with their communities and with each other. With the assistance of this report, it is also hoped that international donors, as well as local donors, will be able to better align funding policy to meet the needs of civil society, and for institutions, particularly the government, to create more informed policy that will assist civil society to overcome financial constraints and better meet the new and ever-changing needs of Kosovo society.

II. Definition of the Civil Society Sector

Before launching into the survey, the subject of this analysis – the Kosovar civil society sector – must be defined in greater detail. The literature offers an enormous range of competing definitions, taking into account a variety of criteria. For instance, some analysts choose to restrict themselves to entities with a particular legal status, such as registered NGOs. Others extend the field to encompass all voluntarily assembled, non-profit groups of private individuals autonomous from the state.² An equally pertinent question is how much separation from political or religious forces is required for qualification as “civil society.”

The current report opts for a broader definition of the “civil society sector” as:

An intermediate space between state, household and the market, populated by organised groups or associations which are separate from the state, enjoy some autonomy in relations with the state, and are formed voluntarily by members of society to protect or extend their interests in promoting democratic values, good governance and advancing social and economic development².

As for the specific entities, for the sake of clarity and to keep the mapping manageable, this research will restrict itself to NGOs, professional associations, and community-based organisations (CBOs). All of these organisations will often be referred to throughout this report as Civil Society Organisations (CSOs).

This is a broad definition that potentially contains a plethora of non-profit citizens groups, including those that do not fit the mould of traditional NGOs, such as labour unions. Repeating sentiments of the last mapping exercise performed by KCSF in 2001, we feel that non-state and non-profit activities that strive to advance social interests and goals, even when performed by less formal associations without official legal status, deserve to be included. Yet the current definition falls short of being a catch-all, as it concentrates specifically only on those that are considered to be advancing the democratic and development processes in Kosovo.

It is also a definition that takes into consideration Kosovo’s unique historical context. Because a large portion of its CSOs originated from or became integral to the parallel governance experience of the 1990s, the requirement of total independence from the state and political parties must necessarily be qualified. Hence, “some” rather than “complete” autonomy is used. Also, given the

² Adapted from Manor, J.:1999

centrality of clans and families in the Kosovar society, the inclusion of CBOs is also an obvious choice.

III. Methods and Methodology

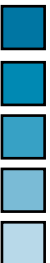
The research for this mapping was carried out between October 2004 and May 2005, with the majority of the field research conducted in April and May of 2005. For the research design of this project, KCSF consulted Bill Sterland from INTRAC, an independent consultant who has worked on mapping of civil society in the region, particularly in Bosnia. The field research was carried out by both KCSF and INDEX Kosovo, a research organisation that works in conjunction with BSS Gallup International.

Data Collection

Data for this mapping was gathered from as many sources as possible, including a variety of documentary pieces and published analyses. However, the greater portion of the data collected was gathered with the participation of civil society activists, experts and civil society organisations. KCSF employed three main tools to collect data from these target groups: interviews with leaders of CSOs, questionnaires to a broad sampling of CSOs, and focus groups with CSO leaders, donors and beneficiaries.

All data collection was aimed towards developing a better understanding of three main dimensions of civil society, which are divided into a number of sub-dimensions:

- **Structure, or its characteristics and specific capacities**
 - Internal capacities
 - Performance / field of activity
 - Stakeholder relations
- **Institutional setting or environment** within which civil society takes place and which enables civil society
 - Political context
 - Basic freedoms and rights
 - Socio-economic context
 - Socio-cultural context
 - Legal environment
- **Values** that are promoted by civil society, which determine its and from which it gains its legitimacy activities
 - Tolerance
 - Democracy
 - Transparency
 - Participation in community
 - Equity
 - Poverty alleviation





Research Tools and Resources

NGO Registries and Listings

In order to identify active CSOs in Kosovo, KCSF compiled a list using NGO registration listings from UNMIK and the OSCE, as well as NGO listings from as many donor agencies as possible, based on the assumption that all active registered CSOs in Kosovo have received financial, technical or capacity-building support in the last year. Specifically of help in the identification of active CSOs were the listings from OSCE field offices, or community centers. KCSF also made use of its own extensive listings and contacts in the field to identify active CSOs in the region.

Questionnaires to CSOs:

The main intention of the questionnaires was to develop a body of quantitative data that would allow researchers to ascertain the relative size of the active sector and sub-sectors as well as chief characteristics of the sector including the regional distribution of active CSOs, the size of the organisations, areas of activities, etc. Questionnaires were created in the two main languages of the region: Serbian and Albanian.

The questionnaires were distributed to over 500 CSOs that KCSF identified as active in the region. At first, the questionnaires were disseminated both electronically and by post. Later, trainings were conducted for field researchers to go out to CSOs throughout Kosovo to administer the questionnaires. Researchers were provided with training to help them best explain the aims of the project and letters from supporting donors to further legitimize their work. In the end, of the 500 CSOs that were issued questionnaires, 350 responded, providing a significant sampling for the study. The list of the respondents is included in Appendix A of this mapping.

Semi-Structured Interviews with CSO Representatives:

Semi-structured interviews were conducted in order to gain a more detailed understanding of the organisational capacities of the sample group. This sample of CSOs was drawn by KCSF from those that responded to the questionnaire for in-depth, semi-structured interviews. This sample was chosen so that all geographical locations, fields of operation, national and ethnic affiliations would be represented. Thirty organisations were selected in total, ten additional were selected as alternates in the case that one of the initial thirty was unable to participate. Two Serbian organisations, two Bosnian, and two Roma organisations were included in the sampling. While approximately 50 per cent of the organisations interviewed were located in Prishtina, the remaining 50 per cent of the interviews were conducted with CSOs located in regions outside of the capital including Mitrovica, Prizren, Ferizaj, Gjakova, and Gracanica.

INDEX Kosova was contracted to carry out the interviews and to transcribe them into both Albanian and English. In April and May of 2005, approximately ten field researchers went to the offices of the CSOs and met with either the managers or a higher representative of the organisation (this was the predetermined target group). The guide for the interviews (see Appendix B) included approximately 30 questions, aimed at providing an understanding of each organisation's

mission, capacities, activities, relations with stakeholders, and institutional and socio-cultural environment. Interviews typically lasted from one to two hours and were conducted in the language of the organisation.

Focus Group Discussions:

INDEX Kosova was contracted in April and May 2005 to conduct a series of four focus groups: two were held with representatives of CSOs; one was held with beneficiaries of CSOs; and one with representatives from international NGOs and donor agencies. A complete report and analysis of these focus groups is included in this mapping as Appendix C.

Other Resources Used:

Key CSO documents, such as promotional materials, strategy papers, annual reports, websites, etc., were collected to provide information about CSO structures and capacities. In addition, data and information for this report was gathered from published analyses, previous mappings, civil society evaluations, international non-governmental organisations and donor program evaluations, and other relevant policy documents gathered from major Kosovo NGOs and multilateral agencies.

Interpretation of Data

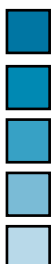
The majority of the data collected is qualitative; consisting of personal testimony, opinion and analysis from civil society actors and observations of the researchers. Consequently, the analysis provided by the mapping is interpretive, representing KCSF's reading of the whole gained by comparison of data and careful listening to the voices behind the data.

The data from the questionnaires, interviews and focus groups was prepared and checked by KCSF research analysts. Analysis and conclusions were drawn by contrasting and comparing the statements and opinions of respondents with verifiable facts and experience of experts in the field. Documentary evidence, especially published analyses and previous mappings of civil society in Kosovo were used in interpreting the current data and placing the current state of CSOs within a greater context.

The mapping used 56 indicators (see Appendix D) to identify the key characteristics of civil society in Kosovo and to evaluate its strengths and weaknesses. Wherever possible, these indicators were highlighted by as many research and data collection tools as possible in order to provide means for cross-referencing and tests for conclusions drawn in the analysis.

Circumstantial Factors Affecting Research and Possible Biases

The main difficulties that KCSF faced in collecting data was establishing contact with CSOs in the field in order to administer questionnaires and schedule interviews. Field researchers experienced difficulties finding contact information and found that identifying busy managers or senior officials to interview or





provide the questionnaire to challenging. On some of the questionnaires, which were for the most part hand-written, KCSF had difficulty reading and clarifying the answers provided by CSOs, making the interpretation of the large numbers of questionnaires (350) more time and labor intensive. The process of identifying active CSOs also posed a challenge to KCSF. Over 5,000 NGOs are registered with UNMIK's official NGO registry, yet as this report estimates, only 600 at the most remain active.

Another circumstantial challenge to this study was in the separation of roles and tasks necessary to complete the final report. The field researchers, analysts, and writers of this report worked separately from each other, leaving the writers and analysts working mainly from translated transcripts of the interviews and rough data. At times, this made understanding respondents and interviewees' true meaning difficult. However, the project team worked collaboratively to overcome this challenge and find the true meanings of the transcripts within this context.

With regards to possible biases, it was conveyed to both respondents to the questionnaires and interviewees that their contributions would be held confidential. Although this was hoped to control for any tendency to paint an artificial picture of the civil society environment and situations of actual CSOs on the ground, organisational leaders and managers do have an interest in painting the best possible picture of their organisations and the field that they work in. Understanding this, there is a possible bias on the part of NGOs to state the situations of their organisations as better than they are in reality.

IV. Social, Economic, and Political Context

This section provides a brief outline of the current social, economic and political situations in which Kosovar CSOs operate, including political stability, economic conditions and social welfare, minority and human rights, and interethnic relations. Besides portraying the general political climate, this analysis will help identify environmental factors that affect, positively and negatively, the perceptions and operations of CSOs in Kosovo.

Political Stability

The turbulent upheavals that many feared would follow former Prime Minister Ramush Haradinaj's indictment by the Hague Tribunal never came about. Instead, the newly formed government under Prime Minister Bajram Kosumi continued steadily along the Standards fulfillment process amid remarkable calm and quiet.

Still, far more sensitive times lie ahead. With determined diplomacy led by the United States, the process that will eventually determine Kosovo's legal status will likely begin in the autumn of 2005. This still hinges in part on the outcome of the comprehensive review of standards led by Ambassador Kai Eide. However, all actors have been gearing up for the status talks as if its imminent start is a virtual certainty. The atmosphere remains tense, if under the surface. The major political parties, whose fractious relationships sparked numerous incidents in the recent months,³ have entered into an UN-sponsored forum in search of consensus on the status process. But many observers expect severe power struggles to ensue after any status resolution.

At the same time, even as the major foreign powers remain noncommittal about any final solution, the Kosovar Albanians expect nothing less than independence, even if it has to be gradually achieved. However, Belgrade firmly precludes such an outcome, and shows no sign of changing its mind. The Security Council, meanwhile, will be very reluctant to impose a decision on the parties. The worry is that, if sovereign independence is not forthcoming, stability and order in Kosovo will quickly unravel.

Social and Economic Conditions

The dire social and economic situation remains the greatest source of instability in Kosovo. Estimates of unemployment vary widely – the World Bank gives a figure of 47% for 2002, and the European Stability Initiative puts it over 60%,⁴ a number widely believed to apply today. According to World Bank analysis, the problem is especially severe among women (over 70%) and youth (approximately double that of adult unemployment rates).⁵

³ ICG, *Kosovo After Haradinaj*

⁴ ESI, *Towards a Kosovo Development Plan*, pg. 10

⁵ World Bank, *Economic Memorandum for Kosovo, 2004*, pg. 66





Most households rely heavily upon remittances from relatives abroad to get by, while others who do not have access to such funds suffer intense poverty. Unsurprisingly, recent surveys by the Riinvest Institute in collaboration with the UN Development Program (UNDP) confirm that the Albanian majority perceive unemployment and economy to be the number one problem. An entire generation of young Kosovars is growing up without means of livelihood or hopeful futures – a disastrous recipe.

Minority Protection and Interethnic Relations

Since the March 2004 riots, the general security situation and perceptions thereof have improved for minorities. Incidents of interethnic violence, especially against the Serb community, have become very rare. And observations of the police and judicial systems have reported little ethnic bias in their operations. Escorts remain in use for many, and an integrated transport system has not yet been established, but the latest technical assessment by the SRSG gave an overall positive picture for the freedom of movement.⁶

Less sanguine is the picture for sustainable minority returns. The issue is fiercely contested, with Belgrade blaming Prishtina for not doing enough, and the latter returning accusations of the former sabotaging the process by controlling Kosovo Serbs. Even the target figure of returns is intensely controversial, with the two sides putting forth grossly disparate numbers for pre - conflict population breakdowns. And while the efforts and commitment by the Kosovo government have improved, the actual living and employment conditions facing prospective returnees remain bleak, as they do for most of the Albanian majority population as well.

Whatever trust that existed before the March riots has not been restored, and the Serbian minority continues to withhold input into mainstream politics and public life. In this respect, charges against Belgrade for manipulating to prevent improvements in interethnic interactions do contain much truth. Yet there are signs that an increasing number of Kosovo Serbs are slowly detaching themselves from Belgrade, who they realize may not have their best interests in mind. Whether the Kosovo government can successfully reach out to these people remains an open question.

The picture is scarcely better for the other, often forgotten minority communities – the Bosniac, Roma, Egyptian, and Ashkali. But because the Albanian-Serbian conflict holds a near monopoly over the airwaves, the concerns and interests of these smaller groups rarely receive public attention. In a recent example, over 600 Roma, Egyptian and Ashkali refugees have still not been relocated out of a severely lead-contaminated camp. The authorities have only begun to establish a “coordinating mechanism,” at least five years after the first reports indicating a health emergency.⁷

⁶ *Technical Assessment by the Special Representative of the Secretary General, May 23*

⁷ *For instance, see reports by Refugees International, “Kosovo: lead pollution requires immediate evacuation of Roma Camps.” <http://www.refugeesinternational.org/content/article/detail/6063/>*

Implications for CSO Work

The foregoing analysis has several implications for the work of CSOs in Kosovo. First is the way in which it affects their perceptions of societal needs and shapes the corresponding orientation of their work. Here one has to take note of the dominance of the Final Status issue in the minds and imaginations of Kosovars. As the start of negotiations becomes more foreseeable, this preoccupation has notably worsened at the expense of other urgent topics, many of which are briefly examined above.

Equally prominent are the problems of unemployment and economic stagnation, and the huge population of idle youths without occupations or adequate education. This has necessitated a large number of organisations dealing with women and youths – the two groups most severely affected by the poor economy. At the same time, poverty and unemployment together with dependency on foreign donors have also altered the culture of voluntarism, with civil society work having become for many primarily an economic opportunity.

At the same time, this political context also places several constraints upon the civil society. For instance, the extreme politicisation of all issues conceivably related to the Final Status and relations with Belgrade makes them difficult to address seriously and objectively. Minority returns and conditions are obviously the foremost examples, with any form of assistance to the Serbian communities fraught with political risks. For instance, one interviewed organisation that documents and publicizes human rights violations reports receiving verbal abuses from both majority and minority populations. Another example is the series of “decentralization” projects to improve local governance are slated to be tested in pilot municipalities. However, as the “decentralization” title has become heavily politicized, its facts and implications have been increasingly distorted to suit different political interests. For other areas such as the environment, the singular obsession with the status question often crowds them out of the public space.

The next section will examine in depth the institutional and legal environment that more directly impinge on the day to day work of CSOs.





V. Institutional and Legal Environment

In contrast to the more general background surveyed above, the institutional environment has to do with the formal structures, regulations, and policies that CSOs must navigate in carrying out their activities. This study defines it to include official NGO laws, the state machinery charged with overseeing the sector, international donors and their policies, and Kosovo's governing system.

A common way to define a good institutional and regulative environment is how well it attains the delicate balance between too much freedom and overzealous control. CSOs should be allowed substantial room to pursue the goals they desire, and yet there is a need to ensure that these objectives fit the public interest, and their means ethical and legitimate. The ideal institutional setting is one that encourages and aids beneficial and appropriate NGO activities while restricting those that are harmful and unethical.

The Legal Framework

The laws governing NGOs in Kosovo were laid down in UNMIK Regulation 1999/22, which defines an NGO as not-for-profit, independent from political parties, and "created for a lawful purpose, in accordance with Security Council Resolution 1244."⁸ The regulation makes two types of distinctions, one between "Kosovo" and "international or foreign," and the other between membership-oriented "associations" and "foundations" dedicated to certain activities. NGOs may also acquire a Public Benefits Status (PBS) – which confers tax benefits and import privileges, but which would require them to submit detailed financial reports to the authorities.

A brief glance at this regulation and the sample application forms attached reveals the simplicity and straightforwardness of the registration process. It requires only a three-page application form, a Founding Act and a Statute, and is completely free of charge. This is an obvious factor contributing to the enormous explosion of NGO activities after 1999.

Monitoring

The body charged with granting legal status and monitoring activities is the NGO Liaison Unit (LU) now found within the Ministry of Public Services of the PISG.⁹ The unit has suffered from resource and staff shortages, while having to process an average of 30 to 40 applications per week. This lack of capacity has produced several problems. First, the LU possesses very little information and monitoring capabilities to keep track of which groups are still active and what they are doing.¹⁰ As a result, no one really knows how many of the over 2,000 NGOs established after the are still running.

⁸ *Guidelines for NGO Registration, UNMIK Regulation 1999/22*

⁹ http://www.unmikonline.org/civiladm/mps/rsd/ngo/index_eng.htm

¹⁰ *Pula, Besnik.*



Secondly, because the LU cannot adequately ensure the submission and monitoring of NGO reports, there are more opportunities for the misuse of NGO privileges.¹¹ This has combined with the poorly defined process of granting PBS to open the door for abuse. An advanced legal framework is of no use if the enforcement wing is not up to the task. All of this indicates that public regulation of NGO activities is fairly lax and permissive in Kosovo. While this gives CSOs remarkable freedom to act and pursue their goals, the level of control to ensure legitimate and proper civil society activities is probably not ideal.

Donor Policies

Because the topic of donor policies will be extensively covered in Section VII on stakeholder relations and CSO finances, it will not receive much attention here. For now, it suffices to say that, due to the overwhelming dominance of foreign donors in the post-war civil society scene, their policies and preferences have exerted almost unsurpassed influence in shaping the course of CSO development. For better or worse, these have become the most important incentives faced by Kosovar NGOs.

Government Attitudes towards the Civil Society

For obvious reasons, the policies and attitude of government institutions towards the civil society are also a huge factor aiding or undermining the effectiveness of CSO activities. The most important question here is how open the state is to the inclusion of civil society voices in its decision-making process.

The State of Kosovo's Democratic Governance

Kosovo is governed through a complicated and opaque system. In effect, two separate structures are currently in place. One consists of the Kosovo Provisional Institutions of Self-Government (PISG) and the Kosovo Assembly, both democratically elected by the people through universal suffrage. They hold substantial administrative and legislative powers, except in spheres of security and justice. The second, the monolithic UNMIK, presides over the entire system as an extra-constitutional power. It retains final authority in all spheres, and policy-making responsibilities in most areas, especially justice and security. Meanwhile, its discretion over these categorical powers is not answerable to any entity in Kosovo, including the Supreme Court, let alone the citizenry.¹²

One needs little further analysis to see the evident democratic deficit inherent in the system. While the PISG is fairly open to consultation with the civil society, the reservation of most decision-making powers within the much more distant UNMIK renders it far less meaningful. This dual system of government undermines the ability of citizen groups to affect public decisions purportedly undertaken in their interest.

¹¹ USAID Civil Society Assessment, May 2004, pg. 9

¹² Consult the UNMIK website and the Interim Constitutional Framework





Compounding this problem is the complex division of responsibilities between the PISG and UNMIK in areas where competences are shared. It is often difficult to sort out exactly which institution is responsible for what. Kosovars often resolve this confusion by assigning ALL powers to UNMIK, an authority that is unfortunately also perceived to be highly opaque and inaccessible. Various widely circulated local media and UNMIK press releases do report on daily affairs and government deliberations. But access to information on public affairs for most Kosovars stops at these often extremely brief and general news blips. Official deliberations and decisions are thus not only poorly explained to the public, but also practically impossible for them to contest.

The picture is more positive when it comes to the PISG. Many civil society representatives indicated in focus groups that they enjoy positive relations with Kosovar government authorities. The 2004 assessment by USAID made compatible observations, noting that the newness of Kosovo's state structures and the civil society's role in direct governance during the 90s has made them mutually receptive to one another.¹³ It helps tremendously that respective leaders of today's Kosovar government and civil society were not locked in state vs. opposition dynamics in the past decade, but partners in upholding the Albanian parallel government.

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The establishment of central and local assemblies later created new opportunities for CSOs to influence the creation of laws in Kosovo. And there have been cases where well-organized civil society initiatives have made lasting input into the legislative process, at the central as well as local level.¹⁴ Other attempts to influence government policies have also found willing audiences in the PISG leadership. For instance, conferences and roundtables organized by Forum 2015—a coalition between the Kosovo Foundation for Open Society (KFOS) and Riinvest—have routinely drawn in top government and party leaders as speakers and interlocutors.

The problem of public corruption also appears to be overstated. The state institutions are widely perceived to be extremely corrupt, especially the KEK, PTK, and customs authorities. Still, an assessment carried out by USAID found that corruption in Kosovo is less widespread than commonly believed, and does not appear to undercut the government's ability to perform its functions.¹⁵

With that said, the Kosovar government is not free of accountability problems. Although the closed-list Proportional Representation (PR) election system ensures minority and gender representation, it empowers party leaderships, rather than the voters, to hold individual officials accountable.¹⁶ This further concentrates power in the already highly centralized party hierarchies. And local legislators have often shown tendencies to follow central directives rather than the voices of their constituencies. Coupled with the patriarchal nature of the Albanian society, this has disillusioned significant portions of the citizenry, and especially the young, regarding their abilities to influence public affairs.

Since it is virtually impossible to divorce a proper examination of CSO capacities from their institutional environment, the subject of this section will remain a recurring theme throughout the rest of this report.

¹³ USAID *Civil Society Assessment*, pg. 5

¹⁴ *Ibid*, documents many successful cases throughout the report

¹⁵ USAID, *Corruption in Kosovo: Observations and Implications for USAID*, pg. 2

¹⁶ UNDP, *Kosovo Human Development Report, 2004*, pg. 59-60

VI. Structure and Main Characteristics of Kosovo Civil Society

The Year of Registration for NGOs

The emergence of non-governmental organisations in Kosovo can be divided into two periods, pre-1999 and post-1999. The first period is characterized by a small number of NGOs. Nonetheless, during this period, a large part of society mobilized to work, on a voluntary basis, for the well-being of the community. In fact, at this time, the entirety of Kosovar society was mobilized to assist each other, and worked and acted like one NGO. In light of the political, economic and social circumstances during this time period in Kosovo, this phenomenon does not seem very strange. At the time, NGOs mainly carried out humanitarian activities and provided healthcare services, (“Mother Teresa” for example), or collected information about human rights violations (for example, the “Council for the Defense of Human Rights and Freedoms”). During this period, professional associations such as the Association of Writers and the Association of Journalists also emerged, which abandoned the organisational structure of the communist system and began operating like independent associations. The pre-1999 period can also be characterized by the legal environment that constrained NGOs. Legislation allowing for NGO registration was limited, and the political circumstances created an inhospitable security situation for activists, who were considered enemies of the government or regime.

The environment for NGOs changed after the NATO intervention in Kosovo, when numerous international organisations came to the region and brought with them expertise, funds, and projects that required a considerable amount of human resources for implementation. As a result of this influx, many non-governmental organisations surfaced, often with the encouragement or at the insistence of international NGOs. With the aim of legalizing and regulating their activities, on November 15, 1999, the Special Representative of the Secretary General (SRSG), Bernard Kouchner, signed the first legislation for the registration and functioning of non-governmental organisations - Regulation 1999/22. On May 9, 2000, UNMIK promulgated a “legal act” setting in motion the regulation¹⁷, which is still in force today.

“The environment for NGOs changed after the NATO intervention in Kosovo, when numerous international organisations came to the region and brought with them expertise, funds, and projects that required a considerable amount of human resources for implementation.”

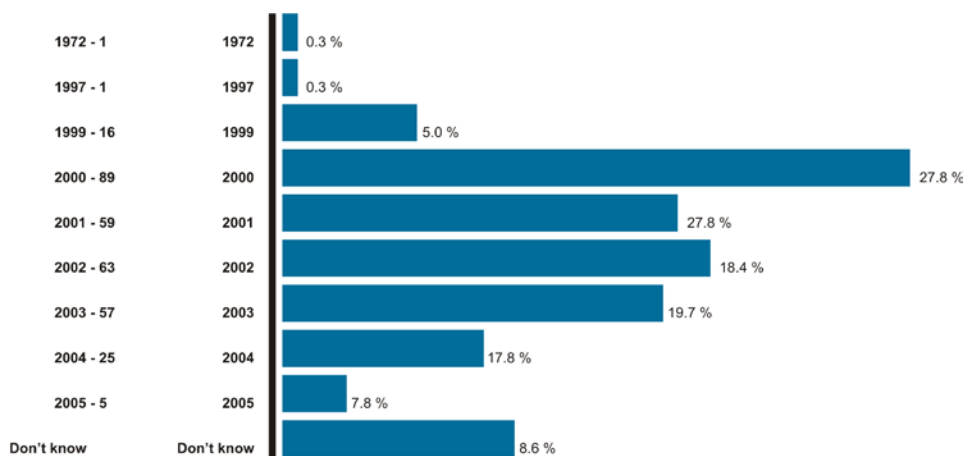
KCSF
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17 *Legal Framework of Non-governmental Organisations in Kosovo, Prishtina 2000, KCSF*



Table 1. Number of NGO Registrations by Year
(results based on data collected from 320 CSOs)



Based on Table 1, it can be seen that from the overall number of 350 NGOs included in this study, the largest portion of them were registered in the year 2000. 89 NGOs (27.8%) were registered in 2000, 59 NGOs in 2001 (18.4%), 63 NGOs in 2002 (19.7%), 57 NGOs in 2003 (17.8%), 25 NGOs in 2004 (7.9%) and 9 NGOs in early 2005 (2.8%).

The rapid growth of local NGOs is a result of the large presence of international donors, the improved legislation for NGO registration and the demands of the post-conflict community. Also noteworthy is that a considerable number of NGOs were activated by donors, namely in the area of reconstruction, humanitarian aid, psychological-social programs, etc.

2004 and early 2005 were characterized by lower rates of registration; only 34 of the 350 NGOs were registered in 2004 or early 2005 (10.6%). This may be a result of declining international donations for NGO activities, a lack of local donors, and a lack of legislation that stimulates the business community to allocate part of their profits to NGO activities.

Size of the Sector: Number of NGOs in Kosovo and their Geographical Distribution

While a large number of non-governmental organisations are registered in Kosovo, the exact number of active NGOs is unknown. Over 3000 local NGOs have registered with UNMIK. Many NGOs, however, have ceased their activities due to various reasons yet are still considered to be registered NGOs, enabling a picture of a constantly growing NGO sector. While the number is great, as this report will emphasize, the quality of the work of the NGOs is still questionable.

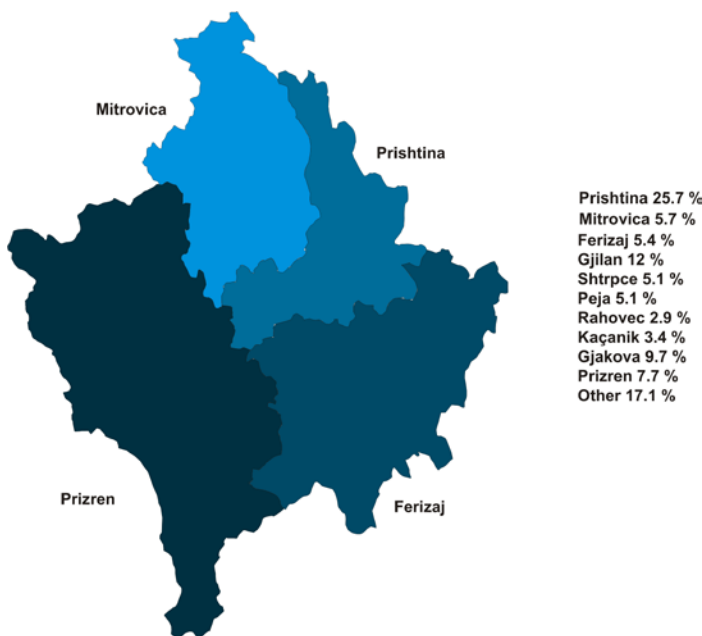
Mapping analyses of civil society in Kosovo

Using several different sources, this study attempted to estimate the number of active NGOs in Kosovo. These sources included listings from donors and other international organisations in Kosovo – OSCE, UNMIK. Based on these lists and questionnaires, this report estimates that approximately 500 NGOs are active in Kosovo. As mentioned above, the lack of a legal framework policy to unregister inactive NGOs makes it difficult to have an exact number of active NGOs. In early 2005, a draft of a law was prepared to further regulate NGO activity. The legislation proposes that NGOs be required to submit activity and financial reports to a governmental office. If they fail to do this on a bi-annual basis, their official registration will be terminated. This legislation, which is expected to be adopted by the Kosovo Assembly, will allow for a more accurate number of active non-governmental organisations.

The greatest number of the 350 NGOs included in this study are located in urban centers: in the capital, Prishtina, there are 90 (25.7%), in Gjilan there are 42 (12%), in Gjakova there are 34 NGOs (9.7%), in Prizren, 27 (7.7%), Mitrovica, 20 (5.7%), Ferizaj 19 (5.4%), and in Shtërpce, 18 (5.1%).

Perhaps the large number of NGOs located in Prishtina is due in part to it being the capital and therefore, center of not only governmental and public activities, but also the headquarters for large international organisations and donors. It is also the most populous city in Kosovo.

Table 2: Geographical Distribution of Kosovo NGOs
(results based on data collected from 320 CSOs)

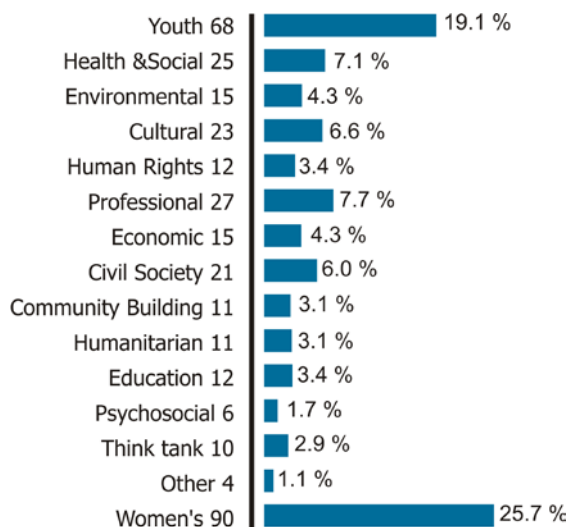




Typology of Local NGOs

The classification of local non-governmental organisations based on their missions is challenging because often, NGOs conduct activities that do not coincide with their mission statement. Nonetheless, this study has attempted to classify NGOs based on their mission and activities during the past two years.

Table 3: Number of NGOs in Kosovo by Fields of Operation



From the overall number of 350 NGOs included in this study, organisations that work to advance the position of women in Kosovar society lead with 90 NGOs (25.7%). Youth organisations are second with 68 NGOs (19.4%) and are followed by organisations related to health (including NGOs for the disabled) at 25 NGOs (7.1%). There are 15 organisations that focus their work on environmental protection (4.3%) and 23 organisations focusing on culture (6.6%). Twelve non-governmental organisations work on activities related to human rights (3.4%).

In the sampling there were 27 (7.7%) professional associations (journalists, chemists, lawyers, etc.). A large number of NGOs focus on economic and community development: 15 organisations specifically on the economy (4.3%), 21 organisations on civil society development (6.0%), and eleven on community building (3.1%). Eleven organisations from the sampling focus on humanitarian activities (3.1%), twelve on education (3.4%), and six on psychological-social issues (1.7%). Ten think tank and advocacy groups were included in the study (2.9%). Four organisations (1.1%) fell into the "other" category.

This sampling and classification demonstrates that women's and youth organisations—158 of the total 350 organisations, or 45.1%—comprise the majority of NGOs in Kosovo. This high number of women-oriented NGOs reflects the great challenges that women face in achieving equal status with their male counterparts, particularly in rural areas. Women are often faced with discrimination and suffer problems such as violence, unemployment, and trafficking.

NGO Activities

Despite their respective missions, NGO activities are often not in accordance with the needs of their communities. The root of this problem is often that Kosovar NGOs are primarily dependent on international donors for funding, and in order to survive, they take on projects not based on proper needs assessments, but based on the agendas of international donors. However, many Kosovar NGOs are able and often implement a broad range of activities to meet the needs of their communities.

These activities are mainly focused in the following areas:

- Education
- Humanitarian
- Community building
- Psychosocial
- Cultural
- Economic development

According to non-governmental organisations and citizens, the biggest problems within Kosovo communities are unemployment and grave economic conditions. Other problems also include: corruption, the status of Kosovo, lack of security, improper infrastructure (electricity, water and roads), an inadequate education system, drugs, alcohol, poor medical services, refugee returns, conditions of people with limited abilities, etc.

When asked in focus group sessions how much NGO activities meet the needs of communities in Kosovo, most NGO representatives agree that they only partially meet the needs of the community. They agree that in some areas there have been positive results; while in other areas not. For example, educational trainings are considered successful in that they address unemployment, and are successful in raising employment rates, especially in the private sector.

VII. The Primary Capacities of NGOs in Kosovo

This section will analyze the general features of the organisational capacity of NGOs in Kosovo in order to assess the sector's potential for meaningful and sustainable social action. This potential is not measured only by examining organisations' financial sustainability, but also by looking at a composite of characteristics, behaviors, working methods and attitudes that include identity, structure, technical skills and experience, internal management and communication, relationships with the community and stakeholders, and the ability to learn, adapt to changes, and plan for the future. For the purpose of this study, these capacities have been categorized into sections: identity; stakeholder relations; human resources, skills, and learning; governance; financial viability; and planning. The analyses and conclusions have been drawn primarily from interviews with NGOs in the region, as well as from the understanding and experiences of the research team with the civil society sector in Kosovo.





VII.1 Organisational Identity

Identity is the “invisible thread that binds aspiration, behavior, and action together, creating a common purpose and motivation within the organisation, but also serving to make the organisation clearly understandable to users, donors, and other stakeholders.”¹⁸ In this first section examining NGO capacity, this report will look at the level at which NGOs in Kosovo have developed their identity, which indicates to what extent organisations are able to identify their common cause, set goals, and work to achieve them.

The table below provides a general, beginning illustration of the identity of NGOs in Kosovo, employing values of 1 – 4, 1 being the lowest and 4 being the strongest, to measure the relative strength of the missions, visions, and activities among NGOs. In this portion of the study, we have used 65 interviews with various local NGOs.¹⁹

This table looks to provide an illustration of the extent to which organisations in Kosovo are succeeding in developing the key elements of a strong identity—looking at the key elements of mission, vision, and activities on a grid that looks at a sample of 65 organisations. The selection below examines each indicator: core values, mission statements, visions, and activities primarily through an analysis of the semi-structured interviews conducted with the managers or directors of 30 non-governmental organisations in Kosovo.



¹⁸ Sterland, 2003: 15

¹⁹ This table is modelled from a model employed by Bill Sterland – Bosnian report, pg. 17.

Table 4: Matrix on Organisational Identity

Distribution of elements that represent the strength of organisational identity. 65 interviews

IDENTITY	Vestigial identity	Identity discernible, but at an early stage of development	Identity is clear and developing. Plays a significant role in planning and implementation	Identity clear and serving to direct all planning and implementation
	Score 1	Score 2	Score 3	Score 4
MISSION	Little or no idea of purpose of organisation. Inability to define organisation beyond its achieved actions.	Vague expression of organisation's purpose and values. Not written down. An expression of aspiration.	Organisation identifies beneficiaries and values, can or cannot be written, is clear.	Mission is written and clear for the entire organisation.
No. of NGOs	2	6	30	27
VISION	No vision	Vague vision of the future of society, not realistically achievable in terms of the organisation's capacity or its constituency.	Vision is written but still unclear.	Vision is written and clear for the entire organisation.
No. of NGOs	7	13	24	21
ACTIVITIES	No activities	Activities are not written and are unclear.	Activities are written but are unclear.	Activities are written and clear for the entire organisation.
No. of NGOs	2	6	30	27

Core Values

For the most part, the concept of “core values” was difficult for interviewees to understand. It is clear from the responses to the interviews that the difference between the concepts of vision, core values and mission was blurry and hard for organisations to distinguish. This may be in part due to confusion during the interviews—it is unclear if the interviewers themselves were able to articulate the differences between the three concepts in their questions. All the same, it





is clear from the responses that few organisations have defined for themselves the values that serve as the basis for their mission and activities. Often, in response to questions about the core values of their organisation, interviewees would respond by either reiterating their mission statements or listing their accomplishments and activities. After responding to questions about their organisation's mission and vision, one respondent answered the question about values: "What values? The things that we have already explained..." Approximately one-third of the thirty respondents to the semi-structured interviews were unable to articulate core values that their organisation strived to incorporate into their mission, vision, or activities.

On the other hand, while few of the organisations had well-defined and articulated values, it was clear from the responses of the managers and directors interviewed that organisations have a broad sense of what values they employ in their activities and that they are optimistic about their potential to make a difference. In the current post-conflict period, NGOs work with a sincere desire to improve the social, economic, and political situation of Kosovo. One of the most highly-regarded values of the NGO community is the promotion of democracy, sometimes articulated as public participation or citizen involvement in decision-making. Other common values mentioned included equal rights—particularly for women; cooperation; tolerance; human rights; and promotion of a multiethnic society. The large number of NGOs (108 of the 350 involved in the questionnaire segment of this study) that identified "multi-ethnicity" as a focus of their work is further evidence that inclusiveness and interethnic cooperation are important values to Kosovo NGOs.

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"One of the most highly-regarded values of the NGO community is the promotion of democracy, sometimes articulated as public participation or citizen involvement in decision-making. Other common values mentioned included equal rights—particularly for women; cooperation; tolerance; human rights; and promotion of a multiethnic society."

For those organisations that were able to successfully articulate their values, they were often in close relation to the activities that their organisations implemented. For example, organisations that held human rights as a core value focus their activities in the realm of human rights awareness, especially for minority groups. Organisations that valued democracy and civic participation were most often organisations that looked to conduct activities that directly promoted these values and organisations that identified equal rights as a value worked in promoting the advancement of women's rights.

Mission Statements

Mission statements are important tools for non-governmental organisations to use to articulate their goals, their purpose, their target beneficiaries and how their values will direct their activities. Not only are mission statements important to organisations themselves, especially in that they can be a powerful means of motivation to staff and volunteers, they also explain why an organisation exists, and therefore, help shape public perceptions of NGOs. They are an opportunity for NGOs to make their work known and understood by communities, potential donors, and beneficiaries.

The concept of a “mission statement” is still a growing one throughout civil society worldwide.²⁰ They are often a challenge to non-governmental organisations, particularly new ones, because they can be seen as limiting the scope of activities an organisation is interested in engaging in or the flexibility of an organisation to work in different areas of interest. Therefore, it is expected that younger NGOs would have less defined mission statements than older NGOs, particularly those that have gone through various trainings held by international organisations.

Research has found that a clear mission statement is often correlated with the effectiveness of an organisation.²¹ Ideally, mission statements should be written down, and internalized by all organisation members. Mission statements should be clear and understandable—they should state the intentions of the organisation without becoming overloaded with jargon or buzzwords from the professional development field.

The table above shows that most NGOs have a clear mission, but do not fully abide by it. On the other hand, there is also a considerable number of NGOs with a clear mission and whose staff members are fully committed to the activities of the mission. The lack of accordance between the activities and the mission among some NGOs leads to a situation where it is impossible to draft a long-term sustainability plan²².

From the semi-structured interviews conducted, it is clear that most organisations are familiar with the concept of a mission statement, however, approximately half of the organisations had either very vaguely defined mission statements or their missions were simply unclear. On the other hand, some organisations had achieved very clear, directed mission statements. The most common problems with mission statements of the organisations included in this study were their relative vagueness—sometimes this is due to the use of general terms or buzz words, particularly the phrases “civil society” and “democracy.” As one organisation stated: “the mission of our organisation is to help the continuous development of civil society,” which although is a well-intentioned statement, is too broad of a mission to direct an NGO or really help the public to understand the purpose and goals of the organisation. As mentioned earlier in this report, civil society is becoming an increasingly loaded term and has many different definitions and meanings.

Another common buzz word, most likely adopted from the international community, is “capacity building.” While this phrase is often used, organisations rarely describe what they are building capacity for, or how they plan to engage in such “capacity building.” An illustration of this was provided by a respondent who stated their organisation’s mission was simply: “capacity building of local NGOs and youth groups.” While the use of these development terms may help an organisation sound more professional or grounded in the field of development, unless organisations describe what they mean when they use the terms, they add little value to mission statements.

In defining their mission, some organisations struggle with limiting their fields of operation and write overarching mission statements that strive to

20 Bill Sterland, 2003: 19

21 Bill Sterland, 2003: 19

22 “Good Governance” Mihallaq Qirjo KCSF 2005





encompass too much. The following example is from a minority non-governmental organisation, who responded that their mission is to “work on positive solutions for the society, Kosovo civil society, democratization, stability, and better cooperation in the region through 10 programs: youth, culture, non-formal education and trainings, protection of the environment, development of community, the sector and development itself, human rights, return, reconciliation, networking, equal living standards and promotion of normal and peaceful life in Kosovo and the region.” While the organisation has articulated several of the problems in society that it would like to address, the mission lacks focus and feasibility. Sometimes, the inability to limit their field of activity causes organisations to make broad sweeping phrases in their mission statement. One organisation wrote: “the mission of our organisation is the advancement of young people through their inclusion in general and decision-making processes; and activities and programs whose aim is to bring positive changes in society.” By incorporating a sweeping phrase like this organisation did at the end of their mission statement, the organisation can say that nearly any activity coincides with their organisational mission.

Whether the mission statement is well-defined or not, according to the 30 semi-structured interviews with organisation managers and directors, staff members are not only very well-informed of the mission of the organisation, they are also not commonly involved in the mission-formulation process. It is difficult to assess the true degree to which the mission of the NGOs resonates with staff and organisation members. Although it is possible that the interviewees were looking to paint their organisations in the most positive light possible; most claimed that the staffs of their organisations—as well as organisation members and volunteers—are fully aware and knowledgeable of the mission. Several also mentioned that their staffs actively participate in activities that contribute to the formulation of the mission. Some interviewees referenced the relative smallness of their organisations, and that the small size makes it impossible for members of the staff to not be fully informed and knowledgeable of the mission of the organisation. Often, interviewees cited staff meetings, both formal and casual, as a means to keeping all staff members well-informed of the mission and goals of their organisation.

“Whether the mission statement is well-defined or not, according to the 30 semi-structured interviews with organisation managers and directors, staff members are not only very well-informed of the mission of the organisation, they are also not commonly involved in the mission-formulation process.”

Vision

A vision for a non-governmental organisation should provide a clear path for the organisation’s future—an idea of how, in the long-run, the organisation will function within society and towards what aims. A vision looks past the mission of an organisation and beyond the day-to-day struggles NGOs face, such as financial burdens or problems with stakeholders. A vision foresees a feasible, yet optimal future for an organisation and its work, based on its core values.

It is not surprising that NGOs in Kosovo had similar problems with defining their vision as they did with core values and mission statements. In the semi-

structured interviews portion of this study, the concept of a vision appeared to be rather confusing to interviewees, especially after they had just finished discussing their missions. In response to questions about their visions, they often referred back to what they had said in response to questions about their mission. One organisation even commented that they struggled internally to understand the difference between their vision and mission statement: "...our vision is not clear yet. We have reviewed it but we still couldn't create a final clear vision. In a way, there is no vision existing. Sometimes we think that our vision is the mission statement itself..."

Out of the thirty interviews, perhaps two organisation representatives were able to express visions that were clear and comprehensible, that incorporated their organisations into feasible visions of the future. The majority of others were able to state visions, but they were either unclear, the same as their mission statements, or descriptions of their current activities. These three types were also prevalent in responses given by Kosovo non-governmental organisations. Often responses spoke of inspired, yet unrealistic visions of society, which would be free of all problems. Other organisations appeared to be so bogged down with financial concerns of the present, that developing a vision just seemed unrealistic. A human-rights focused NGO responded to a question about their vision:

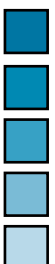
"It is difficult to talk about our organisation's vision because we can talk of it only theoretically, because it depends on human and financial resources. To have a sustainable vision it is necessary to have financial sustainability, which is absent not only at our organisation, but also at every organisation in Kosova."

Many organisations, while they responded with some form of a vision, as mentioned above was simply unclear or the same as the mission, reflecting that the organisation, for whatever reasons, had not spent time defining and articulating a vision for themselves. In another portion of this study, 65 organisations were surveyed on their vision, as represented by Table 4. As shown in this table, a large number of organisations, while often able to write a vision, were not able to write a clear, understandable one.

Activities

The greatest concern related to unclear visions and mission statements is that they represent an uncertain organisational identity that prevents NGOs from being effective. Unclear visions and mission statements fail to guide NGOs in focusing their activities so that they can realize their goals. The greatest symptom of this kind of problem is when an organisation lacks focus in their activities, or their activities seem unrelated to the organisation's mission and vision.

While mission statements and visions among Kosovo NGOs are often unclear, this does not seem to have a great impact on their abilities to conduct activities in accordance with their general mission. While the semi-structured interviews only represent a small sample of NGOs in Kosovo, the majority of the organisations interviewed had engaged in the past and currently are implementing activities that are definitely related to their organisation's mission.





While organisations are engaging in activities related to their missions, they also often take on projects that are outside of their missions for various reasons. Sometimes, they are selected and approached by international organisations to be implementing partners for projects. Other times it seems that organisations just happen to be in the right place at the right time to do a project, even if it's outside their scope of activities. One interviewee from a human rights organisation explained that their organisation got involved in election monitoring primarily because they had enough human resources and the network to be able to do so, as well as due to a sense of obligation because there was no other organisation that could carry out such work. This kind of activity which is unrelated to organisational goals and missions is not uncommon, and is likely to continue given the relations between donors and NGOs as well as the financial situation of NGOs, which will be discussed in later sections of this analysis.

Summary: Organisational Identity

Identity indicates to what extent organisations are able to identify their common cause, set goals, and work to achieve them. Identity can be examined in three main ways: by looking at an organisation's core values; reviewing symbols of organisational culture including the organisation's mission statement and vision; and examining the activities of the organisation and how closely they align with their values, stated goals, and the needs of society.

From the data collected in this study, we find that few organisations have been able to define for themselves the values that serve as the basis for their mission and activities. However, from a more general perspective, responses of the managers and directors lead this report to infer that organisations have a broad sense of what values they employ in their activities and that they are optimistic about their potential to make a difference. In the current post-conflict period, NGOs work with a sincere desire to improve the social, economic, and political situation of Kosovo.

Approximately half of the organisations interviewed in this study had either very vaguely defined mission statements or their missions were simply unclear. Whether the mission statement was well-defined or not, on average staff members are very well-informed of the mission of the organisation and are commonly involved in the mission-formulation process. While there is a strong familiarity with the concept of mission statements, organisations for the most part were unable to express visions that were clear and comprehensible. While the sense of identity among Kosovar NGOs may overall not be considered as well-developed as possible, activities of NGOs do correlate with the overall missions of the organisations.

VII.2 Stakeholder Relations

Primary Stakeholders and Beneficiaries

Primary beneficiaries are defined as those whom CSO activities intend to directly impact. For instance, a civil society building organisation would have as primary beneficiaries the NGOs whose capacities it seeks to elevate. And the disabled would be the obvious primary beneficiaries of organisations who advocate for their lot.

The quality of relations with primary stakeholders can be measured in numerous ways. The indicators used in this report are derived from previous work done by Bill Sterland . The first and most obvious of these concerns the mutual exchange of information. How well and frequent does the organisation convey information about its purposes and activities to its beneficiaries? What is the quality of such information? An adequate level of communication is crucial for the maintenance of an organisation’s credibility and legitimacy among its constituents.

Perhaps more importantly, how well does the organisation take into account the views and concerns of their target constituencies – often the very *raison-d’être* of these entities? The regularity and method of such consultations are crucial, and range from rare and ad hoc correspondences to institutionalized, systematic meetings and surveys. CSOs also differ in the degree to which primary stakeholders are involved in the decision-making and planning process. Several factors are at play here. The extent to which a group is embedded in the community it serves matters, as does the amount of hands-on field work it performs. In this respect, community-based organisations (CBOs) that focus on delivering services naturally enjoy advantages over other groups such as policy think tanks. The structure of decision-making is also crucial. Organisations that possess large assemblies and network arms featuring constituency representatives also tend to be more in tune with their beneficiaries.

This analysis gleans the quality of primary stakeholder relations from two main sources – in depth interviews with the organisations, and focus groups discussions with CSO representatives and beneficiaries. Previous assessments conducted elsewhere will also be used to compare with the findings herein.

With regards to consultations and communications between Kosovar CSOs and their primary stakeholders, the picture is somewhat mixed. Almost all 30 interviewed organisations maintain frequent contacts with their main beneficiaries, in the form of email and telephone exchanges and face to face meetings. This appears to allow them to at least stay in touch with certain representatives of their primary stake holders. With that said, less than ten of the 30 organisations reported undertaking more elaborate and institutionalized means of acquiring inputs and feedbacks from their constituencies. These rather rare methods included surveys, researches, and more regularized and formal meetings.

In fact, the majority of stakeholder contacts appear to be ad hoc in nature, related to specific projects or occurring where individual concerns arise. A few groups even understood “stakeholder relations” to mean little more than putting their email addresses and phone numbers on the World Wide Web.





Others assumed that living inside their communities automatically make them fully aware of the needs and interests around them.

Rarer still are direct beneficiary participation in decision-making and planning processes. Most of the interviewed organisations confined their deliberations and strategizing to their boards and core groups of staff. Many had assemblies, but details on these were unfortunately not elaborated during the interviews. Very few indicated the use of extensive research and consultations with target groups in designing programs or evaluating results.

The FG discussions largely confirmed this assessment. According to many participants, ordinary citizens tend to be aware only of those CSO activities in their surroundings. In other words, the familiarity and information flow between organisations and beneficiaries do not appear to extend far beyond cases where the latter come into contact with the actual activities. The FG participants also felt that the needs of Kosovar communities have been only partially fulfilled by the CSOs – another possible reflection of certain disconnect between organisations and their primary stakeholders. This may be a result of the relative inexperience among Kosovar NGOs in representing citizen interests.²³

Secondary Stakeholders

This category encompasses all relevant actors, parties and institutions not captured above. These include other CSOs, government institutions, international organisations, donors, businesses, and media. Successful secondary stakeholder relations may allow an organisation to substantially elevate its available resource base, operational capacities, and expertise. It also helps reduce wasteful duplications in the sector, and enables synergy. This report will concentrate on relations with other CSOs, government institutions, the private sector, and international donors.

Relationships between NGOs

From a statistical point of view, the general picture of inter-CSO relations in Kosovo is actually quite positive. Almost all Kosovar NGOs have some sort of cooperation with other organisations, thus forming networks and cooperative partnerships around different projects. Asked if they are members of a network or forum of NGOs, 238 out of 350 NGOs included in the study said yes – or 70.2%. This is not a small number, and indicates the existence of widespread cooperation between NGOs. The number of organisations that cooperate on individual projects, meanwhile, is 194, or 58.3%. This kind of cooperation is considered very successful because it allows for very valuable exchange of experiences. The cooperation between local and international NGOs is also at a very satisfactory level. NGO representatives said they have good cooperation with sister organisations in the region, mainly from Former Yugoslva Republic of Macedonia, Montenegro, Serbia, Albania, etc.

However, many analysts observe a level of competitive dynamics between CSOs in Kosovo. This certainly stems in part from the way scarce donor funds are



distributed – through competitive bidding processes on a project-by-project basis. Organisations may hesitate to join forces because that always requires sharing the pie. But this has not stopped a number of prominent networks and coalitions from arising and mounting serious campaigns. The Reforma 2004, KAN “We Are All Missing Them,” and the Kosova Youth Network initiatives are the well-publicized successes.

Yet, many CSO representatives present at the FG discussions are not satisfied. Consider the following remarks from an NGO staff member whose sentiment was widely shared in the FG sessions:

“I believe we should be more self-critical, and not only criticize other NGOs. There hasn’t been genuine initiative from NGOs to coordinate our activities in the interest of community needs.”

The mere existence of networks and coalitions cannot be a sure sign of genuine cooperation. A network can be nominally active but practically defunct, its members passive or interactive in only a superficial manner. Again, most FG participants identified primarily the women and youths organisations as the ones who have forged successfully functioning networks, with the Kosovo Women Network as a prominent example.

Relationship with Local Government

There is little need to expound the advantages of a good working relationship with government institutions. It not only brings additional institutional resources to bear, but also access to public influences and supportive government policies. At the least it can help ensure that public decisions do not directly undermine the goals of CSOs.

Compared with the rest of the region, the dynamics between public authorities and civic organisations have been quite positive. Besides the factors discussed in the section on institutional and legal environment, the civil society also has much expertise and capabilities the fledgling government does not yet possess. Helping matters is the fact that access to local authorities is rather more straightforward than in the complex and multi-layered central institutions. Local governments often have direct control over many policy areas, and have proved to be open to CSO lobbies on numerous occasions.²⁴ Hence there have been numerous cases where collaborative activities have been very valuable, namely those related to professional training such as humanitarian activities, professional skills, education, where the community is a direct beneficiary.

Nonetheless, FG participants were not entirely pleased in this respect. There is a general impression among NGO representatives that there is a lack of initiative to create partnerships with local institutions in order to more successfully implement their activities. There is also a shortage of interests for genuine cooperation on both sides. If true, this would suggest the existence of open and yet untapped potential for public-private partnerships.

24 USAID Civil Society Assessment, pg. 11





“There is a general impression among NGO representatives that there is a lack of initiative to create partnerships with local institutions in order to more successfully implement their activities. There is also a shortage of interests for genuine cooperation on both sides. If true, this would suggest the existence of open and yet untapped potential for public-private partnerships.”

Relations with the Private Sector

Corporations in the developed world often make significant contributions to civil society initiatives for various public interest projects – such as for education and the environment – in order to build positive public images. Many of them have also developed an acute sense of social responsibility. There are additional motivations for companies to support the work of CSOs which often directly and indirectly benefit them. Educational and skills training projects raise the quality of the labour force, while health and welfare initiatives may lead to better physical conditions, and therefore higher productivity, among the workers.

In Kosovo, there are as yet no such tendencies and understandings among corporations. For instance, the Kosovo Power Corporation (KEK) causes major environmental pollutions and damages to the health of citizens, and yet it fails to allocate funds for CSOs that support environmental protection and hospitals.

Where should civil society stand in relation to this? Civil society needs to perpetuate values on the importance of social responsibility, the awareness of which is still at a low level within the Kosovar society. NGOs must prepare genuine advocacy projects and engage in awareness-raising of social responsibility. Very little work has been done in this respect and this is still considered an untouched area. The lack of interest comes from all stakeholders – NGOs, corporations and businesses – that do not know how to move forward.

Relations between NGOs and Donors

As appreciative as they are of donor support, without which many successful projects could not have been possible, most civil society representatives pointed out a lack of genuine coordination of donor support in meeting the needs of the community. Donors, especially those tied to foreign governments, tend to follow the agendas of their home governments and take cues from their local diplomatic missions. These not only fluctuate according to shifting priorities at home, but also to UNMIK's immediate preoccupations.

As a result, this study finds that over half of Kosovar NGOs are unsatisfied with current donor policies. There are many reasons, the most notable of which is the lack of adequate attention for areas such as youth, culture, and for newly created NGOs. Most CSO representatives who participated in the discussions agreed that donors mainly support projects related to standards, refugee returns, multiethnic values, anti-corruption, as well as awareness-raising and advocacy. Therefore, the distribution of funds tends to be highly discriminatory towards NGOs with specific profiles preferred by the donors. Organisations find it more important to press certain broad buzzwords such as “minority rights” or

“sustainable returns,” rather than seriously evaluating whether projects meet concrete needs.

What is more, the fashion in which international funding has been distributed – individual, short-duration packages – has encouraged CSO missions to remain all-encompassing, and therefore potentially compatible with any project. One interviewed organisation listed as its mission every conceivable field from democratization to women’s rights to economic development, all formulated to perfectly to match proposal calls. Donors are also not always meticulous about finding local implementers with the most suitable capabilities. The incentive environment thus steers organisations away from specialization in their areas of expertise, and can potentially damage their future sustainability.

“What is more, the fashion in which international funding has been distributed – individual, short-duration packages – has encouraged CSO missions to remain all-encompassing, and therefore potentially compatible with any project.”

Donor representatives that participated in the discussion also agreed that there is a general lack of coordination among them as far as support for civil society is concerned. Agencies from different countries as well as within different countries often have different or even contradictory priorities. And communications between them tend to be superficial at best. The scene is thus rife with wasteful duplications and conflicting efforts.

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How Do Donors View Local NGOs?

Regarding the sustainability of local NGOs, there is a general impression among donors that they tend to lack long-term visions. Their sustainability thus becomes a real concern and challenge for all stakeholders. One of the reasons for non-sustainability may be a lack of coordination and development plans among donors in Kosovo. However, non-sustainability can also be viewed from another perspective: NGOs are often seen as a channel to short-term material benefits instead of instruments for the long-term advancement of collective interests. This problem is obviously exacerbated by the grave economic situation prevailing in Kosovo.

According to the focus group participants, the donors must receive a share of the blame for the non-sustainability of CSOs in Kosovo, because they have not cared to develop local CSOs as much more than dependent vehicles for the delivery of external support. Donors have seldom encouraged or required local NGOs to develop long-term sustainability and self-financing plans – a subject that will receive treatment later in the report. To address these problems would require better coordination between all stakeholders, NGOs, institutions, and especially coordination among donors.

Summary: Stakeholder Relations

To assess the current state of CSO “stakeholder relations” in Kosovo, perhaps “unfulfilled potential” would come closest to an accurate description. While





most organisations appear to understand the importance of remaining close to their main beneficiaries, and do maintain frequent contacts, few have upgraded these to more systematized means of ensuring their constituencies are well-served. Neither have they adequately incorporated stakeholder participation into their planning processes. By the same token, although formal inter-CSO cooperation looks statistically impressive, most civil society representatives feel that the actual quality of these partnerships still leaves much to be desired. As for collaborations with local authorities, these are still awaiting stronger initiatives from both sides to be adequately explored. Similarly, the potentially substantial contributions businesses can make to the civil society sector remain untapped, as the notion of “corporate social responsibility” is still rather alien to this society. Finally, the declining but still enormous amount of donor funds have been inefficiently and sub-optimally utilized due to divergent priorities, insufficient coordination, and a lack of attention to CSO sustainability.

VII.3 Human Resources, Professional Development, and Technical Capacity

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This section will look to assess the ability of NGOs in Kosovo to carry out their missions and aims with respect to the resources available to them, specifically, human resources. This section will not only analyze the sheer number of staff members that allow for organisations to design and implement projects, but also the skills, knowledge and experience of staff members, and perhaps more importantly, the potential of organisations to increase their performance by developing their human resources through professional development efforts. In addition, this section will also look to assess the current status of NGOs with regards to technical capacity.

Staff Numbers

Adequate human resources require the right number of qualified people who will do a certain job at the right time. This includes the number of staff members as well as their qualifications and training.

It is difficult to assess the size of Kosovo NGOs in terms of staff due to the irregularity of funding to the organisations. Organisations can consist of a mix of full-time and part-time staff, which fluctuates between the two different statuses depending on funding available and the number of projects being implemented. According to the survey conducted by this study, out of 350 active NGOs, less than half of them (170, or 48.3%) pay their staff out of operating budgets. The staff included in this number includes both part-time and full-time staff. This means, that more often than not, staff of NGOs in Kosovo are funded by project funds, and not operating budgets, meaning that a large segment of workers in the NGO sector are not salaried workers. It is would not be uncommon to hear from an NGO manager that a staff consists of a certain number of people, half of which receive regular salaries and the remainder depend on project funds. Given that salaries play an important role as a motivating tool for successful activities, this is an alarming finding that brings about questions regarding the

sustainability of the NGO sector.

In terms of size, most non-governmental organisations in Kosovo consist of a small number of staff. The questionnaire segment of this study found that the average staff size of an NGO in Kosovo is five staff members. From the 350 NGOs that completed the survey, 60 consisted of only three staff members, and 56 NGOs consisted of six staff members. Few NGOs consisted of more than six people.

Overall, 219 NGOs or 62.6% of the sample, have full-time staff members. Over 30% of NGOs in the survey employ some part-time staff, and a small number NGOs maintain operations completely reliant on part-time staff and without any full-time staff. Another interesting piece that the surveys found is that a large segment of NGOs in Kosovo (33 of the NGOs in this study, or 15%) consist of only one staff person, a phenomenon that is increasingly common not only in Kosovo, but many developing countries. These NGOs are jokingly referred to as 'MONGOs,' (My Own NGO).

Non-governmental organisations in Kosovo refer with pride to their belief that they are perhaps the only sector within Kosovar society that has no gender discrimination within their structures or in their selection of staff. The number of women and men working in the NGO sector is almost equal – 48% men and 52% women. The causes for this seemingly equal gender balance may be an interesting subject for further study.

“Non-governmental organisations in Kosovo refer with pride to their belief that they are perhaps the only sector within Kosovar society that has no gender discrimination within their structures or in their selection of staff. The number of women and men working in the NGO sector is almost equal – 48% men and 52% women.”

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Volunteers

There is great potential in Kosovo for volunteers to make contributions to the work of NGOs. In the past, particularly in the 1990 – 1999 time period, volunteers made great contributions to their communities. A study on voluntarism in Kosovo conducted by Index KOSOVO showed that although there is a high level of willingness to volunteer, particularly among young people, overall, rates of volunteerism in Kosovo are decreasing. The willingness of people to help others for the good of the community has marked a drastic fall in comparison to the 1990s. According to many respondents, the level of voluntarism was very high during 1990-1999 time period, perhaps as a result of a kind of survival-mode that was cast over Albanian society, which was characterised by a strong motivation on behalf of society to change the grave political, economic and social situation.

The reasons for the decline in volunteerism after 1999 and 2000 vary. Some possible factors that contributed to this decline include a lack of acknowledgement and stimulation by local institutions for volunteer work; a lack of legal infrastructure that stimulates voluntarism; and a lack of transparency on the side of the NGO community, which has perhaps discouraged people from





believing that their time and efforts contribute to a truly good cause. Perhaps one of the greatest causes of the decrease in volunteerism is the economic crisis. While for many people, the post-1999 period has opened up new political, social and economic opportunities and also expectations for a better life; the slow economic development and uncertainty over the political status of Kosovo have affected these expectations. Many people believe they are not expected to perform voluntary work or that voluntary activities are not profitable.²⁵ Despite a decreased level of willingness to engage in voluntary activities, youth organisations continually perform high levels of voluntary work.

Institutional structures, such as the municipal government, schools and other official societal groups, could help unlock the potential of volunteers in Kosovo by stimulating voluntary work. This kind of stimulation can be as simple as schools organizing projects in collaboration with NGOs, or municipal governments organizing town “volunteer days.” Stimulation can also take place in the form of recognition—in particular, official institutions recognizing volunteers for the valuable contributions that they make to their communities.

“Institutional structures, such as the municipal government, schools and other official societal groups, could help unlock the potential of volunteers in Kosovo by stimulating voluntary work.”

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Professional Development and Training

While the majority of Kosovo NGOs believe that their staffs are competent and able to successfully operate their organisation and conduct activities, the majority also steadfastly believe that there is a great need for additional professional development and skills training for Kosovo NGOs. This is a positive sign that professional development is highly regarded in Kosovo, and demonstrates a strong learning culture for employees of NGOs.

The strong learning culture among NGOs has perhaps been a cause for high rates of participation in skills training. The Kosovo NGO sector has participated in an impressive amount of training sessions in an array of topics—from financial management, to conflict resolution, to children’s rights. According to the questionnaire segment of this study, 292 of the 350 NGOs surveyed (83.4%) participated in various trainings sessions. While in some instances this may mean that only one staff member went to one training, it is still a positive sign that the majority of NGOs have some access to professional development. The main providers of training sessions are international organisations such as the OSCE, CARE, IREX, etc., as well as local organisations such as Kosova Civil Society Foundation (KCSF) and the Advocacy Training and Resource Center (ATRC). Often, organisations will outsource trainers for a training that they provide, and then participate in the training themselves.

While there seems to be a lot of opportunities for various kinds of trainings, the number of opportunities has diminished since the immediate post-war

²⁵ Index Kosova “Voluntarism in Kosovo” May 2004.

time period. According to managers and directors of NGOs interviewed in this study, often the kinds of trainings offered, particularly those offered by the international community, do not match with the needs of organisations. This may mean that more in-depth needs assessments are necessary for the international community to meet the true needs of the NGO sector. When asked about training needs, participants in this study often cited training in areas of NGO management as being greatly needed, including financial management, fundraising, project management, and human resource management. The field of human rights was another area that a surprisingly large number of NGO representatives expressed a need for professional development and training in. In addition, a large number of NGOs mentioned that there is a need for legal training in relation to NGOs, as well as a need for advocacy and lobbying training.

“According to managers and directors of NGOs interviewed in this study, often the kinds of trainings offered, particularly those offered by the international community, do not match with the needs of organisations. This may mean that more in-depth needs assessments are necessary for the international community to meet the true needs of the NGO sector.”

The table below shows data from a survey of 350 NGOs regarding how many NGOs participated in various kinds of trainings:

Table 5: NGO Participation in Professional Training Sessions

Type of Training:	Yes- NGO has participated	No- NGO has not participated
Project Cycle Management	163	187
Strategic Planning	132	218
Grant Proposal Writing	184	166
Financial Management	145	205
Fund-raising	113	237
Good Governance	91	259
Advocacy	41	309
Human Resource Management	90	260

Technical Capacity

Technical equipment is important for non-governmental organisations in that it allows them to smoothly implement and support their activities. It is difficult, for example, for an NGO to successfully and efficiently implement a workshop





on conflict resolution when they do not have computers to design materials or a printer or photocopy machine to print materials. While having every piece of high-tech equipment is not necessary for the functioning of NGOs in Kosovo, the basics—an office, telephone, computer, internet, etc.—are essential.

Out of the 350 organisations surveyed in this study, 62 did not have sufficient office space. Out of the 288 NGOs that did have offices, only 42 owned their space; while the remaining 117 organisations pay rent or function on premises owned by the municipality.

The following table presents a closer look at the technical resources NGOs have available to them.

Table 6: NGOs and Technical Equipment

Type of Equipment	Yes, NGO has this equipment	No, NGO does not have this equipment	No Reply
Computer	257	83	10
Telephone	150	188	12
Telephone and Fax	101	234	15
Photocopy	108	229	13
Vehicle	106	231	13
Video	65	272	13
Printer	195	142	13
Scanner	11	339	0

This table shows that while the majority of NGOs have computers, well over half of the active organisations included in this study lack basic equipment such as a telephone, fax machine, or copy machine.

Summary: Human Resources, Professional Development, and Technical Capacity

The staffs of NGOs in Kosovo are typically small in size and differentiate in terms of numbers of part-time and full-time staff. It is not uncommon for staffs to be small in number, or for an NGO to have only one full-time staff member. More often than not, staff members of NGOs in Kosovo are funded by project funds, and not operating budgets—meaning that a large segment of workers in the NGO sector are not salaried workers. There is a great degree of gender balance within the Kosovar NGO field, with almost a 50/50 % split between male and female workers. While levels of volunteerism in Kosovo have fallen since the immediate post-war period, perhaps in large part due to the economic crisis, there is still a great willingness to volunteer among Kosovars, which perhaps can be stimulated by institutions such as local government municipalities and schools.

Mapping analyses of civil society in Kosovo

There appears to be a strong learning culture within the civil society sector of Kosovo, most strongly exhibited by the number and diversity of trainings that NGO workers participated in. However, of great concern is that the kinds of trainings offered, particularly those offered by the international community, may not match with the needs of organisations. This may mean that more in-depth needs assessments are necessary for the international community to meet the true needs of the NGO sector.





VII.4 Governance of Organisations

Good Governance within Civil Society

Good Governance implies the effective management of NGO resources in an open, transparent, qualitative and accountable manner vis-à-vis the needs of the community. Rule of law, transparency, accountability and effective management are its major hallmarks. And although these can take a variety of institutional forms, the prevailing models in Kosovo, as with other countries in the region, have been introduced from the United States and Western Europe.

UNMIK Regulation 1999/22 requires that an association establishes membership assemblies, and foundations a board of directors. The idea is the same – to have a governing body that would provide leadership, oversight, and public accountability functions independent of the organisation's management staff. In short, the checks and balances that are usually recommended for governments is also desirable for CSOs. While the assembly allows constituency representatives to directly shape and monitor the organisation's mission and work, the board of directors should consist of qualified outsiders who take public responsibilities for the entity's work. Both types of bodies would also promote internal democratic decision-making, transparency, as well as conformity with the highest ethical standards and community interests.

A second marker, and one that is sometimes at odds with a functioning system of checks and balances, is clarity and efficiency. A well-governed organisation in this respect would possess a clear division of responsibility and authority, one that allows it to reach decisions in a timely manner in accordance with transparent and accepted rules.

The scale of good governance is thus exhibited on a continuum. At the lower end lie CSOs whose structure of governance is not identifiable or non-existent, and whose decisions are made by a senior management (sometimes a single leader) completely insulated and unaccountable to the public. At the other end, an organisation displays a well-defined and efficient decision-making structure, and possesses an independent governing body that shares leadership functions with the senior management, but effectively monitors the latter's performance.

This assessment does not evaluate the governance of Kosovar NGOs in terms of how closely they replicate western paradigms. Rather, it asks where an organisation stands on the spectrum of indicators described above: the accountability, efficiency, transparency, and clarity of their decision-making procedures.

CSO Governance in Kosovo

As with any highly pluralistic sector, the state of governance among Kosovar NGOs precludes simple generalizations that can accurately capture the entire picture. Nevertheless, it is possible to derive some observations concerning a majority of the organisations interviewed for this study.

At a minimum, most organisations possess some forms of functioning governance system separate from the management team. Only three out of thirty reported having no board, assembly, or any other governing body at all. In fact, the opposite is the case, namely that most CSOs possess more structures than the law requires. While UNMIK Regulation obliges foundations to have boards, and associations to have assemblies, over two-thirds of those interviewed have both. Many even have multiple boards that oversee different areas – such as programs versus finances – on top of general assemblies. A popular arrangement is to make assemblies the highest source of authority charged with electing the board, which in turn oversees the actual programmatic activities and reports on a longer term basis to the assemblies.

Of course, there are large variations among these. Some boards and assemblies are actively involved in the day to day operations of individual projects, others – about a third of the sample – appear to be minor in comparison to senior management, and convene no more than once a year. In some of these latter cases, no mention is made of boards or assemblies in the descriptions of their decision-making processes, even where they do exist. Often it is also unclear what exactly the distinctions and relationships are between the assembly and the board, as their activities overlap considerably.

Such differences are clearly related to the level of resources and activities. The few organisations having no functioning governance bodies cited the extreme shortage of funds and lack of projects as the major factors. Where a CSO has few meaningful programs to speak of, there is hardly a need for board oversight. At the other end, the best systems of governance logically belong to organisations that serve as Kosovo branches of prominent international NGOs. These are incorporated into elaborate decision-making and reporting structures based in headquarters abroad. Their operations are also regulated by lengthy manuals, guidelines, and advanced tracking systems unavailable to cash-strapped local organisations.

Turning away from descriptive answers, how well do these organisations measure up against the standards of good governance set out above? In terms of clarity, the overall picture in Kosovo is unfortunately less than satisfactory. The existence of more than two governing bodies often appear to be redundant, and the explanations given for their functions, relationships, and lines of authority confusing. Regarding another indicator, most observers would instinctively associate complex and convoluted organisation with inefficiency. Yet a great majority of interviewees claimed high levels of efficiency, effectiveness, and timeliness in their decision-making. Unfortunately, lacking alternative evidence, these claims cannot be reliably verified.

Indeed, often it may not matter what type of structures a CSO chooses to have. A previous assessment by Besnik Pula found that the declared category and organisational makeup submitted to the LU often do not correspond with reality.²⁶ Many NGOs regard it as a mere formality in the registration process they will not be held to once legal status is acquired. A common statement heard during interviews goes something like: “all decisions are made with everyone



²⁶ Besnik Pula, *A Changing Society, A Changing Civil Society: Kosovo's NGO Sector After the War*, pg. 20



[including staff, board, and assembly members] together, and anyway we are all friends.” Such comments reveal a great deal about the conduct of NGO affairs in Kosovo. The fact that many CSOs are made up of close acquaintances and even relations who interact on an informal and collegial basis renders artificial the bureaucratic distinctions between board members, assembly representatives, and staff. This is further reinforced by a frequently seen phenomenon, where resource shortage prevents the employment of an adequate permanent staff. Board and assembly members are then forced to take on the roles of senior administration and management.

This unfortunately makes it quite difficult to assess perhaps the most important indicator – accountability. Taken at face value, the nominal existence of multiple governing bodies would suggest that Kosovar NGOs possess a great deal of internal checks and balances. Yet their often cozy and intimate relations with each other and the management staff calls their genuine independence into question. Ironically, the great efficiency and near complete absence of conflicts revealed during interviews may actually imply that the checks and balances are not working properly.

Summary: Governance

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Several tentative conclusions can be derived from the above assessments, taking into account the huge extent of variations with so large a sector. First, in the official sense, there is enough if not redundant levels of governance within Kosovar NGOs. Formal compliance with the law is therefore satisfactory. Secondly, however, when one probes more deeply into the functioning of these bodies, a considerable amount of overlap and confusion emerge. Third, this declared structure of governance often masks a much blurrier reality where the organisation is simply a collection of close individuals, with many members simultaneously performing leadership, strategy-setting, oversight and administrative roles. Finally, while this internal solidarity and breakdown of structural separations improves the alleged efficiency and legitimacy of decisions, it may also compromise the organisation’s accountability to the community at large.

VII.5 Financial Viability and Funding Sources

There is no escaping the fact that any operation on any meaningful scale needs money to survive. Operating space, basic office supplies, communication, travel costs, informational material, and much more, all add up to significant expenditures. Much can be achieved on good willed individual contributions and strong voluntarism, but only to a certain extent. Without an adequate level of financial security and predictability, an organisation not only cannot maintain current operations, but would also be unable to undertake any meaningful long-term planning.

An organisation's financial viability and sustainability depend on the following: 1. The size, duration and future predictability of its sources of funding, 2. The diversity of these sources, 3. The existence and scale of self-financing schemes or revenue generation capabilities. A typical range of possibilities exists for Kosovar NGOs: International government and private donors; multilateral organisations such as UNDP or OSCE; local government; local NGOs and foundations; foreign and local businesses; and a variety of other local self-financing alternatives.

Kosovo has proved no exception to the rule that foreign donor enthusiasm never lasts, and has seen its inflow of assistance decline sharply. Largely for this reason, the long-term financial basis of Kosovar CSOs must be built instead upon diverse local sources. These may include: membership fees; government support; local business sponsorship; local private foundations and other NGOs; and reliable schemes to generate and regenerate the organisation's own revenues, such as selling services and other commercial activities. The following assessment looks at the stability and diversity of both international and local funding, but places particular emphasis on whether organisations have planned or undertaken transitions to local alternatives, and especially ways to create their own revenues.



“Kosovo has proved no exception to the rule that foreign donor enthusiasm never lasts, and has seen its inflow of assistance decline sharply. Largely for this reason, the long-term financial basis of Kosovar CSOs must be built instead upon diverse local sources.”

International Funding

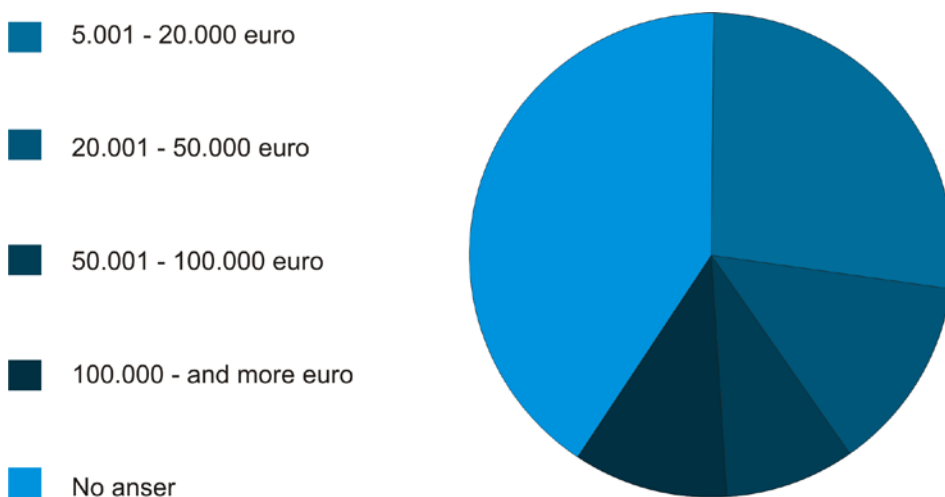
In 1999 and 2000, Kosovo was overwhelmed by a large number of international organisations, most of which were donors that played very important roles in building a stable civil society. This was very important bearing in mind the widespread destruction, emotional trauma, and material destitution the war left. This phase lasted for almost 3 years, after which donors began leaving Kosovo for other crisis areas. Following their operational reduction or even departures, many local NGOs simply ceased to exist, as most of them were directly dependent on international support.





The following table presents international funding figures for 2003 and 2004:

Table 7: Foreign Funding of Kosovo NGOs in 2003-2004



Unfortunately, this overwhelming dependency on foreign assistance has continued to the present. According to the larger samples gathered in this study, most donations were received from international donors, at 56.9%. Local donors followed at 22.5%, Kosovo government 11%, and businesses 13.3%. A large majority of the 30 interviewed CSOs ran solely on donor support. Yet, as revealed during the in depth interviews and FG discussions, the level of international donor funding has declined to the extent that even the better off cannot count on medium-term (more than one to two years) financial security. Practically no interviewed organisation had guaranteed money beyond immediate short-term projects. Confirming observations made in FG sessions, most of them live from project to project, barely managing to pay off all administrative expenses, let alone planning for long-term program strategies.

Local Financing

All of which begs the question: have Kosovar CSOs begun supplementing and replacing inconsistent and baggage-laden foreign assistance with local alternatives? At the least, there exist few legal obstacles. Kosovo's NGO law allows for the full range of fund-raising and financing possibilities. The definition of "not-for-profit" within UNMIK Regulation 1999/22 only restricts the use of revenues for private ends, not their generation per se.

There is indeed a recognition among Kosovar CSOs that they need to develop medium and long-term sustainability plans with alternatives to foreign donors. Even where organisations have no concrete plans to develop local sources and self-financing methods, they are apparently well aware of the necessity and advantages of these options. However, this is easier said than done, and the detailed interviews reveal an array of obstacles to almost all forms of local financing.

To begin with the Kosovar government, although it does not hinder NGOs from raising local money, neither is it passionate about making contributions itself. Only two of the 30 CSOs report receiving funding from the state, both from the Ministry of Culture, Youth, and Sports. A resonated criticism among civil society representatives at the FG concerned the lack of state support, as well as any channel that would allow organisations to tap into government funds. This is perhaps understandable. Due to the stringent fiscal austerity imposed on it by UNMIK along with the heavy burden of standards fulfillment, the PISG does not exactly have abundant spare cash to hand out.

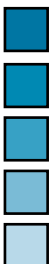
As for business sponsorship, the section on secondary stakeholder relations had already found an absence of “corporate social responsibility” within the Kosovar private sector. Neither do businesses understand the benefits of civil society work that could potentially spill over into their own sector. Very few organisations reported receiving any contribution from the private sector, even those that had programs related to economic development and unemployment.

Attempting to raise funds from private citizens entails its own difficulties. Organisations that have tried have found it both frustrating and highly challenging. A number of factors reduce the population’s willingness to financially support CSOs. First of all, FG participants feel that the public often regard civil society groups with skepticism, perceiving them to be selfish individuals out to profit from donor money rather than sincerely perform community work. Secondly, the participants suggest that, partly as a communist legacy, Kosovars are not accustomed to having to pay for services. This is manifested, for instance, in the extremely low number of households actually paying for public utilities. That many NGOs are financed by “rich foreigners” further reduce their willingness to bear part of the cost.

However, the lack of willingness is not the only problem. Many Kosovars are simply too poor to pay. And often those most in need of assistance are also the ones least capable of contributing. Another problem is that charging stakeholders may be morally questionable for some fields such as human rights. The testimonies of interviewees largely bear these problems out. The few attempts at eliciting funds from association members or service receivers either ended in total failure, or produced results far too insignificant for any sustainability purposes. One organisation stated flatly that sustainable local financing is impossible without first developing the economy and raising the general level of wealth.

Summary: Financial Viability

In summary, the problems of financial viability and sustainability facing Kosovar NGOs do not appear to be that of recognition and awareness. They stem rather from a variety of factors that make devising reliable local alternatives difficult. Many of these are embedded in the larger social, economic, political and cultural context, and therefore not amenable to quick fixes. As a result, few organisations are currently able to move beyond having to survive from paycheck to paycheck by cobbling together a limited number of precarious sources. Without even the most immediate financial security, long-term sustainability planning is unrealistic.





VII.6 Planning

Whether it be organizing a weekly “to do” list during a staff meeting, designing a time frame for a grant proposal, setting up a two to three year strategy in cooperation with a board, or simply just dreaming, all organisations plan to some extent. The process of planning, looking forward to some point in the future and mapping out steps to that point, is crucial to non-governmental organisations. Planning allows organisations to chart out ways to meet their goals, adapt to changing needs of communities, and take advantage of newly emerging opportunities without losing focus. While it may seem that the benefits of planning are common sense, and that most organisations would prioritize planning as part of their operations, planning is a process that is time consuming, requiring that organisation staffs coordinate often times highly irregular hours to sit down and design a plan. Besides this logistical requirement for planning, in the dynamic social, political and economic environment of Kosovo, planning is also incredibly challenging work. In trying to adapt to the constant changes, organisations find it difficult to consider a long-term future. Finally, the funding environment of Kosovo, which is primarily directed towards funding projects and not operations, makes long-term planning seem unfeasible and a waste of time.

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Although the reasons why NGO staffs do not engage in planning are understandable, it is still essential that organisations do plan in some way, otherwise they are more likely to find themselves overstretched, or engaged in too many unrelated activities, or perhaps none at all. Without planning, organisations may find themselves functioning on a project-to-project basis, creating an inconsistent work environment where work may halt altogether due to lack of funds to cover operational costs between projects. In some cases, in order to remain operational, NGOs engage in activities and projects that do not coincide with their missions and organisational goals. The survival mode that organisations find themselves in prevents them from being able to adapt to their changing environments, forcing them into constant reactive modes of operation rather than in more proactive approaches to community problems. The lack of planning results in vague concepts of organisational identity, making it increasingly difficult for NGOs to move in a direction that will allow them to achieve goals based on their core values or make substantial, effective contributions to their communities. Furthermore, lack of planning prevents organisations from being able to collaborate and coordinate services with other NGOs in similar fields, or form partnerships with local institutions and governments.

Short-term Planning

Short-term planning is used in this report as a means of describing how an organisation goes about its daily, ordinary duties and activities. While it is impossible to decipher to what extent organisations include basic tools, such as calendars, to assist in the running of daily activities, in interviews and surveys, organisations indicated other forms and means of planning. According to interviews conducted with the managers and directors of 30 Kosovo non-governmental organisations, most day-to-day planning, or rather short-term planning, is guided by the NGO’s current project and activities. Many organisations meet regularly and hold staff meetings to decide weekly or

monthly activities. The tool that is used to guide these decisions is somewhat interesting: often, interviewees described their main short-term planning tool as the activity plans or time frames drawn up for grant proposals and donors. These plans are developed among staff and program coordinators, and once funding is approved, the activity plan is used as a guide for day-to-day work. This admission by NGO leaders provides two insights: that most NGOs are compelled to short-term plan by donors and the requirements of grant proposals, and that as far as day-to-day functions go, NGOs work for the most part on a project-to-project basis.

Strategic Planning

Although there is a great amount of variation in manner and style, long-term planning or strategic planning appears to have become more common among active NGOs in Kosovo. Out of the thirty NGOs interviewed for this study, twenty indicated that they engage in either long-term or strategic-planning. Organisation managers and directors described planning processes that occurred either on an annual or biannual basis, which typically included board and staff members, and sometimes were passed by the organisation's assembly of members. Several interviewees even mentioned as much as a five-year plan for their organisations, that they noted they felt were well aligned with their organisation's mission. Sometimes these planning processes occur in multi-day meetings, at annual conferences, or at staff and board retreats.

While a large number of NGOs appear to successfully engage in long-term planning, at the same time, several of those that do engage in planning indicated in interviews that they feel it is not a very useful tool. This concern was due to the lack of financial security to definitely implement the plan and the quickly changing environment in Kosovo that may alter the needs of communities, and therefore the plans of organisations. An arts and culture focused organisation described their frustration with long-term planning:

"We have planned so many things, like a sustainability program and strategic planning, but it's impossible to respect all this because we don't have stable financing." A representative from a Kosovo NGO focused on arts and culture

Some organisations involved in the semi-structured interview portion of this study openly admitted that they purposely do not engage in long-term planning, that they find the process impossible due to uncertainty about funds. As one organisation focused on building civil society responded to a question about planning:

"I do not know how possible it is in Kosovo to have long term plans because NGOs work from project to project."

A representative from a Kosovo NGO focused on civil society

Echoing this frustration, another Kosovo NGO serving Serbian youth remarked:

"Everything that is done here is short term...we cannot plan financially, because we are nowhere with funds; we cannot get funds anywhere. We plan, but we cannot do it without donors—it's very hard this way, as in the organisation,





nobody works and nobody gets a salary.”

These remarks demonstrate that organisations in Kosovo are highly dependent on donors, and although these quotations don't indicate it, international donors. As described in the segment of this analysis that discusses financial viability, few organisations have developed sustainable means of funding from local sources.

The following response to the interview question on long-term planning demonstrates even more extreme frustration with the lack of ability to follow through with plans:

“Our planning system here is simple enough; we plan only when we notice that we have to do it...”

a representative from a Kosovo NGO focused on civil society

Indeed, according to interviews, some organisations forego strategic or long-term planning altogether and use their activity plans from their project proposals as their sole means for planning in the long-term. If the project is a one-year project, then that is their organisation's one-year plan. If the project is only six months, then they have a six-month plan.



Summary: Planning

Planning allows organisations to chart out ways to meet their goals, adapt to changing needs of communities, and take advantage of newly emerging opportunities without losing focus. Although the process is recognized by most NGOs in Kosovo as an ideally beneficial process, several challenges prevent organisations from engaging in both short-term and long-term planning processes. Logistically it is difficult to take the time from other tasks to go through a planning process. The constantly changing, dynamic social, political and economic environment of Kosovo renders some plans irrelevant and useless after a short period of time. The difficulties of planning are exacerbated by the funding environment of Kosovo, which is primarily directed towards funding projects and not operations, makes long-term planning seem unfeasible and a waste of time.

Despite the challenges of planning, most NGOs are compelled to at least conduct short-term planning processes by donors and the requirements of grant proposals; and although there is a great amount of variation in manner and style, long-term planning or strategic planning also appears to have become common among active NGOs in Kosovo. While plans are made, many of the organisations that participated in this study expressed frustrations with the planning processes.

VIII. CONCLUSIONS and RECOMMENDATIONS

It seems fair to conclude that since its rebirth immediately following the 1999-2000 conflict, that Kosovo’s civil society sector has been experiencing a great degree of change, or rather, evolution. The influx of donors and funds immediately following the war led to a sharp increase in the number of CSOs and NGOs, as well as a dramatic increase in NGO activity. As time has progressed, the social, political, and economic context that NGOs function in has greatly fluctuated. These fluctuations have had a tremendous impact on CSOs, in one sense making them incredibly flexible and adaptable, and in another, undermining their chances to form strong organisational identities, engage in long-term planning processes and become financially sustainable. The legal and institutional environment has become more accommodating in some ways to the development of CSOs, but further reforms are still necessary to provide Kosovo civil society with the environment it requires to be sustainable and able to reach its full potential.

In some ways, this ever-changing environment has become a means of weeding out NGOs that have not been able to adapt and change quickly or maintain funding to ensure their survival. The number of NGOs registered—approximately 3000, sharply contrasts with the number of NGOs that this report has found to be active in Kosovo society- approximately 500. The NGOs that are active in Kosovo Civil Society have made great strides. Some have made amazing accomplishments in terms of raising the standards and bar for non-profit work and have provided incredible services to the Kosovar community. The aims and goals of the sector overall look to improve the situation of Kosovar civil society and target what society would most likely consider the primary concerns and issues of today. However, while the Kosovo civil society sector is changing and evolving, and the capacities of the sector appear to be growing and increasing every day, the sector will have to face some considerable challenges in the future.



Needs of the Kosovo Civil Society Sector:

Some of the challenges that this report finds the sector currently struggles to handle and will need to address in the future include the following:

- 1.) The sector will need to display clear definitions of its goals, roles, and corresponding activities that are well-tailored to meet the needs of its constituencies;
- 2.) The sector as a whole will need to actively and consistently ensure that it remains in touch with the best interests of its beneficiaries;
- 3.) The sector must become able to forge strong relations with other actors such as businesses who can substantially strengthen civil society capacities;
- 4.) The sector must begin to command an adequate pool of human and material resources;





5.) The sector must seek forms of accountability such as by internal governance and management structures to the highest standards of efficiency, ethical conduct, and public interests; and

6.) The sector must begin planning for development and financial sustainability in the medium term and beyond.

As observed throughout this report, these challenges are strongly shaped by the social, political, economic, and institutional environment that CSOs have had to navigate in the past half-decade. Like all other entities, NGOs respond to incentives as well as constraints posed by the environment. Foremost among these was the overwhelming dependency on diverse external donors with disparate and uncoordinated agendas. Also important were authorities that either neglected the CSOs (as with UNMIK) or had no experience in regulating them (as in the PISG), not to mention a regulatory machinery too resource-starved to do its job satisfactorily. Added to these is the overwhelming preoccupation with issues of final status and ethnic conflict, to the exclusion of almost everything else. Finally, the abysmal economic situation and inconsistent foreign funding make even medium-term financial security a rare luxury, and have seriously reduced the voluntarism so vital to civic initiatives.

K56F

What has emerged in Kosovo in the last half-decade is a large civil society that is diverse, vibrant, motivated, and well-regarded by the government, yet also disorganized, uneven, and short on discipline and professionalism. The sector's composition and the organisations' missions and activities are driven more by the latest and motley set of international donor priorities than societal needs. The lack of earnest public oversight translates into weak accountability and confusing internal governance. The shortage of resources and necessary trainings has also hindered the qualities of identity-definition, strategic planning, organisational management, and program performance.

To expect hallmarks of a mature civil society so quickly would have been entirely unrealistic. Many of the problems identified in this report – the overlaps, inefficiencies, and chaos – actually make much sense for a boom sector coming off the end of those generosities. But far more attention could have been paid by the international administration and donor community to the more prominent flaws of Kosovar CSOs. Simply put, the impressive post-war explosion of NGO energy could have been better shaped and channelled to promote Kosovo's development.

Recommendations for the Development of Kosovar Civil Society

It is not too late to address the challenges identified in this report. Below is a list of recommendations for international and local authorities, donors, as well as the CSOs themselves. It is by no means comprehensive, but it is hoped that it can be a starting point for discussions for CSOs to start addressing the future:

To UNMIK

Increase funding to the NGO Liaison Unit: Provide the LU with more financial, human, and logistical resources so that it is able to carry out its mandates, most importantly oversight of NGO activities and finances according to the law.

Instruct the LU to undertake an official mapping: Building on existing mapping efforts and the registry database, the LU should conduct a mapping to update the database of active organisations, the nature of their activities, and identify major needs where few organisations are operating. The findings should be made public and distributed to all donors.

To Donors

Improve coordination among donors: Convene donor conferences to identify major gaps and overlaps in assistance to local NGOs, as well as where projects work at cross purposes. Incorporate the findings of these consultations and the LU mapping to plan future assistance priorities.

Reform funding requirements and policies: Because the strongest forces shaping NGO behaviours come from donor preferences and policies, these may be the best tools to encourage changes. For instance, donors can require regular stakeholder meetings, financial sustainability planning (for longer-term donors), and better defined mission statements and corresponding strategies. Donors can also demand that implementation partners increase the independence of their boards and/or membership assemblies.

Increase NGO participation in the planning process: Begin to assess the possibility of working with NGOs not just on a project-to-project basis, but on a longer term process that will help ensure that NGOs are able to work towards achieving their missions and goals. Support NGOs that engage in long-term planning processes and projects that are part of these long-term plans.

Increase funding for human resources and professional development: Conduct a thorough assessment of the training needs of staff members in the civil society sector and look to fund sustainable training activities that target areas recommended by the assessment.

Financial sustainability planning: Donors as well as the NGOs themselves should immediately gather to conduct medium and long-term financial planning, since external funding is most likely to continue falling in the near future, especially if UNMIK sharply reduces its presence without being immediately replaced by a European Union mission.





Appendix A.



Appendix A.

List of Questionnaire Respondents NGO and Liaison offices List

KOSOVA CIVIL SOCIETY FOUNDATION - KCSF

Address: "Agim Ramadani" St., nr.48/4, Prishtina

Contact person: Suzana Arni

Tel/fax: ++ 381 (0) 38 245 547

E-mail: office@kcsfoundation.org,

Goal: Strengthening civil society and supporting local initiatives by offering assistance through information, service and training, monitoring and evaluation of projects by NGOs and other relevant institutions in all civil society sectors in Kosovo.

KOSOVA FOUNDATION FOR OPEN SOCIETY - KFOS

Address: "Ulpiana - imzot Nikë Prelaj,
Villa nr.13 prishtinë, Kosovo ", Prishtina

Executive Director: Luan Shllaku

Tel/Fax: ++ 381 (0) 38 542 157; 542 158; 542 159; 542 160

E-mail: info@kfos.org

Goal: To shape public policy to promote democratic governance, human and minority rights and education, legal and social reform.

Umbrella/Network: Soros Foundations Network

KOSOVA ACTION FOR CIVIC INITIATIVES – KACI

Address: "Fehmi Agani" St., nr.1/1 - Prishtina

Contact person: Fisnik Halimi

Tel/Fax: ++ 381 (0) 38 243 455

E-mail: kaci@kohamail.net

Goal: Assistance to civil society development in education, healthcare, economic development, youth programs, media, interethnic relations, politics, human rights, culture, arts and sports.

Umbrella/Network: Forum 2015

NGO FORUM GJAKOVA

Address: " UÇK " St., p.n., Gjakova

Contact person: Mirlinda Sada

Tel: ++381 (0) 390 30 053

E-mail: ngogjakove@yahoo.com

Goal: Civil society development, intersectorial cooperation between NGOs and better coordination of activities between member organisations.

Umbrella/Network: Network for Democratic Developments

K59F





NGO FORUM PEJA AND REGION

Address: "Haxhi Zeka" Square, St. 17 Nëntori, nr.3/22 - Peja

Contact person: Vullnet Begolli

Cell phone: ++377 (0) 44 220 936

E-mail: forumipeje@hotmail.com

Goal: Civil society development, intersectorial cooperation between NGOs and better coordination of activities between member organisations.

Umbrella/Network: NGO Forums in Decan, Gjakova and Prizren

NGO FORUM SKENDERAJ

Address: "Ilaz Kodra" St.

Contact person: Shaqir Mecinaj

Cell phone : ++377 (0) 44 196 256

E- mail: shaqir_mecinaj@hotmail.com

Goal : Civil society development and better coordination of activities between member organisations.

Network : NGO Forum in Gjakova

COMMUNITY DEVELOPMENT FUND - CDF

Address: "Pejton" neighborhood, "Perandori Justinian" St., nr. 4 - Prishtina

Contact person: Mirlinda Bunjaku

Tel /Fax: ++381 (0) 38 249 677 / 249 678 / 249 679

E-mail: info@kcdf.org

Web-site: www.kcdf.org

Goal: Institutional Capacity Building at the community and municipality level.

Umbrella/Network: ECA Net (Europe and Central Asia Network)

YOUTH ASSOCIATION FOR HUMAN RIGHTS

Address: Magure, Lipjan

Contact person: Bekim Krasniqi

Tel : ++381 (0) 38 581 012, Mob: ++381 (0) 63 82 84 599

E-mail: bekimi75@hotmail.com; bekimi75@yahoo.com

Goal: Awareness-raising on the protection of human rights

ALARM

Address: "Marin Barleti" St., p.n. Gjakova

Contact person: Valon Staci

Cell phone: ++377 (0) 44 237 247

E-mail: L_alarm@yahoo.com

Goal: Sensitising the public opinion and civic awareness-raising for protection of human rights and freedoms.



HUMAN RIGHTS FUND

(Office in Prishtina)

Address: Prishtina

Contact person: Natasha Kandiq

Tel/Fax: ++ 381 (0) 38 243 490; 243 488

E-mail: office@hlc-kosovo.org

Goal: Promoting human rights through free-of-charge assistance for Kosovar citizens in the protection of human rights and freedoms.

DEMOCRATIC INITIATIVE FORUM – FID

Address: Bankkos building, 3rd floor, office nr.32 - Gjakova

Contact person: Arbnor Pula

Tel/Fax: ++377 (0) 44 158 624 dhe 044/133 722

E-mail: arbnorp@yahoo.com

Goal: Civic awareness-raising for a tolerant and democratic society.

INITIATIVE FOR PROGRESS - INPO

Address: "Rexhep Bislimi" St. - Ferizaj

Contact person: Adhurim Tahiri

Cell phone : ++377 (0) 44 143 021

E-mail: inpo-ks@hotmail.com

Goal: Education and civic awareness-raising to fight evil phenomenon in society such as corruption, lack of transparency by public officials, etc.

INSTITUTE FOR DEMOCRACY AND INTERETHNIC RELATIONS - IDERK

Address: "Qyteza Pejton" neighborhood - Prishtina

Personi për kontakte: Fadil Maloku

Cell phone: ++377 (0) 44 143 993

E-mail: fadilmaloku@yahoo.com

Web-site: www.fadilmaloku.zar.org

Goal: Public opinion studies, civic awareness-raising on democratic processes.

BALKANS INSTITUTE FOR RESEARCH AND DEVELOPMENT

Address: "Pjetër Bogdani" St., nr.30/9 - Prishtina

Contact person: Avdyl M.Lipoveci

Tel: ++381 (0) 38 211 439

Cell phone: ++ 377 (0) 44 313 500

Goal: Capacity building of NGOs

61
KCSF





INSTITUTE FOR FINANCE AND MANAGEMENT

Address: "Velania" neighborhood, nr.2/9 - Prishtina

Contact person: Fadil Govori

Tel: ++381 (0) 38 517 951 – 517 949

E- mail: ifm_institute@yahoo.com

Goal: Promoting economic development activities

MITROVICA INITIATIVE FOR NGOs - MINGOS

Address: Mitrovica

Contact person: Elza Shukriu

Cell phone: ++377 (0) 44 355 478

Web-site : www.idrc.org

Goal: Support to initiatives of civic groups in Mitrovica to register as NGOs. Capacity building of NGOs by offering technical assistance in organisational management.

Umbrella/Network: NGO Board and Youth Network

KOSOVA CIVIC LEAGUE

Address: "Ramiz Sadiku" St., nr.10 - Peja

Contact person: Reshat Nurboja

Cell phone : ++377 (0) 44 142 775

E- mail: lidhjaqytetare@hotmail.com

Goal : Civil society development

COUNCIL FOR THE DEFENSE OF HUMAN RIGHTS AND FREEDOMS - CDHRF

Address: "Z. Drini" St., p.n. - Prishtina

Contact person: Behxhet Shala

Tel: ++ 381 (0) 38 249 006 ; 244 029

E-mail: office@cdhrf.org

Goal: Sensitising the public opinion and civic awareness-raising for protection of human rights and freedoms.

Umbrella/Network: Branches in all cities of Kosova.

COUNCIL FOR THE DEFENSE OF HUMAN RIGHTS AND FREEDOMS (Kaçanik)

Address: House of Culture – Kaçanik

Contact person: Shemsedin Abazi

Tel: ++ 377 (0) 44 224 685

E-mail: shem_abazi@hotmail.com

Goal: Sensitising the public opinion and civic awareness-raising for protection of human rights and freedoms.

Umbrella/Network: NGO Forum Kaçanik

KOSOVAR HELSINKI MONITOR

Address: St.“Agim Ramadani”, nr. 30/II/1 - Prishtina
Contact person: Gazmend Pula
Tel/Fax: ++ 381 (0) 38 245 829
Cell phone: ++377 (0) 44 127 539
E-mail: hels_kos@yahoo.com
Goal: Monitoring the human rights situation in Kosova
Umbrella/Network: International Helsinki Federation

WE ARE WITH YOU

Address: “Nënë Tereza” St., nr. 364/2 - Gjakova
Contact person: Albert Lila
Tel/Fax: ++ 381 (0) 390 29 727, ++377 (0) 44 154 966
E-mail: wawy_gj@yahoo.com;
Web-site: www.wawy.info
Goal: Strengthening democratic process and development of NGO sector.
Umbrella/Network: NGO Forum in Gjakova and members of Balkans Civil Society Development Network (BCSDN).

COMMUNITY BUILDING IN MITROVICA

Address: “Mbretëresha Teutë” St., Mitrovica
Contact person: Valdete Idrizi
Tel : ++381 (0) 28 30 335
E- mail: cbmitrovica@yahoo.com
Goal: Protection of human rights and peace building

CIVIL RIGHTS PROGRAM

Address: “Qyteza Pejton” neighborhood, “Metohija” St., nr.10 - Prishtina
Contact person: Zudije Shehu
Tel/Fax: ++381 (0) 38 243 610/611
Web-site: www.crpkosovo.org
Goal: Promotion and protection of civil rights
Umbrella/Network: Regional network for coordination with NGOs

KOSOVA CENTRE FOR INTERNATIONAL COOPERATION

Address: St.“Evlia Qelebi”, nr. 48 - Gjilan
Contact person: Enver Keqiku
Tel/Fax: ++ 381 (0) 280 25 859
E-mail: kcic_gjilan@hotmail.com
Goal: Building peace in Kosova through joint multiethnic activities with young people.





KOSOVA LAW CENTRE – KLC

Address: “Ulpiana” neighborhood, “Zija Shemsiu” St., nr.23, Prishtina

Contact person: Haki Demolli

Tel: ++381 (0) 38 549 978; 977

E- mail: klc@ipko.org

Goal: Protection of human rights, education on human rights, minority rights and rule of law.

CENTRE FOR PUBLIC RESEARCH AND INFORMATION

Address: “Nëna Tereze” St., p.n. - Prishtina

Contact person: Artan Nimani

Cell phone: ++377 (0) 44 138 095

E- mail: artan_nimani@hotmail.com

Goal: Public opinion studies in various areas

CENTRE FOR PUBLIC OPINION RESEARCH

Address: Henc, Fushë Kosovë

Contact person: Bajram Shala

Cell phone: ++377 (0) 44 141 566

E- mail: bajramshala@hotmail.com

Goal: Public opinion research

NGO RESOURCES CENTRE IN PRIZREN

Address: “Ismet Jashari – Kumanova” St., p.n. - Prizren

Contact person: Esmat Smailji

Tel/Fax: ++ 381 (0) 29 631 357

E- mail: ngoprizren@yahoo.com, centrepz@netdd.org

Web-site: www.netdd.org

Goal: Promoting democratic values and civil society

Umbrella/Network: Network for Democratic Development, RRGK, Network of monitoring NGOs in Prizren; Umbrella in Peja and Mitrovica.

NGO RESOURCES CENTRE IN PEJA

Address: “Sheshi i Republikës”, building “17 Nëntori”, 1st floor, p.n. - Peja

Contact person: Anduen Krasniqi

Tel/Fax: ++ 381 (0) 39 31 016

E- mail: ncr_peja@yahoo.com

Web-site: www.netdd.org

Goal: : Promoting democratic values and civil society

Umbrella/Network : Network for Democratic Development



KOSOVA DEVELOPMENT CENTRE

Address: "Dëshmorët e Lisrisë" St., nr. 135 - Gjakova

Contact person: Ismet Isufi

Tel: ++381 (0) 390 26 374

Cell phone: ++ 377 (0) 44 128 708

E-mail: kdckosova@hotmail.com

Goal: Improving social economy in rural communities and civil society development in Gjakova municipality.

Umbrella/Network: Member of NGO Forum in Gjakova

CENTRE FOR DEMOCRATISATION OF SOCIETY

Address: "Sejdi Sejdiu" St., Ferizaj

Contact person: Ilir Ukiqi

Cell phone: ++381 (0) 63 894 860

E-mail: qdsh_ks@hotmail.com

Goal: Protection of human rights, minority rights, media and gender equality.

DEMOCRATIC CIRCLE

Address: "13 Qeshori" St., nr.58 - Ferizaj

Contact person: Afrim Demiri

Cell phone: ++377 (0) 44 172 485

E-mail: af_demiri@hotmail.com

Goal: Creating civic opinion

Umbrella/Network: "Fernet" and KACI

MULTIETHNIC PROFESSIONAL ORGANISATION "LANSDOWNE"

Address: Gjilan

Contact person: Shaban Terziu

Tel: ++ 381 (0) 280 27108

E-mail: omp-lansdowne@yahoo.com

Goal: Peace, interethnic dialogue and inter-religious tolerance

Umbrella/Network: Member of the Organisation for Peace and Religion, World Youth Organisation.

PROFESSIONAL CENTRE FOR HUMAN RIGHTS AND LEGAL INITIATIVE

Address: "Dardania" neighborhood, entrance VII, Prishtina

Contact person: Ali Bajgora

E-mail: Qendra1999@hotmail.com

Cell phone: ++377 (0) 44 113 793

Goal: Education in children rights

Umbrella/Network: Regional network of groups for children rights

K65F





ASSOCIATION OF INDEPENDENT INTELLECTUALS

Address: House of Culture "Jusuf Gërvalla", Deçan

Contact person: Adem Lushaj

Tel: ++381 (0) 390 61 160 - ++377 (0) 44 182 689

E- mail: a_ship2002@yahoo.co.uk, ademlushaj@hotmail.com

Goal: Protection of human rights and freedoms, democratic development and inter-human tolerance.

ASSOCIATION FOR PEACE AND RECONCILIATION

Address: "M.Lakuci" St., nr. 42 - Gjakova

Contact person: Zana Haxhiavdyli

Tel: ++ 381 (0) 390 20 458 - ++377 (0) 44 188 918

E- mail: prokosova@yahoo.com

Goal: Promoting and building peace and reconciliation between ethnic groups

Umbrella/Network: Forum of NGOs, Gjakova

EYE OF VISION

Address: Artisan Centre - Peja

Contact person: Veton Mujaj

Cell phone : ++377 (0) 44 111 408

E- mail: vizioni@gmail.com

Web-site: www.syrivizionit.net

Goal: NGO capacity building

Umbrella/Network: One world, RRPE and Forum of NGOs in Peja and IUP

FOUNDATION – REMEMBRANCE

Address: "Sheshi i Jasharve", p.n. - Mitrovica

Contact person: Sheremet Ademi

Cell phone: ++377 (0) 44 235 410

E- mail: fondacioni_kujtimi@yahoo.com

Goal: Social and psychological rehabilitation of people suffering from war trauma

HUMANITY

Address: "Xhelal Hajda -Toni" St., nr. 270 - Rahavec

Contact person : Ramadan Rama

Tel : ++381 (0) 29 76 457

Cell phone: ++377 (0) 44 209 091

E- mail: oj_q_humaniteti@hotmail.com

Goal: Humanitarian activities



CENTRE FOR MIGRATION STUDIES AND REFUGEE ASSISTANCE

Address: "Taslixhe" neighborhood, Prishtina

Contact person: Rifat Blaku

Tel: ++ 381 (0) 38 549 505

Fax: ++381 (0) 38 516 555

E-mail: crmhr@hotmail.com

Goal: Preventive actions, support to refugees in exile and programs for reintegration.

HUMANITARIAN ASSOCIATION "BEREGATI"

Address: "28 Nëntori" St., nr. 28 - Gjilan

Contact person: Agim Hyseni

Tel : ++381 (0) 280 22 925 - ++377 (0) 44 164 012

E-mail: keyeimam@hotmail.com

Goal : Humanitarian assistance for orphans

DIRECT HUMANITARIAN ASSISTANCE

Address: Krushë e Madhe - Rahavec

Contact person: Selami Xh.Hoti

Cell phone: ++377 (0) 44 203 945

E-mail: seki98@hotmail.com

Goal: Humanitarian assistance and activities

ASSISTANCE

Address: Shtime

Contact person: Avdyl Mulaj

Cell phone: ++377 (0) 44 238 098

E-mail: ndihmesa@hotmail.com

Goal: Providing assistance to the poor in various ways

ASSOCIATION FOR MISSING PERSONS AND THEIR CHILDREN "KRESHNIKU"

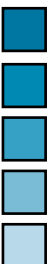
Address: Krushë e Madhe - Rahavec

Contact persons: Vera Hoti

Cell phone: ++377 (0) 44 356 833

E-mail: shoqatakreshniku@hotmail.com

Goal: Advocacy and lobbying for finding missing persons and for protection of human rights





KOSOVA HUMANITARIAN ASSOCIATION "NËNA TEREZE"

Address: "Ramiz Sadiku" Street, p.n. - Prishtina

Contact person: Zef Shala

Tel: ++ 381 (0) 38 249 864

Fax: ++ 381 (0) 38 249 869

E-mail: ntereze@yahoo.com

Goal: Offering humanitarian, medical and educational assistance to people with various ethnic backgrounds in order to create the base for their integration in society.

Umbrella: Throughout Kosova

CULTURAL HUMANITARIAN ASSOCIATION "SHPRESA E KOSOVËS"

Address: "Zenel Salihu" Street, Nr.33a - Prishtina

Contact person: Remzi Haziri

Cell phone: ++377 (0) 44 151 789

E- mail: shkb_remi@hotmail.com

Goal: Alleviating the grave social situation

Umbrella/Network: Podujeva

KOSOVA RED CROSS – KAÇANIK

Address: "Emin Duraku" St.

Contact person: Zekirja Laku

Cell phone: ++377 (0) 44 224 779

E- mail: z_laku@hotmail.com

Goal: Healthcare, avoiding epidemia and humanitarian assistance

Umbrella/Network: NGO Forum Kaçanik

APOTEOZA

Address: "Dëshmorët e Kombit" Street, opposite the US camp - Gjilan

Contact person: Xhevahire Ramadani

Cell phone: ++377 (0) 44 177 326

E-mail: apoteoza@hotmail.com

Goal: Awareness-raising of women for a more active role in society

Umbrella/Network: In 12 villages of Gjilan municipality

INDEPENDENT ASSOCIATION OF WOMEN – ROZAFI

Address: Astrit Bytyqi Street, nr. 95 - Ferizaj

Contact person: Qibrie Demiri

Cell phone: ++377 (0) 44 172 938

E- mail: poezia85@hotmail.com

Goal: Awareness-raising among women, their emancipation and active participation in social developments.

AUREOLA

Address: "Avalla" complex, B I, nr. 4 - Prishtina

Contact person: Sanije Graiçevci

Tel: ++ 381 (0) 38 247 157

Cell phone: ++377 (0) 44 502 578

E-mail: aureola_p95@hotmail.com, sgrajqevci@hotmail.com

Goal: Education of women for their rights. health education and awareness-raising for active participation in society.

Umbrella/Network: RRGGK, Network AVOKO; KWI

LIVESTOCK AND AGRICULTURE

Address: "Shkupi" Street, nr.19, Prishtina

Contact person: zahidegashi@hotmail.com

Cell phone: : ++377 (0) 44 160 699

E-mail: zahidegashi@hotmail.com

Goal: Increasing agricultural production and its development.

BESA

Address: Women and children centre - Deçan

Contact person: Raze Sinanaj

Tel: ++381 (0) 39 61 018

Cell phone: ++377 (0) 44 180 506

E-mail: ojqbesa@yahoo.com, ojq_besa2000@yahoo.com

Goal: Increasing the opportunities of women participation in society

OPEN DOOR

Address: "Dardania", Bl.1/5, Kati I, Nr. 1

Contact person: Belgjyzare Muharemi

Tel/Fax: ++381 (0) 38 523 074

E-mail: betimuhaStemi@hotmail.com, c_opendoor@hotmail.com

Goal: Improving the position of women in society, empowering women through psycho-social assistance and education on women rights

Umbrella/Network: RRGGK

WOMEN GROUP "DRITA"

Address: "Kodra e Trimave", p.n. - Prishtina

Contact person: Fexhrie Mariqi

Cell phone: ++377 (0) 44 350 823

Goal: Empowering the role of women in Kosovar society

Umbrella/Network: Krushë e Madhe, RRGGK, KWI

K69F





ELENA PESHKOPIA

Address: "Abdullah Presheva" Street, nr. 37 - Gjilan

Contact person: Xhylije Ramizi

Tel: ++381 (0) 280 21 618 - ++ 377 (0) 44 211 652

Goal : Gender equality and eliminating illiteracy

Network: Network of NGOs in Gjilan - KWI

WOMEN IN ACTION

Address: "Hakif Zejnullahu" Street, nr.101 - Podujevë

Contact person: Igballe Hakiqi

Cell phone: ++377 (0) 44 171 166

E- mail: igballehakiqi@yahoo.com

Goal: Creating conditions and room for actions of women in civil society

Network: KWI, RRGK

WOMEN IN DEVELOPMENT

Address: Shtime

Contact person: Beqë Sokoli

Cell phone : ++377 (0) 44 205 697

E- mail: bequesokoli@hotmail.com

Goal : Promotion of gender equality, education on women rights

Network: RRGK

FOR YOU

Address: "Ilir Soba" Street, nr. 59 - Gjakova

Contact person: Albana Hana

Tel: ++ 381 (0) 390 26 762

Cell phone : ++377 (0) 44 188 818

E-mail: albanushe@hotmail.com

Goal: Creating conditions for Gender Equality

Umbrella/Network: NGO Forum, Gjakova

KOSOVA DEMOCRATIC FORUM

Address: "Ramiz Sadiku" Street

Contact person: Myzafere Ibishaga

Tel : ++381 (0) 39 33 894

E- mail: myzafere@yahoo.com

Web-site : www.forumiigruas.org

Goal: Improving the position of women in society

Network: KWI

KDF
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FORUM BROD

Address: Brod - Shtërpce

Contact person: Xhevahire Dervishi

Tel : ++377 (0) 44 209 917

E- mail: xhevahirerexhepi@hotmail.com

Goal: Emancipation and empowerment of women

Network: "AJO", Ferizaj, Regional Council of Women in Gjilan

BUTTERFLY

Address: Azem Bejta Street, Skënderaj

Contact person: Shyrete Peci

Cell phone : ++377 (0) 44 157 287

E- mail: ojq_flutura@hotmail.com

Goal : Awareness-raising of women for active participation in social developments

Network : RRGK

WOMEN – THE FUTURE OF SOCIETY

Address: Rahovicë - Ferizaj

Contact person: Hyrmete Krasniqi

Cell phone: ++377 (0) 44 324 474

Goal: Education of women with the aim of emancipating and improving their position in society

GROUP OF VETERANS OF EDUCATION

Address: "Lidhja e Prizrenit" , nr. 16. (Qafa complex), Prishtina

Contact person: Naxhije Buçinca

Tel: ++ 381 (0) 38 242 566

Cell phone : ++377 (0) 44 233 633

Goal: Education of women, awareness-raising for gender equality, health education with the aim of empowering the role of women in society.

Umbrella/Network: RRGK, Network of NGOs in Mitrovica

FAMILY WOMEN

Address: "Haxhi Ymeri", 10/17 - Prizren

Contact person: Nadire Thaçi -Kryeziu

Tel/Fax: ++381 (0) 29 622783

Cell phone: ++377 (0) 44 217 223

E- mail: grujaja_familjare@hotmail.com

Goal: Emancipation and empowerment of women in the social life

Umbrella/Network: Member of RRGK

KCSF
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WOMAN 2000

Address: "Fidanishtja", tower A/16 - Peja

Contact person: Fatmire Kullashi - Begolli

Tel: ++381 (0) 39 32 869

Cell phone: ++377 (0) 44 220 935

E- mail: ngowoman2000@hotmail.com

Goal: Curing stress through arts therapy, education on human rights and gender equality

Umbrella/Network: Forum of NGOs in Peja and the Women Network

INITIATIVE OF KOSOVAR WOMAN

Address: "Hysni Dobruna", 7th floor, entrance I - Gjakova

Contact person: Eranda Kumnova

Tel: ++ 381 (0) 390 26 146

Cell phone: ++377 (0) 44 122 590; 044 120 064

E- mail: ifk_kosova@hotmail.com, kosova_ifk@yahoo.com

Goal: Offering ideas and projects for small businesses and emancipation of women through education.

Umbrella/Network: NGO Forum in Gjakova, RRGK and Network "Avoko"

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KOSOVA WOMEN INITIATIVE - KWI

Address: "Anton Çetta", nr.3 - Prishtina

Contact person: Visare Gorani Gashi

Tel: ++381 (0) 38 246 549 – 039 34 156

E- mail: director@kwi-ngo.org

Web-site: www.kwi-ngo.org

Goal: Improving the position of women in family and society. Gender equality and economic development.

LEGEND

Address: Tirana Street, p.n. - Viti

Contact person: Melihate Osmani

Tel: ++ 381 (0) 280 82 024

E-mail: meliosmani@yahoo.com

Goal: Empowering the position of women in developments of democratic society

Umbrella/Network: RRGK, Gjilan Regional Council

HYDRANGEA

Address: Keramika Street, nr. 9b - Prishtina

Contact person: Selvete Gashi

Cell phone: ++377 (0) 44 110 970

E-mail: ojqlulebora@yahoo.com

Goal: Promoting the rights of women and advancing the position of women in society

OPPORTUNITY

Address: Adem Jashari Street, Mitrovica

Contact person: Hasime Tahiri

Tel/Fax: ++381 (0) 280 39 576

E-mail: mundesia_ngo@yahoo.com

Web-site: www.mundesia.org

Goal: Advancing the position of women in economy

Umbrella/Network: Member of Networkt RRGAF and AKB

WE FOR YOU

Address: Gjakova

Perosni kontaktues: Elida Shasivari

Cell phone: ++381 (0) 390 188 353

Goal: Protection of human rights and economic development

Umbrella/Network: Network "Qeliza"

PROMOCOM

Address: Xhelal Hajda – Toni Street, Gjakova

Contact person: Blerta Nezaj

Tel: ++ 381 (0) 29 76 574

Cell phone: ++377 (0) 44 145 554

E-mail: ngo_promocom@yahoo.com

Goal: Awareness-raising among women for a better position in society

Umbrella/Network: RRGK and Kosova Youth Network

CENTRE FOR ADVISING AND SUPPORTING WOMEN "HAND TO HAND"

Address: "E Farkatarëve" Street, nr. 28 - Prizren

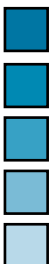
Contact person: Vjosa Curri

Tel: ++ 381 (0) 29 30 515

E-mail: dora_dores@yahoo.com

Goal: Improving the social position of women

Umbrella/Network: RRGK





WOMEN CENTRE "PREHJA"

Address: Skënderaj

Contact person: Ajnishahe Shala - Halimi

Tel: ++381 (0) 28 82 357

Cell phone: ++377 (0) 44 195 301

E-mail: qgpkehja@hotmail.com

Goal: Social, economic and health protection for women and children

Umbrella/Network: RRGK, Kosova Women Initiative, Forum of NGOs

CENTRE FOR PROTECTION OF WOMEN AND CHILDREN

Address: Dubrovniku Street, nr. 20 - Prishtina

Contact person: Sevdije Ahmeti

Tel/fax: ++ 381 (0) 38 245 787

E-mail: cpwcpishtina@yahoo.com

Website: www.cpwcp.qmgf.org

Goal: Awareness-raising among women for their rights and the rights of children. Health education, education on women and children rights, human rights and creating job opportunities for women.

Umbrella/ Network: Throughout the territory of Kosova, Global Network Against Torture - RRGK

CENTRE FOR PROTECTION OF WOMEN AND CHILDREN

Address: House of Culture - Kaçanik

Contact person: Arjeta Jusufi

Tel/fax: ++ 377 (0) 44 228 231

E-mail: arjetajusufi@hotmail.com

Goal: Health education, education on women rights, increasing employment opportunities for women

Umbrella/ Network: NGO Forum in Kaçanik

FAMILY ADVICE CENTRE "ONE TO ONE- KOSOVA"

Address: "Sahat Kulla" neighborhood, nr. 66 - Prizren

Contact person: Merita Halitaj

Tel/Fax: ++381 (0) 29 33 642

E-mail: qkgff_kosova@hotmail.com

Goal: Psycho-social wellbeing of the people of Kosova

Network: Peja

INDEPENDENT WOMEN CENTRE "HAREJA"

Address: Bujar Thaqi St. - Rahovec
Contact person: Sadete Dula
Cell phone: ++377 (0) 44 204 324
E-mail: shpg_hareja@hotmail.com
Goal: Advancing the position of women in society
Umbrella/Network: Youth Network; RRGK

REHABILITATION CENTRE FOR MOTHERS AND CHILDREN

Address: UÇK St, nr. 34 - Prishtina
Personi kontakt: Merita Bajçinca
Cell phone: ++377 (0) 44 208 058
E-mail: merita_qrmf@hotmail.com
Goal: Rehabilitation of mother and children and health education
Umbrella/Network: KWI, KGK

KOSOVA WOMEN GROUP NETWORK – RRGK

Address: Agim Ramadani St, 50/8 - Prishtina
Contact person: Igballe Rogova
Tel: ++ 381 (0) 38 245 850
E-mail: RRGK_kwn@yahoo.com
Web-site: www.womensnetwork.org
Goal: Supporting, protecting and promoting the rights of women and girls throughout Kosova, regardless of their political, religious, ethnic background or age, level of education, sexual orientation and abilities.
Umbrella/Network: Network East West Women, Regional Network

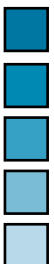
KOSOVA BUSINESS WOMENS NETWORK - RRGAK

Address: "Eqrem Çabej" St., lok. 168, region nr.17, Prishtina
Contact person: Albina Dobruna
Tel: ++ 381 (0) 38 541 831
E-mail: rrgak@yahoo.com
Web-site: www.rrgak.com
Goal: Supporting, protecting and promoting the interests of businesswomen.
Umbrella/Network: East-West Womens Network

KOSOVA WOMEN ASSOCIATION FOR ETHNOLOGICAL AND FOLKLORICAL STUDIES "SHTJEFËN GJEÇOVI"

Address: "Komuna e Parisit" St, Nr. 14 - Prizren
Contact person: Shpresa Siqeca
Cell phone: ++377 (0) 44 350 023
E-mail: shpresasiqeca808@yahoo.com
Goal: Researching and preserving ethnological material in Kosova

KOSF





KOSOVA GENDER STUDIES CENTRE

Address: "Nëna Tereze" St., 13/60, entrance II, Prishtina

Contact person : Luljeta Vuniqi

Tel: ++381 (0) 38 540 719

E-mail: qksgj_kgsc@yahoo.com

Goal: Gender representation in all areas of life by increasing the participation of women in decision-making as a precondition for gender equality in Kosovar society.

Umbrella/Network: RRGK, OSI New York Network Program, Info Docu Network

GENDER STUDIES AND TRAINING CENTRE

Address: "Ulpiana" neighborhood, U1, entrance. II, nr. 10, Prishtina

Contact person: Arjeta Rexhaj

Tel: ++381 (0) 38 555 632

E- mail: qtsgj@hotmail.com; qtsgj@yahoo.com

Web-site: www.gtrcenter.org

Goal: Promoting gender equality and its implementation in all areas of life.

Umbrella/Network: Network for the prevention and fight against gender violence, NEW, Women against Violence in Europe, Karat – Coalition for regional Action, Vital Voices Washington DC2001, Hopefellowship Washington DC2001, RRGK, AVOKO, Small Arms Light Weapon, Kosova Women Lobby, Women Network "Qeliza" - Gjakova.

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PROFESSIONAL TRAINING CENTRE FOR WOMEN "JETA IME "

Address: "Përmet Vula" St., nr.25, Gjakova

Contact person: Shqipe Bejtullahu

Tel: ++381 (0) 390 21 705

Cell phone: ++377 (0) 44 188 336

E- mail: mylife_center@yahoo.com

Goal: Emancipation and empowering the role of women in the social life.

Umbrella/Network: NGO Forum in Gjakova, RRGK, Network of Women NGOs "Qeliza" in Gjakova

CENTRE FOR ECONOMIC DEVELOPMENT

Address: Bankkos Building, 3rd floor, nr.30, Gjakova

Contact person: Harmonije Radoniqi

Cell phone: ++377 (0) 44 183 038 ; 044 315 504

E- mail: ced_kosova@yahoo.com

Goal: Supporting the development of small and medium enterprises and advancing the role of Kosovar women in business and society.

Umbrella/Network: NGO Forum in Gjakova

WOMEN BUSINESS ASSOCIATION "SHE-ERA"

Address: Transit road in Gjakova

Contact person: Mirlinda Kusari

Tel/Fax: ++381 (0) 39 23 194, ++377 (0) 44 116 508

E-mail: abatusha@yahoo.com, lindawba@yahoo.com

Web-site: www.rrgak.com

Goal: Integration of women from rural areas in economic, social and political institutions through campaigns for creating credit lines for women, and training in business and advocacy.

Umbrella/Network: Prizren, Ferizaj and all villages in Gjakova municipality

SAFE HAVEN (SHTËPIA E SIGURT)

Address: "Gjergj Fishta" St., p.n., Gjakova

Contact person: Sakibe Doli

Tel: ++381 (0) 390 30 098

Fax: ++ 381 (0) 390 28 163

E-mail: linjajuaj@yahoo.com, linjajuaj@hotmail.com

Goal: Providing shelter and assistance to women and children that are victims of domestic violence. The Safe Haven (Shtëpia e Sigurt) is an institution that aims to reduce violence against women, awareness-raising, lobbying and protection of women rights and promoting gender equality.

Umbrella/Network: NGO Forum in Gjakova, Network "Qeliza" - Gjakova, Kosova Women Network

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KCSF

WOMEN ACCOUNTING ASSOCIATION "VENERA"

Address: "Ish - APJ" St., nr. 125, Peja

Contact person : Miradije Gashi

Tel: ++381 (0) 39 34 710

Cell phone: ++377 (0) 44 223 418

Goal: Emancipation of women, protection of women rights in real-estate, raising of women for engagement in administration, the economic independence of women, etc.

WOMEN ASSOCIATION

Address: "Washingtoni" St., p.n., Gjakova

Contact person: Valbona Doli Rizvanolli

Tel/Fax: ++381 (0) 390 24 563

E-mail: shoqataegruas@yahoo.com

Goal: Advancing the position of women in society

Umbrella/Network: Member of NGO Forum in Gjakova and Kosova Women Network





WOMEN ASSOCIATION "DUA"

Address: "Lekë Dukagjini" St., 24/A, Prizren

Contact person: Iliriana Kryeziu

Cell phone: ++ 377 (0) 44 309 439

E-mail: ojq_dua@yahoo.com

Goal: Empowering and awareness-raising of women for their rights

Umbrella/Network: RRGK

WOMEN ASSOCIATION "KALABRIA"

Address: "Marin Barleti" Street, 2/9, Prishtina

Contact person: Sevdie Bunjaku

Cell phone: ++377 (0) 44 234 190

E-mail: kalabria24@hotmail.com

Goal: Emancipation and supporting women for engagement in social developments

Umbrella/Network: RRGK, KWI

WOMEN ASSOCIATION "KOSOVARJA"

Address: Fshati Brekovc, Gjakova

Contact person: Ferjalle Vula

E-mail: ferjallvula@yahoo.com

Goal: Improving the position of women in society

Umbrella/Network: RRGK, "Qeliza" Network

WOMEN ASSOCIATION "LIRIA"

Address: "Lidhja e Prizrenit" Street, nr. 157, Gjilan

Contact person: Nazife Jonuzi

Cell phone: ++ 377 (0) 44 125 729

E-mail: liriagjilan@hotmail.com

Goal: Awareness-raising for improving the position of women and the respect for women rights.

WOMEN ASSOCIATION "VIOLETE"

Address: Barilevë, Prishtina

Contact person: Bedrije Shabani

Cell phone: ++ 377 (0) 44 317 652

Goal: Emancipation and education of women with the aim of improving the position of women in family and society.

Umbrella/Network: RRGK

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KOEF

WOMEN ASSOCIATION " 7 SHTATORI"

Address: "7 Shtatori" neighborhood, Peja

Contact person: Shasimete Selimaj

Cell phone: ++377 (0) 44 125 191

E-mail: shoqata_7sh@hotmail.com

Goal: Education on women rights and respect for gender equality

Umbrella/Network: Women Network, NGO Forum in Peja and the region

ASSOCIATION "LOTI DHE SHPRESA"

Address: Kaçanik

Contact person: Sevdie Frangu

Cell phone: ++377 (0) 44 224 717

E-mail: lotidheshpresa@hotmail.com

Goal: Finding missing persons and investigation of criminals.

Umbrella/Network: NGO Forum in Kaçanik

CENTRE OF WOMEN FARMERS "KRUSHA E VOGËL"

Address: Krushë e Vogël, Prizren

Contact person: Dile Prekpalaj

Cell phone: ++377 (0) 44 218 451

E-mail: dile_prekpalaj@hotmail.com

Goal: Capacity building of women for setting up small businesses that will help the local economic development.

Umbrella/Network: RRGK dhe RRGAK

BUSINESS AND COMMUNITY DEVELOPMENT CENTRE

Address: "Tirana" St.(transit road), Gjakova

Perosni kontaktues: Vjosa Mullatahiri

Cell phone : ++377 (0) 390 23 428

E-mail: vmullatahiri@cbdckosova.org, www.cbdckosova.org

Goal : Creating opportunities for economic development

Network : NGO Forum in Gjakova

SIBORA

Address: "Ardian Zurnaxhiu" Street, nr. 35, Prishtina

Contact person: Hyrmet Celina

Cell phone: ++ 377 (0) 44 247 240

E-mail: sibora_pz@yahoo.com

Goal: Advancing the position of women in society

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KOSOV





WOMEN ASSOCIATION "FLAKA " - LYPJAN

Address: "Skënderbeu" St., Lypjan

Contact person: Melihate Dedushi

Cell phone: ++377 (0) 44 375 410

E- mail: melidedushaj@hotmail.com

Goal: Awareness-raising of women for advancing their position

Umbrella/Network: RRGGK, KWI

ASSOCIATION OF SINGLE MOTHERS "NËNA"

Address: "Ulpiana" neighborhood, U1/1, entrance II., nr. 9 - Prishtina

Contact person: Myfide Tahiri - Celina

Tel: ++381 (0) 38 545 588

Cell phone: ++377 (0) 44 116 935

Goal: Improving the economic position of single mothers, women integration in socio-economic developments.

Umbrella/Network: RRGGK

LAWYERS ASSOCIATION FOR SUPPORTING WOMEN "KODI"

Address: "Mosha Pijade" St., nr.16/b - Peja

Contact person: Hamjete Myftari

Tel: ++381 (0) 39 31 724

E- mail: hamijete@hotmail.com

Goal: Providing legal assistance to the poor with special focus on women and the protection of their legal rights.

Network: NGO Forum in Peja and RRGGK

ASSOCIATION "SHPRESA"

Address: Barracks near the Municipal Assembly in Drenas

Contact person: Sabrie Kukiqi

Tel: ++377 (0) 44 170 652

E-mail: sabrijekukaj@hotmail.com

Goal: Education, creating conditions for the economic independence and protection of women rights

Umbrella/Network: Tërstenik, Dobroshec, Komoran, Negroc, Terdefc and Polluzhë

HEALTHY FAMILY PLANNING ASSOCIATION

Address: "Rexhep Luci" St., nr. 9, Prishtina

Contact person: Shpresa Hoxha

Tel: ++381 (0) 38 223 643 - ++377 (0) 44 111 271

Goal: Health education and information, with the aim of ensuring basic rights for women, men and youths on issues related healthy family planning.



WOMEN ASSOCIATION "LULISHTJA"

Address: Keqekollë, Dabishevc

Contact person: Sadije Dulahu

Cell phone: ++ 377 (0) 44 374 412 ; 114 294

E-mail: sadijedulahu@hotmail.com

Goal: Development of gender equality according to the standards of European developed countries, and the development of microeconomy according to modern standards.

Umbrella/Network: RRGK

WOMEN AND CHILDREN ASSOCIATION "NARDI"

Address: "Matiqan" neighborhood, nr.26, Prishtina

Contact person: Violeta Shehu

Cell phone: ++ 377 (0) 44 312 889

E-mail: nardi_99@hotmail.com

Goal: Awareness-raising of women and children for their rights.

ASSOCIATION FOR INFORMATION AND EDUCATION OF WOMEN

Address: "Pejton" neighborhood, "Pashko Vasa" St., p.n., Prishtina

Contact person: Kismete Hyseni

Cell phone: ++377 (0) 44 119 583

E-mail: kismete_h@hotmail.com

Goal: Training and education on gender equality.

Umbrella/Network: INFO Organisations Network

LAWYERS ASSOCIATION FOR SUPPORTING WOMEN "NORMA"

Address: "Sylejman Vokshi" St., nr. 7/12 , Prishtina

Contact person: Valbona Salihu

Tel: ++ 381 (0) 38 249 778; ++377 (0) 44 264 840

E-mail: shnorma@hotmail.com

Goal: Promoting human rights and the rights of women, free-of-charge legal assistance.

Umbrella/Network: Network of Women NGOs, Network of NGOs for Legal Assistance.

ASSOCIATION FOR THE PROTECTION OF WOMEN RIGHTS "LIRIA"

Address: "7 KoStiku" Street, nr. 16/1, hy. II - Gjilan

Contact person: Mevlide Shabani

Tel: ++ 381 (0) 280 27 225

Goal: Awareness-raising of women for a better position in society.





WOMEN ASSOCIATION "ANTIGONA"

Address: "Ilaz Kodra" St.- Skenderaj

Contact person: Haka Hyseni

Cell phone : ++377 (0) 44 192 233

E- mail: hakahyseni@hotmail.com

Goal : Eradicate illiteracy, education aimed at improving the integration of women in society and promoting gender equality

Network : RRGK

WOMEN ASSOCIATION "SARA"

Address: Bresane - Sharr

Contact person: Dashurije Sahiti

Cell phone: ++377 (0) 44 373 036 ; 044 244 967

E- mail: ojq_sara@hotmail.com, dashurijesahiti@yahoo.com

Goal: Providing assistance to the development and emancipation of women.

Umbrella/Network: Kosova Women Groups Network KWI-KLG

WOMEN ASSOCIATION "TEUTA"

Address: "Fetah Gega" St., nr. 44, Prizren

Contact person: Nexhmije Bytyqi

Tel: ++381 (0) 29 31 541 - ++377 (0) 44 216 623

E- mail: nexhmijeb@yahoo.com

Goal: Emancipation of women

Umbrella/Network: RRGK, KWI

WOMEN UNION "AFRODITA"

Address: "Jeronim de Rada" School, Ferizaj

Contact person: Maria Kurti

Cell phone: ++377 (0) 44 286 319

E-mail: ugofrodita@hotmail.com

Goal: Education on gender equality and promoting women rights through electronic media.

Umbrella/Network: Women Network "AJO"

VITA – SPORTS AND HEALTH

Address: "Ismail Qemali" St., nr. 99, Gjakova

Contact person: Vjollca Kuqi

Tel: ++381 (0) 390 20 412

E- mail: v_kuqi@yahoo.com, ngovita@hotmail.com

Goal: Improving individual and group life through education and preventive programs for youths and children.

Umbrella/Network: Junik and Deçan



YLLKA

Address: Fshati Sazli, Ferizaj
Contact person: Zejnepe Reçica
Cell phone: ++377 (0) 44 280 648
Goal: Protection of human rights and gender equality
Umbrella/Network: Women Network "AJO"

ALBANIAN YOUTH ACTION "PJETËR BOGDANI"

Address: "Ulpiana" neighborhood, C/13, p.n., Prishtina
Contact person: Florjan Gegoj
Tel/fax: ++ 381 (0) 38 549 253
E-mail: arshpb@yahoo.com
Goal: Increasing the level of education, culture and spiritual wealth of youths
Umbrella/Network: Kosova Youth Network, Prishtina Youth Network

ACTION FOR REVITALISATION

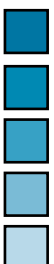
Address: Economic Directorate in Rahovec
Contact person: Qamil Cena
Cell phone: ++377 (0) 44 203 862
E-mail: qamilcena@hotmail.com
Goal: Creating opportunities for economic development

JOINT KOSOVA ACTION - AKP

Address: "Skënderbeu" St., nr. 277, Prishtina
Contact person: Valbona Blaku
Cell phone: ++377 (0) 44 162 570
E-mail: valbonaimc@hotmail.com
Goal: Provide services to Kosovar youths, women and families regardless of their ethnic and religious background, by building their capacities and life skills.
Umbrella/Network: Kosova Youth Network

DARDANICA

Address: Zhegër - Gjilan
Contact person: Muhamet Haliti
Cell phone : ++377 (0) 44 215 571
E-mail: muhamet@dardanica-ks-org
Web-site: www.dardanica-ks.org
Goal : Education of youths in area of information technology.





ERA

Address: Lipjan

Contact person: Labinot Shahini

Cell phone: ++377 (0) 44 398 480

E-mail: ojq_era@hotmail.com

Goal: Education of youths on healthcare, environmental protection, culture and sports.

YOUTH ELITE

Address: "Agron Rrahmani" St., Podujeva

Contact person: Edon Maloku

Cell phone : ++377 (0) 44 305 511

E- mail: elita_e_rinise@yahoo.com

Goal : Awareness-raising for active participation of youths in society

Network : Podujeva Youth Network

THE FORUM

Address: "Goleshi" St., 8/1; Prishtina

Contact person: Jetmir Balaj

Tel: ++ 381 (0) 38 248 946

E-mail: theforum@ipko.org

Goal: Monitoring of government structures in all levels. Civic awareness-raising through training, public debates, public awareness-raising campaigns, radio and TV shows, research and publications.

YOUTH INITIATIVE "ZGJOHU"

Address: "Vëllezërit Caka" St., nr. 5, Kaçanik

Contact person: Kastriot Bushi

Cell phone: ++377 (0) 44 227 604

E- mail: faktor003@hotmail.com

Goal: Education, sports, culture and protection of human rights and minority rights.

SOUTHEAST EUROPEAN STUDENT INITIATIVE

Address: Student Centre, Prishtina

Contact person: Astrit Veliqi

Cell phone: ++377 (0) 44 413 048

E- mail: asi_5v@hotmail.com

Goal: Protection of human rights, education and minority rights.



ASSOCIATION FOR EDUCATION OF SOCIETY IN INFORMATION TECHNOLOGY "INFOTECH"

Address: "Evlia Qelebi" St., Gjilan

Contact person: Bekim Dauti

Tel: ++381 (0) 280 25 944

E- mail: infotech@infotech-academy.org

Web-site: www.infotech-academy.org

Goal: Building a healthy mentality in society for information technology.

Umbrella/Network: NGO Network

HUNTERS ASSOCIATION "DRENICA"

Address: Vërbovc, Drenas

Contact person: Adem Kastrati

Cell phone: : ++377 (0) 44 207 605

Goal: Preserving flora and fauna and environmental protection.

Umbrella/Network: Kosova Hunters Federation.

DEMOCRATIC CIVIL SOCIETY FORUM (FDSHC)

Address: "Ismet Gusia" St., nr. 8, Ferizaj

Contact person: Admir Salihu

Cell phone: ++ 377 (0) 44 224 464

E- mail: forumi_d@hotmail.com, admirf2000@yahoo.com

Goal: Protection of human rights and minority rights

Umbrella/Network: NGO Network in Ferizaj "Fernet"

CIVIC INITIATIVE FORUM (FIQ)

Address: "Dëshmorët e Kombit" St., opposite the Municipal Assembly - Ferizaj

Contact person: Nazim Haliti

Tel/Fax: ++377 (0) 44 164 938

E- mail: fiqfer@hotmail.com

Goal: Integration of citizens in decision-making processes.

Umbrella/Network: WBSDY, Care International, BiH & Croatia and KYN

STUDENTS FORUM – KAÇANIK

Address: "Dushkaja" St., Kaçanik

Contact person: Afet Bela

Cell phone: ++377(0) 44 413 048

E- mail: artbela@hotmail.com

Goal: Training and education of youths and awareness-raising for culture and sports

Umbrella/Network: NGO Forum in Kaçanik

K85F





ONE PLUS TWO

Address: "Dëshmorët e Kombit" St., "17 Nëntorit", 1st floor, Ferizaj

Contact person: Armend Pajaziti

Cell phone: ++377 (0)44 367 529

Web-site: www.1plus2.org

Goal: Education of youths for democratic society

Umbrella/Network: Civic Forum Initiative (FIQ)

PRISHTINA YOUTH CENTRE

Address: Youth Centre, 2nd floor, Prishtina

Persona kontaktues: Arlinda Rrustemi

Tel: ++381 (0) 38 246 104

Cell phone: ++377 (0) 44 113 980

E- mail: pyc_qrp@hotmail.com

Goal Integration of youths in the centre and development of various activities.

Umbrella/Network: Kosova Youth Network

YOUTH CENTRE "ARDHMËRIA"

Address: "Dëshmorët e Kombit" St., Klinë

Contact person: Vitore Zefi

Cell phone: ++377 (0) 44 352 619

E-mail: ardhmeria_kline@hotmail.com, vitorezefi@yahoo.com

Web-site: www.mikroqendra.org

Goal : Integration of youths in the centre, development of free activities.

Umbrella/Network: Member of Kosova Community Centres Network and Klina Youth Network

YOUTH CENTRE "HAREJA"

Address: "Drenica" St., Vushtrri

Contact person: Fatmir Parduzi

Cell phone: ++ 377 (0) 44 212 788

E- mail: fatmir_parduzi4@hotmail.com, harejahareja@hotmail.com.

Goal: Alleviating asocial problems or phenomenon that impede the life of youths.

YOUTH CENTRE "ZOOM"

Address: St."Kongresi i IV", nr.64, Peja

Contact person: Nazlije Gorani

Cell phone: ++ 377 (0) 44 394 196

E-mail: naska_gorani@hotmail.com

Goal: Awareness-raising for human rights and gender equality.

Umbrella/Network: Peja Youth Network.



YOUTH CENTRE "HAXHI ZEKA"

Address: St. "Ramiz Sadiku", nr. 20, Peja

Contact person : Gazmir Raci

Tel: ++381 (0) 39 32 776, ++ 377 (0) 44 252 303

E-mail: gazmiraci@yahoo.com, qr_haxhizeka@hotmail.com

Web-site: www.ynpe.org.haxhizeka

Goal: Alleviating negative phenomenon by engaging youths in the youth centre where they can participate in various educational activities.

Umbrella/Network: Peja Youth Network, Kosova Youth Network, Kosovo Initiative Program, One World.

YOUTH CENTRE PRIZREN

Address: "Bazhdarhane II" St., nr.4/502 – Prizren

Contact person: Bari Zenelaj

Cell phone : ++377 (0) 44 153 323

Web-site: www.ycp.itgo.com

Goal : Active participation of youths in society

Network: Kosova Youth Network

INDEPENDENT CULTURAL CENTRE FOR ANAMORAVA

Address: "Karitasi i Kosovës" St., Gjilan

Contact person: Fatmir Selimi

Tel: ++381 (0) 280 20 887, ++377 (0) 44 133 355

Goal: Cultural exchange in the region.

YOUTH COUNCIL IN RAHOVEC

Address: Youth Centre - Rahavec

Contact person: Enis Berisha

Cell phone: ++377 (0) 44 204 096

Goal: Education, healthcare, minority rights, culture and sports.

Umbrella/Network: Rahovec Youth Network

KOSOVAR YOUTH COUNCIL

Address: "UÇK" St.. p.n., Gjakova

Contact person: Rrezart Hoxha

Tel/Fax: ++381 (0) 390 30 053

Web-site: www.kyckosova.org

Goal: Inclusion of youths in all structures and capacity building of teenagers and their inclusion in decision-making.

Umbrella/Network: Prishtina, Peja and Skënderaj and NGO Forum in Gjakova





PARENTS AND TEACHERS COUNCIL FERIZAJ

Address: " Dëshmorët e Kombit" St., Ferizaj

Contact person: Mustafë Beqiri

Goal: Involvement of parents in schools and their active participation in the educational system.

REGIONAL ASSOCIATION "KOLPING KOSOVA"

Address: St."At Gjergj Fishta", nr. 23, Prizren

Contact person: Jak Gjoni

Tel: ++381 (0) 29 45 806

E- mail: kolping.kosova@gmx.net

Web-site: www.kolping-kosova.org

Goal : Building a healthy civil society

Umbrella/Network: Member of Kolping International and KYN

YOUNG STUDENTS AND INTELLECTUALS (SIR)

Address: "Enver Topalli" St., nr. 24, Ferizaj

Contact person: Shkëlzen Selmani

Cell phone: ++377 (0) 44 195 880

E- mail: kizi_81@hotmail.com

Goal: Protection of human rights, education, economic development and culture.

PR-TECH

Address: PR-TECH, Prishtina

Contact person: Genc Doko, Betim Deva

E-mail: betim@pr-tech.net, gdk@pr-tech.net

Web-site: www.pr-tech.net

Goal: Acquiring knowledge in Information Technology

YOUTH ORGANISATION "ETIKA"

Address: "Kodra e Diellit" neighborhood, St. 3, entrance VIII, nr. 3A, Prishtina

Contact person: Ylber Berisha

Cell phone: ++377 (0) 44 328 647, 044 208 666

E- mail: etika@ngo-etika.org;

Web-site: www.ngo-etika.org

Goal: Education and journalism, culture, gender equality, tourism, sports, recreation and healthcare.



KOSOVAR CHILDREN AND EUROPEAN CHILDREN FOR THEIR RIGHTS

Address: "Sefedin Laçi" St., nr. 96, Prizren

Contact person: Mitat Bytyqi

Tel: ++381 (0) 29 43 897, 31 155

Cell phone: ++377 (0) 44 336 147

E- mail: kchechr90@hotmail.com

Goal: Legal, health and pedagogical protection of children and youths since birth and until the age of 24

STRENGTH OF THE YOUTH

Address: "A.Bajrami" St., Kaçanik

Contact person: Faruk Raka

Cell phone: ++ 377 (0) 44 225 108

Fax: ++381 (0) 290 80 112

E- mail: f_raka@hotmail.com

Goal: Promoting sports among young people

Umbrella/Network: NGO Forum in Kacanik

HAND IN HEART

Address: "Dukagjini" St., Mitrovica

Contact person: Shqipe Qarkaj

Cell phone: ++ 381 (0) 63 70 39 080

E- mail: shqipe26@hotmail.com

Web-site : www.mdnz_ojq.tk

Goal: Protection of human rights, education and environmental protection.

Umbrella/Network: Kosova Youth Network

NIRVANA CLUB

Address: Hotel "Parku", nr. 97, Rahovec

Contact person: Dritan Kërqaku

Cell phone: ++ 377 (0) 44 203 997

E- mail: driton_2003@yahoo.com

Goal: Education, media and culture

Umbrella/Network: Kosova Youth Network

NEW MILLENIUM

Address: "Dardania", St."Lekë Dukagjini", I B, office nr.3

Contact person: Nehat Blacaku

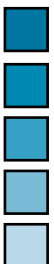
Cell phone: ++ 377 (0) 44 307 533 – 044 318 481

E- mail: ojqmileniumiiri@hotmail.com

Web-site: www.mileniumi.com

Goal: Civil society development in Kosova

Umbrella/Network: Kosova Youth Network, Prishtina Youth Network

The logo consists of the letters 'K89F' in a bold, blue, sans-serif font. The '8' is significantly larger than the other characters. The logo is positioned on a light blue rectangular background.



INDEPENDENT CULTURAL YOUTH INFORMATION CENTRE – ELITA

Address: House of Culture "Gursel e Bajram Sulejmani", Viti

Contact person: Emrush Azemi

Cell phone: ++377 (0) 44 194 047

E- mail: e-viti@yahoo.com

Goal: Capacity building of NGOs, education, media and culture.

Umbrella/Network: AVOKO

YOUTH CENTRE - GJILAN

Address: "Skënderbeu" St., p.n., Gjilan

Contact person: Afërdita Syla

Tel: ++381 (0) 280 26 501

Cell phone: ++377 (0) 44 111 330

E- mail: gjilanyouthcenter@hotmail.com

Goal: Advancement of youths in society

Umbrella/Network: Kosova Youth Network, Gjilan Youth Network

YOUTH CENTRE "4 DËSHIRAT"

Address: Gjurgjevik i Vogël, Klina

Contact person: Shefqet Elezi

Cell phone: ++ 377 (0) 44 352 620

E-mail: perspektiva4@yahoo.com

Web-site: www.mikroqendra.org

Goal: Integration of minorities and youths in democratic society.

Umbrella/Network: Kosova Youth Network, Klina Youth Network

YOUTH CENTRE "AT LORENC MAZREKU"

Address: "Ish - Boro Vukmiroviq" St., nr.191, Peja

Contact person: Rudolf Krasniqi

Tel/Fax: ++ 381 (0) 39 31 388

Cell phone: ++377 (0) 44 199 430

E- mail: atelorencmazreku@hotmail.com

Web-site: www.atelorencmazreku.com

Goal: Activation of youths, development of sports, arts, culture, cultivating tolerance among young people, distancing children and youths from negative phenomenon, and environmental protection.

Umbrella/Network: YMCA, 4 Motrat, KRP and Kosova Youth Network



PSYCHO-SOCIAL CENTRE "SHTEPIJA E SHOKËVE"

Address: Square "Agim Hajrizi", p.n., Mitrovica

Contact person: Hajrullah Mustafa

Tel: ++381 (0) 28 33 811

Cell phone: ++377 (0) 44 273 552

E- mail: shtepijaeshokeve@hotmail.com

Goal: Capacity building of NGOs, human rights protection and education.

Umbrella/Network: NGO "Migros"

KOSOVA CENTRE FOR INTERNATIONAL COOPERATION

Address: Lagjja "Dardania", IX-43, Gjilan

Contact person: Enver Keqiku

Cell phone: ++377 (0) 44 177 320

E- mail: kcic_gjilan@hotmail.com

Goal: Peace building through various activities with youths.

Umbrella/Network: Advocacy Network "Advonet", Gjilan

CULTURAL ARTISTIC ASSOCIATION "DASMA E KARADAKUT"

Address: St."Dardania", 6/10, Gjilan

Contact person: Ruzhdi Gagica

Cell phone: ++ 377 (0) 44 154 092

E- mail: ruzhdi_gagica@hotmail.com

Goal: Cultivating folk songs and dances and training of youths.

Umbrella/Network: SHKA "Shabani", Kumanova

HUMANITARIAN ASSOCIATION OF KOSOVA TEACHERS

Address: St."Arbëria", nr. 16, Gjilan

Contact person: Avdullah Pireva

Tel: ++381 (0) 280 25 499

Cell phone: ++377 (0) 44 178 036

E- mail: shbak_apireva@hotmail.com

Goal: Development of the education system in Kosova, environmental protection, human rights and gender equality.

Umbrella/Network: Member of Municipal Associations Forum

YOUTH CENTRE "LIVOÇI I EPËRM"

Address: Livoç i Epërm

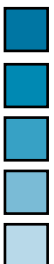
Contact person: Xhemajl Nuredini

Cell phone : ++377 (0) 44 125 695 – ++381 (0) 280 28 124

Goal : Creating the necessary space where youths can study and implement various activities.

Network: Rural Youth Union

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KCSF





YOUTH CENTRE " LIVOÇI I POSHTËM"

Address: Livoç i Poshtëm - Gjilan

Contact person: Behar Ramadani

Tel : ++381 (0) 280 26 344

E- mail: behar_rer@yahoo.com

Goal : Expansion of knowledge and education of youths in various fields

Network: Gjilan Youth Network

YOUTH ASSOCIATION "RRUGËTIMI"

Address: Lagja "Ulpiana", St."Imzot Nikëprelaj", nr. 9/6, Prishtina

Contact person: Driton Ejupi

Tel: ++381 (0) 38 244 822

Cell phone: ++377 (0) 44 398 062

E- mail: ojqr_rrugetimi_04_2005@hotmail.com

Goal: Education, healthcare, people with limited abilities, economic development, environmental protection and human rights.

CONTEMPORARY ARTS CENTRE

Address: Pallati i Rinisë, Prishtina

Contact person: Visar Mulliqi

Cell phone: ++377 (0) 44 167 735

E-mail: cacprishtina@email.com

Goal: Promoting Kosovar contemporary arts

KOSOVA ACTION NETWORK – KAN

Address: Lagjja "Dardania", St."Kroi i Bardhë", nr. 76, Prishtina

Contact person: Albin Kurti

Tel: ++381 (0) 38 541 411

Web-site: www.KAN-KS.org.

Goal: Protection of human rights, education, minority rights, culture and social justice.

THE FOCUS

Address: Lagjja "Dardania", Prishtina

Contact person: Burim Haxholli

Cell phone: ++377 (0) 44 421 723

E- mail: focus_ngo@hotmail.com

Goal: Protection of human rights, healthcare, environmental protection and children rights.

Umbrella/Network: Kosova Youth Network, Children Rights Protection Forum, Global Network for a Better World.



LET'S WORK TOGETHER

Address: St. "1 Maji", nr.17, Rahavec

Contact person: Shefqet Cena

Cell phone: ++377 (0) 44 204 408

Goal: Education, healthcare, economic development, environmental protection and minority rights

STUDENTS ORGANISATION "1 Tetori"

Address: Mihaliq, Vushtrri

Contact person: Muharem Mustafa

Cell phone: ++377 (0) 44 360 881

E-mail: os_t@lycos, muharemmustafa@lycos.co

Goal: Education of youths with aim of active participation in social processes

YOUTH ORGANISATION FOR INTER-CULTURAL ORGANISATION

Address: St. "Prishtina", nr. 33, Gjilan

Contact person: Valon Bucaliu

Cell phone: ++377 (0) 44 264 322

E-mail: orin_gl@hotmail.com

Goal: Education, culture, sports, etc.

PEACE

Address: Brod, Shtërpçë

Contact person: Arsim Ymeri

Cell phone: ++377 (0) 44 227 698

E-mail: orp_paqja@hotmail.com

Goal : Protection of human rights, education, environmental protection, minority rights and children rights.

Umbrella/Network: Forum Brod, Sharri, Youth Council

REFORMS FOR A HEALTHY SOCIETY

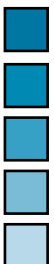
Address: St. "Dardania II", St.7/45, Gjilan

Contact person: Limon Osmani

Cell phone: ++377 (0) 44 260 803

E-mail: reformat@yahoo.com

Goal: Awareness-raising among citizens for active participation in social processes





JANJEVA YOUTH VISION

Address: Janjevë, Lipjan

Contact person: Ramiz Gashi

Cell phone: ++377 (0) 44 251 068

E- mail: janjevo_yvizion@hotmail.com

Goal: Integration of youths in all communities in Kosovar society

Umbrella/Network: Kosova Youth Network

VISION OF 21ST CENTURY D

Address: Square "Mentor Tola", Deçan

Contact person: Artan Krasniqi

Cell phone: ++377 (0) 44 270 923

E- mail: vizioniishekullit21@hotmail.com

Goal: Enhancement of gender equality.

Umbrella/Network: Member of NGO Youth Network in Deçan

NEW VISION 2000 +

Address: St."Marin Baleti", p.n., Gjakova

Contact person: Erzen Vala

Cell phone: ++377 (0) 44 188 530

E- mail: erzenvala@yahoo.com

Goal: Development of cultural values.

Umbrella/Network: NGO Forum in Gjakova

EYE OF THE YOUTH

Address: Qendra e kulturës, k.II - Skënderaj

Contact person: Ylber Halili

Cell phone : ++377 (0) 44 131 081

E- mail: syririnise_2001@hotmail.com

Goal : Development of youths in society

Network: NGO Forum in Skënderaj

YOUTH ENERGY

Address: St."Skënderbeu", p.n., Podujeva

Contact person: Gëzim Visoka

Cell phone: ++377 (0) 44 403 118; 319 951

E- mail: ngo_youthenergy@yahoo.com

Goal: Youth integration in society, public opinion studies.

Umbrella/Network: Youth Network in Besiana and Youth Network of Kosovo



VISION TOWARD THE FUTURE

Address: St.“Tirana”, nr. 15, across the Municipal Assembly in Shtime

Contact person: Halil Halili

Cell phone: ++377 (0) 44 222 456 ; 044 121 701

E- mail: visioni_d_a@hotmail.com, visioni_d_a@yahoo.com

Goal: Education, advocacy, capacity building of NGOs and minority rights

YMCA

Address: St.“Ali Kelmendi”, nr. 35, Prishtina

Contact person: Murat Bajrami

Cell phone: ++377 (0) 44 310 231; ++381 (0) 63 800 39 13;
063 800 39 13

E-mail: ymca_ks@yahoo.com

Web-site: www.ymcaks.com

Goal: Spiritual *uprising*, mind and body of children and youths.

Umbrella/Network: YMCA, EURO 26

ASSOCIATION OF PARAPLEGYSTS AND PARALISED CHILDREN OF KOSOVA – HANDIKOS

Address: Lagjja “Dardania”, IV/7, lam. D2, Prishtina

Contact person: Halit Ferizi

Tel: ++ 381 (0) 38 550 834; 548 327

E-mail: handikos@ipko.org

Goal: Reintegration of people with limited abilities, improving their life quality and promotion of their rights.

Umbrella/Network: Children Rights Forum, offices throughout Kosova

ASSOCIATION OF PARAPLEGYSTS AND PARALISED CHILDREN OF KOSOVA – HAN-DIKOS

Address: Shtëpia e kulturës “Xheladin Kurtaj”, Kaçanik

Contact person: Sherif Baftiu

Tel: ++ 377 (0) 44 235 717

Goal: Preventing the disease by raising the awareness of the population about the importance of vaccinating. Promoting, providing services, and recognition of the rights of people with limited abilities.

ASSOCIATION OF PEOPLE WITH LIMITED ABILITIES “HENDIFER”

Address: St.“Ramadan Rexhepi”, nr. 1, Ferizaj

Contact person: Xhevat Islami

Tel/Fax: ++381 (0) 290 21 374

Cell phone: ++ 377 (0) 44 226 923

E- mail: ngo_hendifer@htomail.com

Goal: Social integration of people with limited abilities. Healthcare education and protection of their rights.

Umbrella/Network: “Unity”





ASSOCIATION FOR HEALTHCARE EDUCATION AND DEVELOPMENT - AHED

Address: St."Ismail Qemali", nr. 54, Gjakova

Contact person: Ilir Tarani

Tel: ++381 (0) 390 20 869

E- mail: ahed_org@yahoo.com

Goal: Preventing infecting diseases, healthcare education.

Umbrella/Network: NGO Forum in Gjakova

ANTI TOBACCO, ALCOHOL, DRUGS AND AID – ANTIDANS

Address: Square "Zahir Pajaziti", ish- ndërtesa e Eksimkosit, k.2, Prishtina

Contact person: Izet Sadiku

Tel: ++377 (0) 44 124 029

E- mail: antidans_99@hotmail.com

Goal: Awareness-raising on risks to the health condition, fighting and preventing drug addiction, tobacco, alcohol and AIDS.

Umbrella/Network: Kosovar Committee for HIV/AIDS.

HEALTH OF POPULATION – HOP

Address: St."Hasan Prishtina", nr.12., Gjakova

Contact person: Jeton Zarari

Tel: ++381 (0) 390 23 323

Cell phone: ++ 377 (0) 44 188 010

E- mail: jetonzarari@yahoo.com

Goal: Healthcare education, preventing infective diseases.

PSIKOTERAPIA

Address: St."Hysni Curri", nr. 4., Prishtina

Contact person: Abaz Osmani

Tel: ++381 (0) 38 550 901

Cell phone : ++377 (0) 44 168 167

E- mail: psikoter_pr@hotmail.com

Goal: Rehabilitation of people with psychological stress, fighting evil phenomenon among young people, such as drug addiction, etc.

Umbrella/Network: Member of the Youth Network.

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ASSOCIATION FOR PSYCHO-SOCIAL ASSISTANCE FOR CHILDREN AND FAMILIES

Address: Gjakova

Contact person: Lulzim Q. Arapi

Tel: ++381 (0) 390 24 046

Cell phone: ++377 (0) 44 122 662

E- mail: lulqa@hotmail.com

Goal: Protecting mental health, healthcare education, reintegration of people with limited abilities, psycho-social assistance.

ASSOCIATION OF BLIND AND PEOPLE WITH LIMITED EYESIGHT OF KOSOVA

Address: St."Anton Qetta", nr. 18/1, Gjakova

Contact person: Nexhmedin Canhasi

Tel/Fax: ++381 (0) 390 21 370

Cell phone: ++ 377 (0) 44 239 350

E- mail: teverbritgjakove@hotmail.com

Goal: Reintegration of people with limited eyesight.

Umbrella/Network: NGO Forum in Gjakova

ASSOCIATION OF THE BLIND – KAÇANIK

Address: Hani i Elezit

Contact person: Shaban Loçi

Cell phone: ++377 (0) 44 325 666

Goal: Training of people with limited eyesight for integration in society

Umbrella/Network: NGO Forum in Kaçanik

CENTRE FOR HEALTHY FAMILY PLANNING

Address: St."Rexhep Luci", Prishtina

Contact person: Shpresa Hoxha

Tel/Fax: ++381 (0) 38 223 643

Goal: Healthcare education and information

INTERNATIONAL CENTRE AGAINST STRESS

Address: St."Arbëria", nr. 116 - Gjilan

Contact person: Dr. Rabbit Sadiku

Tel : ++381 (0) 280 20 642 - ++377 (0) 44 151 733

E- mail: qnks_icsm@hotmail.com

Goal: Psycho-social assistance and education for avoiding stress





MOTHER AND CHILD REHABILITATION CENTRE

Address: Shtime

Contact person: Lumturije Mulaj - Shahini

Cell phone: ++377 (0) 44 184 818

E- mail: lumturiesh@hotmail.com

Goal: Collecting information on the violation of women rights, awareness-raising among women for their rights and the rights of children, healthcare education for women.

ASSOCIATION OF HANDICAPS AND PEOPLE WITH LIMITED ABILITIES OF KOSOVA

Address: St."Pal Palucaj", nr.40, Prishtina

Contact person: Agim Vatovci

Tel: ++381 (0) 38 540 294

Cell phone: ++377 (0) 44 332 480

E- mail: gimi_mda@yahoo.com

Goal: Education of people with limited abilities with the aim of raising their opportunities for employment and social integration.

ASSOCIATION OF THE BLIND AND PEOPLE WITH LIMITED EYESIGHT OF KOSOVA

Address: St."Ali Hadri", nr. 8/A, Prishtina

Contact person: Hasan Mehmetaj

Cell phone: ++ 377 (0) 44 185 275

E-mail: shvpdk@hotmail.com

Goal: Integration of blind people in society

AWAKENING AND LIFE

Address: St."28 Nëntori", nr. 228 - Gjilan

Contact person: Naim Bllaca

Tel: ++377 (0) 44 250 270

E- mail: zgjimidhejeta@hotmail.com

Goal: Healthcare education

ENVIRONMENTAL PROTECTION AND REHABILITATION - MAR

Address: St."Sadik Pozhegu", nr. 13, Gjakova

Contact person : Butrint Batalli

Tel/Fax: ++381 (0) 390 24 238

Cell phone: ++ 377 (0) 44 118 317

E- mail: mar_kosova@hotmail.com;

Web-site: www.sharri.net/mar

Goal: Promoting and presenting practices of sustainable development in Kosovo by setting up cooperation mechanisms with citizens, NGOs, businesses and authorities.

Umbrella/Network: www.sharri.net, NGO Forum in Gjakova, Aarhus Coalition Convention, Kosovo Youth Network, Gjakova Youth Network.

SOCIETY DEVELOPMENT ACTION

Address: St."Brigada 142 - Mehë Uka", nr.99, Mitrovica
Contact person: Sabri Shabani
Tel: ++ 381 (0) 28 35 140
Cell phone: ++377 (0) 44 294 255
E-mail: asdmitrovica@yahoo.com
Web-site: www.asdkosova.org
Goal: Promoting and building civil society

ECOLOGICAL ASSOCIATION "EKOKLINA"

Address: Lagjja "Ulpiana",U-3, lam.C, nr.3), "Luigj Gurakuqi" High School in Klina
Contact person: Tafë Veselaj
Tel: ++ 381 (0) 38 227 026
Cell phone: ++377 (0) 44 349 780
E-mail: ekoklina@yahoo.com, tafveseli@hotmail.com
Goal: Environmental protection

ECOLOGICAL ASSOCIATION "SHK"

Address: St."Rugova", nr. 27, Prizren
Contact person: Naser Bresa
Cell phone: ++377 (0) 44 155 160
E-mail: n_bresa@yahoo.com
Goal: Civic awareness-raising for environmental protection
Umbrella/Network: www.sharri.net, TEEF

KOSOVA ECOLOGISTS ASSOCIATION

Address: Prishtina
Contact person: Bexhet Mustafa
Tel: ++381 (0) 38 249 873
Cell phone: ++377 (0) 44 129 671
E-mail: bexhetm@yahoo.com
Goal: Awareness-raising of the population for a clean environment
Umbrella/Network: www.sharri.net

ECOLOGICAL ASSOCIATION "SHARRI"

Address: Fshati Brod, Shtërpçë
Personi kontakt: Avni Limani
Cell phone: ++377 (0) 44 219 327
E-mail: avni_limani@hotmail.com
Goal: Sensitising the public opinion on environmental protection





MOUNTAINEERS ASSOCIATION "GURI I SHENJTË"

Address: Shtime

Contact person: Emrush Xhema

Cell phone: ++ 377 (0) 44 323 339

Goal: Sensitising the public opinion problems deriving from environmental pollution.

HUNTERS ASSOCIATION "PETRITI"

Address: St."Tirana", Shtime

Contact person: Arif Beqa

Cell phone: ++377 (0) 44 201 948

E- mail: arif_beqa@hotmail.com

Goal: Fauna protection

Umbrella/Network: Kosova Hunters Federation

ELECTRONIC NETWORK OF ENVIRONMENTAL ORGANISATION – SHARRI.NET

Address: Lagjja "Kodra e Diellit", rr. III, L.26, Prishtina

Contact person: Burim Leci

Tel : ++381 (0) 38 552 123

E- mail: info@sharri.net

Web-site: www.sharri.net

Goal: Capacity building of environmental NGOs and their coordination.

Umbrella/Network: Balkan Bytes

REGIONAL ENVIRONMENTAL CENTRE FOR CENTRAL AND EASTERN EUROPE

Address: Lagjja "Bregu i Diellit", rr.3, Lam. 26 , Po Box 160 - Prishtina

Contact person: Zeqir Veselaj

Cell phone : ++381 (0) 38 552 123

E- mail: zveselaj@kos.rec.org

Goal : Awareness-raising, increased public participation in program development, applying pressure on institutions to draft development plans that guarantee a clean environment.

LIGHT OF KNOWLEDGE

Address: St."Morava", nr. 10, shkolla fillore "Musa Zajmi", Gjilan

Contact person: Halim Isufi

Tel: ++381 (0) 280 20 733

Goal: Increasing education quality

Umbrella/Network: Malopajska from Poland and KEC

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KOSOVAR MUSIC FOUNDATION

Address: St. "Ramiz Sadiku", 16/9, Prishtina
Contact person: Sihana Badivuku
Cell phone: ++377 (0) 44 161 744 – 114 234
Goal: Promotion and development of the art of music

ASSOCIATION FOR ECONOMY, EDUCATION, CULTURE AND SPORTS "SANI"

Address: St. "Faredin Hoti", nr. 67, Prizren
Contact person: Muhamet Ahmeti
Tel: ++381 (0) 29 31 724;
Cell phone: ++377 (0) 44 337 531; 044/390 479
E-mail: sani_mumin@hotmail.com, mumo24565@hotmail.com
Goal: Promoting cultural and sports values

DOKUFEST

Address: St. "Bingeni", B1/10, Prizren
Contact person: Eroll Shporta
Cell phone: ++377 (0) 44 184 616
E-mail: info@dokufest
Web-site: www.dokufest.com
Goal: Promoting cultural values
Umbrella/Network: Advocates of Culture, Tirana Film Festival, Sarajevo Film Festival, Vojvodina Regional Initiative.

FASH & ART

Address: St. "Kosova", nr.19, Prishtina
Contact person: Fatmire Shehu
E-mail: fatmireshehu@hotmail.com
Goal: Preserving and promoting national tradition, traditional arts through artistic leather works.

VISUAL ARTS LABORATORIUM

Address: St. "Sylejman Vokshi", Ll. 2, lokali në bodrum, Prishtina
Contact person : Valbona Shujaku
Tel: ++381 (0) 38 245 748
E-mail: info@tonetube.net
Goal: Promoting visual arts





ARTISTS AND JOURNALISTS CLUB "RRJEDHA"

Address: St."Fehmi Lladrovci", k. I/2, Prishtina

Contact person: Njazi Ramadani

Cell phone: ++377 (0) 44 125 733

E-mail: rrjedha_press@hotmail.com

Goal: Protecting the rights of artists and journalists.

GJILAN

Address: St."Adem Jashari", nr. 114 - Gjilan

Contact person: Muhamet Halili

Tel : ++381 (0) 280 20 073 - ++377 (0) 44 177 281

E- mail: muhametalili@yahoo.com, radio_gjilani@hotmail.com

Goal : Independent and free media

ASSOCIATION " DRITA GJILAN"

Address: St."Ymer Prizreni"

Contact person: Zekirja Abdullahu

Tel: ++ 377 (0) 44 166 586

E- mail: zekirja_a@hotmail.com

Goal: Promoting cultural values

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HUNTERS ASSOCIATION "PASHTRIKU"

Address: St."Nëna Tereze", p.n., Gjakova

Contact person: Halim Çarkaxhija

Tel: ++ 381 (0) 390 20 150

E- mail: pashtriku_hunters@hotmail.com

Goal: Environmental protection, preserving and cultivating flora and fauna

Umbrella/Network: Member of NGO Forum in Gjakova

ASSOCIATION OF SPORTS FISHERMEN

Address: St."A. Bajrami", p.n., Kaçanik

Contact person: Kadrush Dogani

Cell phone : ++377 (0) 44 235 714

Goal: Awareness-raising for keeping the rivers clean and controlled fishing.

Umbrella/Network: NGO Forum in Kacanik

TECHNICAL EDUCATION CENTRE

Address: St. "28 Nëntori", Gjilan

Contact person: Sabit Zymeri

Tel : ++381 (0) 280 20 003, ++377 (0) 44 144 997

Goal : Awareness-raising of youths and citizens on technical education and training

CENTRE FOR HUMANISTIC STUDIES "GANI BOBI"

Address: St. "Sylejman Vokshi", Ll.2 (në bodrum), Prishtina

Contact person: Astrit Salihu

Tel/fax: ++ 381 (0) 38 245 749

Web-site: www.ganibobi.org

Goal: Research and studies in media and culture.

SPORTS AND CULTURE FOR PEACE IN THE BALKANS

Address: St. "Stadiumi", nr.69, Mitrovica

Contact person: Adem Dauti

Cell phone: ++377 (0) 44 146 647

E- mail: scpbalkan@hotmail.com

Goal: Enhancing cooperation through sports and culture

ASSOCIATION FOR CULTIVATING SCENIC AND FILM ARTS "SYTHI"

Address: St. "Afrim Loxha", ndërtesa III, nr.1, Prishtina

Contact person: Fadil Hysaj

Cell phone: ++377 (0) 44 124 021

E- mail: hysaj@hotmail.com

Goal: Cultivating, enhancing and promoting the values of scenic and film arts in Kosova.

ASSOCIATION OF CREATORS AND MODELISTS OF KOSOVA "ARS"

Address: Square "Haxhi Zeka", St. "17 Nëntori", nr. 3/21, Peja

Contact person: Vullnet Begolli

Cell phone: ++377 (0) 44 220 936

E- mail: ars_kosova@hotmail.com

Goal: Creating, implementing and modelling contemporary fashion

Umbrella/Network: NGO Forum in Peja and region





PROMOTE ARTY

Address: Prishtina
Contact person: Vigan Kastrati
Tel: ++377 (0) 44 209 334
Web-site: www.promotearty.org
Goal: Promoting cultural values

IPKO INSTITUTE

Address: National University Library, 14th floor, Prishtina
Contact person: Visar Jasiqi
Tel: ++381 (0) 38 244 264 – 244 265
E-mail: info@ipkoinstitute.org
Web-site: www.ipkoinstitute.org
Goal: Assistance in fund raising, providing knowledge and securing the necessary environment for Kosovo's participation in the global information society.

THE FUTURE OF THE CITY FERIZAJ

Address: "Dëshmorët e Kombit" St., enterprise "17 Nëntori", k.IV - Ferizaj
Contact person: Driton Ramadani
Tel: ++381 (0) 290 20 319
Goal : Free and professional media
Umbrella : Shtime - Adifete Beqa

KOSOVA
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ASSOCIATION OF FREE AND INDEPENDENT ELECTRONIC MEDIA OF KOSOVA

Address: "Qyteza Pejton" neighborhood, St."Bell Popova", Prishtina
Contact person: Ardita Zejnullahu
Tel: ++381 (0) 38 244 533
E- mail: ampek_ampek@gmail.com
Goal: Promoting free, independent and professional activity of electronic media in the private sector.
Umbrella/Network: SEENAPB (Southern European Network of Associations of Private Broadcasters).

ASSOCIATION FOR SOCIAL TRAINING, RESEARCH AND ADVOCACY

Address: "Ulpiana", St."Mark Dizdari", D-6, III, Nr.2, Prishtina
Contact person: Shpëtim Bylykbashi
Tel : ++381 (0) 38 540 686
E- mail: astra_kos@hotmail.com
Goal: Social well-being and protection
Umbrella/Network: Forum for Children Protection

KOSOVA ARCHITECTS ASSOCIATION

Address: Prishtina

Contact person: Florina Jerliu

Cell phone: ++377 (0) 44 122 151

E-mail: arkitekt_k@hotmail.com

Goal: Stimulating architects to develop creative initiatives and engage in advancing architecture.

ASSOCIATION OF YOUNG LAWYERS OF KOSOVA

Address: Bill Clinton Square, entrance. 30/2, Prishtina

Contact person: Fatmir Geca

Cell phone: ++377 (0) 44 168 526

E-mail: younglawyers_kosova@yahoo.com

Goal: Advancing the position of new lawyers, consumer protection and conflict management, development of legal system and democratic practice.

Umbrella/Network: European Young Bar Association - EYBA

KOSOVA SCOUTS ASSOCIATION

Address: St. "Skënderbeu", nr. 277 - Prishtina

Contact person: Blerim Blaku

Cell phone : ++377 (0) 44 162 187

E-mail: blerimblaku@yahoo.com

Goal : Awareness-raising and education of youths about nature and health

Network : Kosova Scouts Network

RURAL INITIATIVE "RURALIN"

Address: Zhegër - Gjilan

Contact person: Ibrahim Aliu

Cell phone: ++377 (0) 44 211 794

E-mail: shkathtesia@hotmail.com

Goal: Reviving agriculture

JOURNALISTS CLUB "BEQIR MUSLIU"

Address: Gjilan

Contact person: Musa Sabedini

Tel: ++381 (0) 280 23 774

Cell phone: ++377 (0) 44 132 402

Goal: Advancing journalism

Umbrella/Network: AGPK





JOURNALISTS CLUB "FENIKSI"

Address: "Tirana" Street, Shtime

Contact person: Lulzim Sahiti

Cell phone : ++377 (0) 44 201 984

E- mail: lulzimsahiti@hotmail.com

Goal : Respecting journalistic code and advancing journalism

MITROVICA JOURNALISTS LEAGUE

Address: Qendra e Kulturës, nr. 84, Mitrovica

Contact person: Çerkin Ibishi

Cell phone: ++377 (0) 44 165 685

E-mail: c_ibishi@hotmail.com

Goal: Protecting freedom of speech and information, and protecting the rights of journalists.

MEDICA KOSOVA

Address: "Luigj Gurakuqi" Street, nr.39,Gjakova

Contact person: Veprorre Shehu

Tel: ++381 (0) 390 21 139

E- mail: medicam_kosova@yahoo.com

Goal: Improving the physical and mental health of women that were traumatised by the war, and reducing trauma symptoms of women that experienced sexual abuse during the war.

Umbrella/Network: RRGK and KWI

KOSOVA LAWYERS CHAMBER

Address: "Qamil Hoxha" St., nr.10/3, Prishtina

Contact person: Adem Vokshi

Tel: ++381 (0) 38 244 586 / 243 717

E- mail: oak_pr@hotmail.com

Goal: Protecting the rights of lawyers and advancing their work

REVIVING AGRICULTURE

Address: "Hajdin Berisha" St., nr.24, Suhareka

Contact person: Bexhet Basha

Cell phone: ++377 (0) 44 184 416

E- mail: rimekembjab@hotmail.com, bexhetbasha@hotmail.com

Goal: Reviving agriculture in Suhareka municipality.

Umbrella/Network: Member of the NGO network in Kosova

ENTERPREUNERS ASSOCIATION - KAÇANIK

Address: "Skënderbeu" St., p.n., Kaçanik

Contact person: Sefedin Jaha

Cell phone : ++377 (0) 44 184 964

E-mail: mondo@yahoo.com

Goal: Advancing work in the field of economy.

ASSOCIATION OF INTELLECTUALS "JAKOVA"

Address: "Ismail Qemajli" St., nr. 46, Gjakova

Contact person : Xhevat Koshi

Tel/Fax: ++381 (0) 390 24 942

Goal: Media, economic development, culture, scientific research and studies.

Umbrella/Network: NGO Forum in Gjakova

ASSOCIATION OF ORGANIC AGRICULTURE OF KOSOVA

Address: Agricultural Faculty, Prishtina

Contact person: Adem Demaj

Cell phone: ++377 (0) 44 175 277

E- mail: shbok_ad@hotmail.com

Goal: Research, studies and drafting of programs for the development of various agricultural branches.

PROFESSIONAL ASSOCIATION FOR AGRICULTURE, LIVESTOCK AND ENVIRONMENTAL PROTECTION "ARDHMËRIA JONË"

Address: "Dëshmorët e kombit", (Trade centre II), Suhareka

Contact person: Muhamet Veliu

Tel: ++381 (0) 29 71 163

E-mail: ardhmeriajone@hotmail.com

Goal: Development of agrobusiness, agriculture, livestock and environmental protection.

Umbrella/Network: Human resources centre in Prizren region, NGO Board in Suhareka, Kosova Environmental Organisation with REC.

BEEKEEPERS ASSOCIATION IN SHTIME "NEKTARI I BLETËS"

Address: "Prishtina" St., Shtime

Contact person: Fejzë Hysiqi

Cell phone: ++377 (0) 44 201 958

Goal : Providing professional assistance and management of association members by supporting honey manufacturers, etc.





HUNTERS ASSOCIATION "DRERI"

Address: "Ismail Raka" Boulevard, Kaçanik

Contact person: Vehbi Bajrami

Cell phone: ++377 (0) 44 225 376

Goal : Environmental protection

Umbrella/Network: NGO Forum

INDEPENDENT MATHEMATICIANS ASSOCIATION "UNION PLUS"

Address: "Dardania", St.E IX/43, Gjilan

Contact person : Fehmi Sylejmani

Tel : ++ 381 (0) 280 26 195

E-mail: union_plus@yahoo.com

Goal: Development of the field of mathematics

KOSOVA PENSIONERS LEAUGE

Address: "Tringë Smaili" St., p.n., Prishtina

Contact person: Bukurie Selimi

Tel/Fax : ++381 (0) 38 249 607

Goal: Recreation activities for elderly people and protecting the rights of Kosova pensioners.

Umbrella/Network: Network of Pensioners Association

KOSOVA PUBLIC PROSECUTORS ASSOCIATION

Address: Prishtina

Contact person: Tahir Rrecaj

Cell phone: ++377 (0) 44 186 044

Goal: Protecting human rights and the rights of public prosecutors of Kosova.

ASSOCIATION OF SPORTS FISHERMEN "LOSSOST"

Address: "Imer Devetaku" St., p.n.

Contact person: Fehmi Hysenaj

Cell phone: ++377 (0) 44 205 711

E- mail: fehmihsenaj@gmail.com

Goal: Environmental protection and controlled fishing

Network: Kosova Fishermen Federation.

KOSOVA REAL-ESTATE AGENCIES AND AGENTS ASSOCIATION

Address: "Qamil Hoxha" St., nr.4/1, Prishtina

Contact person: Agron Beka

Tel: ++381 (0) 38 227 456

E- mail: agron_e_beka@yahoo.com

Goal: Protection and selling of property

VOLUNTARY ASSOCIATION OF INDEPENDENT FIREMEN IN GJILAN REGION

Address: "Dardania" St., II, 6/10, Gjilan
Contact person : Ruzhdi Gagica
Cell phone: ++377 (0) 44 154 092
Goal: Prevention and protection from fire

BALKAN INVESTIGATION REPORTING NETWORK

Address: "Fehmi Agani" St., I, 1/16, Prishtina
Contact person: Jeta Xharra
Tel: ++381 (0) 38 244 517, 245 379
E- mail: jetaxharra@yahoo.com
Web-site: www.iwpr.net
Goal: Human rights protection, gender equality, education, media economic development and minority rights
Umbrella/Network: Balkan Investigation Reporting Network, Women Network

VITA KOSOVA

Address: "Taslixhe I" neighborhood, nr. 58, Prishtina
Contact person: Gazmend Aliu
Tel: ++381 (0) 38 245 505
E- mail: vitakosova@hotmail.com
Goal: Human rights protection, gender equality, education, health and sports.
Umbrella/Network: Kosova Network, Espace Santé Jeunes du Salon de Provence- France.

VICTORIA – KO

Address: Deçan
Contact person: Sokol Krasniqi
Tel: ++381 (0) 39 31 161 – ++377 (0) 44 154 885
Goal: Stimulating economic development in agriculture and livestock.

AIDA

Address: Gornje Ljubinje, Prizren
Contact person: Nedžmija Zećirović
Cell phone: ++ 377 (0) 44 149 191
Goal: Affirmation and integration of Kosova Bosniaks in social, economic and multiethnic development of Kosova. Affirmation of the rights of women and children.





AFATURKCU DUSUNCE DERNEGI

Address: "28 Nëntori" St., nr.123 - Gjilan
Contact person: Kemal Shahin
Cell phone : ++377 (0) 44 163 901
E- mail: add_gl@hotmail.com
Goal: Emancipation of the Turkish community
Network: Advonet

AJRI - ZRAK

Address: "Mbreti Petri I" St., nr. 175, Mitrovica
Contact person: Vojkan Milliq
Cell phone: ++381 (0) 63 8290 310
E- mail: jlenone@hotmail.com
Goal: Creating conditions for a democratic and tolerant society.

ASSOCIATION OF PARAPLEGICS AND PARALISED CHILDREN

Address: Shtërpçë
Contact person: Vasil Karačević
Tel: ++ 381 (0) 63 833 52 59
Goal: Preventing the disease, promoting the importance of vaccinating, providing services and reintegration of people with limited abilities.

IBER DEVELOPMENT ASSOCIATION – IDA

Address: "Kralja Petra I" St., 137/5, Mitrovica
Contact person: Dragan Roganović
Tel: +381 (0) 63 80 92 202
E-mail: ibarda@ptt.yu
Goal: Rural economic development
Umbrella/Network: Agro network and Volvox network of environmental organisations of Serbia

ASSOCIATION OF BOSNIAKS "KOSOVSKI AVAZ" - UBKA

Address: "Hajdar Dushi" St., 1A, Prishtina
Contact person: Nadira Avdiq - Vllasi
Tel: ++381 (0) 38 243 800
E-mail: nadirav@hotmail .com;
Web-site: www.alemnet.info
Goal: Civil society development and affirmation of the Bosniak community
Umbrella/Network: Organisation has its branch in Prizren

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ASSOCIATION OF TURKISH THEATRE ACTORS « RUMELI »

Address: "Njegoshi" St., nr. 55 , Prizren
Contact person: Etem Kazaz
Tel: ++381 (0) 29 43 353; ++377 (0) 44 140 078
E-mail: etemkazaz@hotmail.com
Goal: Promotion of Turkish theatre

ASSOCIATION OF TEACHERS „EDUKATOR“

Address: "Rozafa" St., nr. 12, Prizren
Contact person: Reshat Farki
Tel: ++377 (0) 44 415 975
Goal: Education development in Bosniak language

CULTURAL AND ARTISTIC AMATHEUR ASSOCIATION "JOVAN CVIJIQ

Address: Sevce, Shtërpçë
Contact person: Goran Sinadinoviq
Tel: ++381 (0) 63 833 23 73
E-mail: goransinadinovic2000@yahoo.com, gox_si@yahoo.com
Goal: Promotion and enhancement of cultural values in the region

ASSOCIATION OF BOSNIAKS (UDRUZENJE BOSHNJAKA) "OAZA"

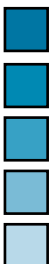
Address: "Zeljeznicka" St., nr. 133, Peja
Contact person: Sahit Kandiç
Tel: ++377 (0) 44 150 956:
E-mail: ubongo2003@yahoo.com
Goal: Minority integration in Kosovar society
Umbrella/Network: NGO Forum in Peja and Kosova Youth Net

ASSOCIATION OF WOMEN "VITA"

Address: Shtërpçë
Contact person: Anica Milkoviq
Tel: ++381 (0) 63 82 49 132
E-mail: anicamilkovic@yahoo.com
Goal: Implementation of rights and improving the life of women and children
Umbrella/Network: Multiethnic Network, Women Network "AJO/ONA/SHE"

BOARD OF NORTHERN MITROVICA NGOS – NVOB - KMR

Address: No office, Mitrovica
Contact person: Neveka Mediq
Tel: +381 (0) 63 8 310 318
E-mail: ngoboardkmr@yahoo.com
Goal: NGO capacity building and their promotion in the community
Umbrella/Network: Board of Southern Mitrovica NGOs





BARO AMALIPE

Address: "Marie Shllaku" St., nr. 79 - Gjilan

Contact person: Muzafer Aliu

Cell phone: ++381 (0) 280 28 644 - ++381 (0) 63 73 24 085

E- mail: muzoaliu@yahoo.com.uk

Goal: Emancipation of RAE community

Network : NGO Network in Gjilan

A BETTER LIFE

Address: Sevce, Shtërpçë

Contact person: Sokol Stojanoviq **Tel:** ++381 (0) 63 82 31 518

E-mail: Bolji-c-zivot@yahoo.com

Goal: Community development

Umbrella/Network: MCMS - Skopje (Macedonia)

CIVIC EDUCATION CENTRE

Address: "Fehmi Lladrovci" St., nr. 17

Contact person: Osman Demiri

Cell phone : ++381 (0) 63 73 70 801

E- mail: demiri_29@hotmail.com, cde_rae@hotmail.com

DURMISH ASLLANO

Address: "Kadri Nesho" St., nr. 64, Roma Centre, Prizren

Contact person: Nexhip Menekshe

Tel: ++381 (0) 29 43 891; ++377 (0) 44 301 561

E-mail: nexhipmenekshe@hotmail.com

Goal: Courses and education for Roma community

Umbrella/Network: Network of RAE NGOs "Tolerancia"

EJONA

Address: "Dardania" neighborhood, block 7, entrance I, nr. 40, Prishtina

Contact person: Agron Hajdari

Tel: ++ 381 (0) 38 542 414, 46 127, 063 740

Goal: Reorganising education

EQUALITY

Address: "Brezovačka" St., nr. 98 , Prizren

Contact person: Emilija Rexhepi

Tel: ++381 (0) 29 41 033; ++377 (0) 44 255 640

E-mail: nvoequality@hotmail.com

Goal: Human rights development



ECOLOGICAL ASSOCIATION – SHARA

Address: Gotovushë – Drajkoc, Shtërpçë

Contact person: Lubinko Gjorgjeviq

Cell phone: ++381 (0) 63 84 75 602, ++377 (0) 44 379 453

E-mail: eco_protection@yahoo.com

Goal: Awareness-raising of the population about environmental protection

FILIZLER – TURKISH CULTURAL-ARTISTIC ASSOCIATION

Address: "Isa Boletini" St., nr.3, Prizren

Contact person: Ferhat Dervish

Tel: +381 (0) 29 253 14; 029 44 788

E-mail: ferhatdervis@hotmail.com

Goal: Promoting and preserving the Turkish culture

FUTURE

Address: Gracanica

Contact person: Nenad Rikallo

Tel: ++381 (0) 63 860 16 40

E-mail: ture_kosovo@hotmail.com;

Web-site: www.future-system-network.org

Goal: Civil society development and democratisation

Umbrella/Network: Regional network for reconciliation and democratisation, Regional network for solving the unemployment of youths

GAJRET

Address: Fshati Gornje Lubinje, Prizren

Contact person: Refik Kasi

Tel: ++ 377 (0) 44 276 861

E-mail: refko061@hotmail.com

Goal : Alleviating the grave economic situation by providing humanitarian assistance to families in need.

"GERÇEK", CULTURAL-ARTISTIC AND SPORTS ASSOCIATION

Address: "Tophane", St.Fehmi Agani 2/1, Prishtina

Contact person: Zeynelabedin Ustaibo

Tel: ++377 (0) 44 123 663

E-mail: zustaibo@yahoo.com

Goal: Promotion of Turkish culture





INDEPENDENT MEDIA GROUP

Address: Gracanica

Contact person: Petar Jeknić

Tel/Fax: ++381 (0) 38 64 344

E-mail: img_p@hotmail.com

Goal: Support and development of stable democracy and human rights in Kosovo, through pluralist media and information culture

HANA

Address: Vitimiricë, region III , Peja

Contact person: Ervina Rexhepmatović

Tel: ++377 (0) 44 183 118; ++381 (0) 63 82 82 598

E-mail: uz_hana@hotmail.com

Goal: Advancing the position of women in society

Umbrella/Network: KWI, Women Network in Peja and Gender Equality Committee

BOSNIAK CIVIC INITIATIVE "GRINBOOK"

Address: "Gj. Jovičević" St., Peja

Contact person: Jasmina Gutić

Tel: +381 (0) 39 34 129, ++381 (0) 63 374 39 686

Goal: Advancing the position of the Bosniak minority in society

Umbrella/Network: Civic Forum

INICIATIVA 6

Address: "Muharem Bekteshi" St., 2a, Prizren

Contact person: Osman Osmani

Cell phone: ++377 (0) 44 265 741

E-mail: iniciativa_6@hotmail.com ; iniciativa_6@yahoo.com

Goal: Education and human rights for RAE community

Umbrella/Network: KIP, DRC

YOUTH INITIATIVE LEPOSAVIC - OIL

Address: "Dosidej Obradović" St., Leposaviq

Contact person: Srboľjub Milosavljević **Tel:** ++381 (0) 63 862 31 61

E-mail: srbo@bitinfo.co.yu

Goal: Advancing the position of youths in society

Umbrella/Network: Leposavić Civic Forum

YOUTH INITIATIVE MITROVICA – OIM - YIM

Address: St.“Rudarskih Ceta”, nr. 57, Mitrovica

Contact person : Vladan Vlashković

Tel: ++381 (0) 63 8 165 044, 064 2 349 430

E-mail: mitrovica_yi@hotmail.com

Web-site: www.nvo-kosovo-sever.org.yu

Goal: Supporting youth initiatives for a more favourable position in society and promotion of gender equality.

Umbrella/Network: Youth Network, Kosova Initiative Program and Youth Partnership Network

CIVIC INITIATIVE

Address: “Çika Jovina” St., nr. 12/3, Mitrovica

Contact person: Boris Drobac

Cell phone: ++38 1 (0) 63 8180 161

E- mail: borisdrobac@yahoo.com

Goal: Environmental protection

SCOUTS GROUP – KOTA 797

Address: “Nushiqit” St., p.n., Zvečan

Contact person: Boshko Radovanović

E- mail: kota797@yahoo.com

Goal: Education of children and youths about nature

Umbrella/Network: Scouts League of Serbia and Yugoslavia

IDP - INFO CENTER (INFORMATION CENTRE FOR INTERNALLY-DISPLACED PEOPLE)

Address: St.“Filipa Visnica”, nr. 4, Mitrovica

Contact person: Tatjana Jakshiq

E-mail: idpinfocenter@yahoo.com

Goal: Return of internally-displaced people.

JELENA ANZHUJSKA

Address: “V. Qetković” St., nr.30/6, Mitrovica

Contact person: Nevenka Mediq

Cell phone: ++381 (0) 64 35 28 6 22

Goal: Education and awareness-raising to apply pressure on institutions for resolving community problems





STUDENTS COUNCIL "HIEROGLIFET"

Address: Prishtina

Contact person: Armend Behluli

Cell phone: ++377 (0) 44 174 039

E- mail: armend_behluli@yahoo.com

Goal: Participation of RAE students in decision-making structures.

Umbrella/Network: Network "Piramida"

KOMAL

Address: St."24 Nëntori", nr.23, Leposaviq

Contact person: Natasha Jovanoviq

Tel: ++381 (0) 28 83 466; ++381 (0) 63 18 16 19 64

E- mail: natasakomal@yahoo.com

Goal: Organising and providing medical assistance.

WOMEN COMMITTEE FOR PROTECTION OF HUMAN RIGHTS - WCPHR

Address: IRL centre, Çagllavica

Contact person: Snezhana Karaxhiq

Tel: ++381 (0) 63 82 17 964, 063 85 72 775

E-mail: snezana1929@yahoo.com

Goal: Promoting human rights and the rights of women and children

Umbrella/Network: Network of Serb NGOs "Zora"

KOSOVA KNOT - KP

Address: "Mbreti Petër" St., L 3/79, Mitrovica

Contact person: Savica Stevanoviq

Tel : + +381 (0) 28 423 665; ++381 (0) 63 816 0080

E- mail: kpetlja@yahoo.com; savicakm@ptt.yu

Umbrella/Network: Huairou network

Goal: Activation of women in peace building.

DANCE OF SERB SISTERS

Address: "Kollashinskih Knezheva" St., Zubin Potok

Contact person: Radmilla Kapetanoviq

Tel: ++381 (0) 28 461 009

Cell phone: ++381 (0) 63 8174 915

E- mail: radakap@yahoo.com

Goal: Building a society where there is no gender discrimination

Umbrella/Network: Networks "Zora", "AZIN" and AVOKO KOSOVKA DEVO-JKA

KOSOVA GIRL

Address: "Dositej Obradoviq" St., Leposaviq

Contact person: Snezhana Aleksandroviq

Tel: ++381 (0) 28 83 870

E-mail: ngokdevojka@yahoo.com **Goal:** Empowerment of women.

Umbrella/Network: Belgrade

CULTURAL-ARTISTIC ASSOCIATION "MOKRA GORA"

Address: Zubin Potok

Contact person: Vllastimir Millentievq

Tel: ++381 (0) 28 60 112

Fax: ++381 (0) 28 60 058

Goal: Cultivating music and traditional folklore among youths

KOSOVA WOMEN VOTERS LEAGUE

Address: "Aktash", A-1, sol. V/37, Prishtina

Contact person: Advie Gashi

Tel: ++381 (0) 38 27 702 ; ++377 (0) 44 126 497

E-mail: gashi@UNHCR

Goal: Monitoring, evidencing and reaction in cases of violation of minority rights.

MARAS

Address: "24 Nëntori" St., nr.41, Leposaviq

Contact person : Srbinka Proshevski

Tel: ++381 (0) 28 83 107

E-mail: ngomaras@yahoo.com

Goal: Protection of rights of women and children

MISSION OF GOOD-WILL PEOPLE

Address: "Karagjorgje" St., nr.37, Zveçan

Contact person : Igor Dançetoviq

Cell phone: ++381 (0) 63 816 47 96

Goal: Gathering all good-will people with the aim of improving living conditions.

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MLADEZ – MITROVICA

Address: "Bosnjacka Mahalla", "Sami Frashëri" St, nr.60, Mitrovica

Contact person: Ertan Redzovic

Tel: ++381 (0) 63 8438162

E-mail: ertanredzovic@hotmail.com

Goal: Minority integration in Kosovar society

Umbrella/Network: Gymnasium Forum

BRIDGES

Address: Shtërpçë

Contact person: Zhivqe Sharkoceviq

Tel: ++381 (0) 29 70 305

E-mail: zivcesarkocevic@yahoo.com; zdjakonocevic@yahoo.com

Goal: Minority rights protection

WOMEN ASSOCIATION "HOPE "

Address: "Stojadina Trajica" St., Gjilan

Contact person: Nevenka Stoilkoviq

Tel: ++381 (0) 280 23 919

Goal: Emerging from isolation through courses and education on gender equality.

MUNICIPAL ORGANISATION OF BLIND PEOPLE

Address: Kushe Epërme, Gjilan

Contact person: Igor Arsiq

Tel/Fax: ++381 (0) 280 21 929

Goal: Reintegration of blind people

OON – ORGANISATION OF PEOPLE WITH LIMITED ABILITIES

Address: Gracanica

Contact person: Dragan Josifoviq

Tel: ++381 (0) 63 436 797 - +381 (0) 83 64 157

E-mail: oon_distroficari@yahoo.com

Goal: Social integration of people with limited abilities

Umbrella/Network: NGO Network in Gracanica



ORGANISATION FOR DEVELOPMENT ACTIVITIES - ODA

Address: "Aktash II", "Ferat Draga" St., nr. 39/A, Prishtina

Contact person: Violeta Selimi

Tel: ++381 (0) 38 245 426

E-mail: info@atoda.org

Goal: Awareness-raising for a democratic culture, support for vulnerable groups and women, ensuring support for development and integration in a strong civil society.

PROFESSIONAL MULTIETHNIC ORGANISATION "LANSDOWNE"

Address: "Skënderbeu" St., nr.58 - Gjilan

Contact person: Shaban Terziu

Telephone: ++ 381 (0) 280 27 108 - ++377 (0) 44 178 606

E-mail: omp_lansdowne@yahoo.com

Goal: Minority rights

STAY HERE

Address: "Kollashinskih Knezheva" St., nr. 83, Zubin Potok

Contact person : Lubinka Jovanoviq

Tel: ++381 (0) 28 60 022; 60 077

Goal: Assistance to residents, especially to women and children for the protection of their rights.

YOUTH UNION

Address: "Kollashinskih Knezheva" St., Zubin Potok

Contact person: Dejan Bashqareviq

Tel: ++381 (0) 28 60 157

Goal: Education of youths, mutual respect, love and understanding for others.

JAZAS YOUTH KOSOVA

Address: St."Strahinjica Bana", nr. 5, Mitrovica

Contact person: Igor Kalamar

Tel: ++ 381 (0) 63 722 18 18; 063/580 481

E-mail: ojasas.kos@jazas.org.yu, igor.kalamar@jazas.org.yu;

Goal: Preventing AIDS infection.

Umbrella/Network: Youth of JAZAS Network, International Youth Association Against AIDS (IYAAA), Mitrovica Youth Network Initiative (MYNI) and Kosovo Youth Network (KYN)





PANORAMA

Address: "U.J." St., nr. 27, Leposaviq

Contact person: Branka Jevremoviq

Tel: ++381 (0) 28 83 667

Goal: Rehabilitation of women and children that suffered any kind of violence during the war and the attempt to return them to a normal life.

PREPOROD

Address: "S. Gotovusha" St., Drajkovc, Shtërpce

Contact person: Predrag Stojanoviq

Tel: ++ 381 (0) 290 70 059

Goal: Human rights protection and advancing the position of women and minorities in society

ROMA WOMEN CENTRE – CENTARI ROMANE GJUVENLENGE

Address: "Kadri Nesho" St., nr.26, Prizren

Contact person: Emsale Mergjollari

Tel: ++381 (0) 29 26 106; 31 600

Cell phone: ++377 (0) 44 274 671

E- mail: emsalemergjollari@hotmail.com, msale_bergamin@yahoo.de

Goal: Integration of Roma women, their education and awareness-raising for active participation in civil society.

BOSNIAK CULTURAL-INFORMATION CENTRE

Address: "Nëna Tereze" St., Prishtina

Contact person: Nadira Vllasi

E- mail: nadirav@hotmail.com

Goal: Education, information and establishing good contacts for creating a higher feeling of security between various ethnic groups.

Umbrella/Network: Peja and Prizren

CENTRE FOR PROMOTING RIGHTS OF CHILDREN AND YOUTHS

Address: "Kralja Petra I" St., nr. 143/16, Mitrovica

Contact person: Nebojsa Antiq

Tel: ++381 (0) 63 1 200 021

E-mail: cppdo_kosovo@hotmail.com; cppdo_kosovo@yahoo.com

Goal: Promotion of rights of children and youths with the aim of building mechanisms that ensure the respect of their rights.

Umbrella/Network: Youth Partnership Network

ASHKALI COMMUNITY CENTRE

Address: Dubravë
Contact person: Danush Ademi
Tel: ++ 381 (0) 290 25 933
E-mail: qkadubrav@hotmail.com
Goal: Integration of Ashkali community in civil society

ROMANE ROMNJA

Address: "Fehmi Lladrovci" St., nr. 19, Gjilan
Contact person: Shpresa Agushi
Tel: ++ 381 (0) 280 24 047
E-mail: agushishpresa@yahoo.com
Goal: Integration, affirmation and emancipation of Roma women in Kosovar society.
Umbrella/Network: RAE Women Network, "Tolerance for Roma and Ashkali" Network.

ROMANO AMALIPE

Address: "Fehmi Lladrovci" St., nr. 19, Gjilan
Contact person: Adnan Agushi
Tel: ++381 (0) 280 24 047
E-mail: adnanagushi@yahoo.com
Goal: Affirmation and emancipation of Roma community
Umbrella/Network: "Toleranca" Network and Forum for Roma and Ashkali

ROM EDERLEZI

Address: Brevce, Shtërpçë
Contact person: Aliti Ismet
Tel: ++381 (0) 63 81 65 903
E-mail: Ismet.aliti@OSCE.org
Goal: Education and improving economic conditions for the Roma community.

LIGHTHOUSE - SVETIONIK

Address: Laposaviq
Contact person: Vlladan Millanoviq
E-mail: ngosvetionik@yahoo.com
Goal: Economic development and legal consulting.





FREEDOM

Address: Fshati Prekovic (Artanë)

Contact person: Tatjana Mijatovic

Goal: Improving our life and overcoming post-conflict situations.

SABAH – WOMEN ASSOCIATION

Address: "Sulejman Sapunxhiu" St., Peja

Contact person: Selvia Feratovic

Tel: ++381 (0) 63 8383658

E-mail: uz_sabah@hotmail.com

Goal: Advancing the position of women in Kosovar society

Umbrella/Network: NGO Forum in Peja

UNION - SLOGA

Address: Viti

Contact person: Slavica Jovanovic

Tel: ++381 (0) 280 80 227

Goal: Integration of women in social life, unity among people and building a better future.

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TURKISH WOMEN ASSOCIATION

Address: "TMK" St., nr. 101/7, Prishtina

Contact person: Lirije Gashi

Tel: ++ 381 (0) 38 211 274

Cell phone: ++381 (0) 63 81 66041

E-mail: liryegas@hotmail.com

Goal: Integration of Turkish women in Kosovar society

Umbrella/Network: Network of Kosova Women Groups.

ASHKALI WOMEN ASSOCIATION "EDONA"

Address: "Naim Beka" St., fshati Dubravë, Ferizaj

Contact person: Hafize Hajdini

Cell phone: ++377 (0) 44 254 315

E-mail: ngoedona@yahoo.com, ngoedona@hotmail.com

Goal: Integration of Ashkali women in civil society and protection of women rights.

SHEFKAT (humanitarian association)

Address: "Xhavit Mitrovica" St., P+4/12, nr. 4, Prishtina

Contact person : Bajram Rogova

Tel: ++381 (0) 38 22 625, 35 842

E-mail: shefkat@hotmail.com

Goal: Protection of rights of Turkish minority in Kosova and its advancement

in society.

ALBANIAN – EGYPTIAN ASSOCIATION

Address: "E.Zherka" St., nr.1, Gjakova

Contact person: Avdullah Qafani

Tel: ++381 (0) 390 27 482 ; ++377 (0) 44 133 541

E- mail: avdullah@yahoo.com

Goal: Integration of Egyptian minority in social life.

ROMA WOMEN ASSOCIATION

Address: "Ivo Lolla Ribar" St., Nr.46, Gjilan

Contact person: Sadije Agushi

Tel: ++381 (0) 280 24 934

Goal: Emancipation of Roma women and its integration in social development.

TURKISH WOMEN ASSOCIATION "ZUBEYDE HANIM

Address: "Zanatçilar Merkezi" St., nr.12, Prizren

Contact person : Birsen Gota

Tel: ++381 (0) 29 23 252

Goal: Emancipation and advancement of Turkish women in society

Umbrella/Network: Prishtina, Mamusha and Vushtrri

CULTURAL-ARTISTIC ASSOCIATION "BEHAR"

Address: "Brezovica" St., nr.67, Prizren

Contact person: Ifete Smajli

Tel: ++381 (0) 29 31 724

Cell phone: ++ 377 (0) 44 390 479 ; 044/ 337 531

E- mail: kud_behar@hotmail.com

Goal: Association and cooperation with other cultural-artistic association and exchanging experiences between communities living in Kosova.

ASSOCIATION OF TURKISH TEACHERS IN KOSOVA

Address: "Xhavit Bajraktari" St., nr.83, Prizren

Contact person: Myvedet Bako

Tel: ++381 (0) 29 23 091

E- mail: tod_kosova@hotmail.com

Goal: Resolution of problems in Turkish education, development and modernisation of teaching.

Umbrella/Network: Prishtina, Mamusha, Gjilan, Dobërçan, Mitrovica and Vushtrri

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SOLIDARITY

Address: "Donja Gushterica" St., Lipjan

Contact person: Dojçin Kumrenoviq

Tel: ++381 (0) 38 86 626; 063 81 754 18

Goal: Development and enhancement of small enterprises

SHUKAR DROM

Address: "Ivo Lllolla Ribar", Nr.46, Gjilan

Contact person : Neshat Sonki

Tel: ++381 (0) 280 24 934

E- mail: elezagushi@yahoo.com

Goal: Active integration of Roma minority in Kosovar society.

SHILLOVANKA

Address: Shillovë

Contact person : Marina Maksimoviq

Tel: ++381 (0) 38 22 222

Fax: ++381 (0) 28 22 324

Goal: Women emancipation

KOSOVA DEMOCRATIC UNION

Address: Kampi "Plemetin", Obiliq

Contact person: Bajrush Berisha

E- mail: bajrushb@yahoo.com

Goal: Education, culture and integration.

Umbrella/Network: Prishtina, Mamusha, Gjilan, Dobërçan, Mitrovica and Vushtrri

ASSOCIATION OF HANDICAPPED AND INVALID PEOPLE - UHITIL

Address: Brevce, Shtërpçë

Contact person: Vasil Kovacevq

Tel: ++381 (0) 63 83 35 259

Goal: Advancing the position of people with limited abilities in society

VATAN

Address: Krushevo - Dragash

Contact person: Arif Kushi

Tel: ++377 (0) 44 365 390

Misioni: Return and integration of minorities in Dragas municipality

VIZIONI 02

Address: Cultural Centre "Adem Jashari", Istog

Contact person: Labinot Maleshaj

Cell phone: ++377 (0) 44 377 103, ++381 (0) 63 8 286 683,
063 7 547 602

E- mail: vizioni02@hotmail.com

Goal: Advancing the position of young people in general developments in Istog municipality and Kosova.

Umbrella/Network: Youth Network "Piramida" and Istog Youth Network.

ASSOCIATION OF EXPELLED AND IDPs - KOSMET

Address: "Kral Petri I" St., p.n. - Mitrovica

Contact person: Rade Spasojeviq

Tel: ++381 (0) 28 34 800

Goal: Providing humanitarian assistance to expelled persons and IDPs, and other citizens that live in Mitrovica municipality.

Umbrella/Network: Zubin Potok, Leposaviq, Zveçan, Vushtrri and Istog

FISHERMEN ASSOCIATION - IBAR

Address: Zubin Potok

Contact person: Silavko Stojanoviq

Goal: Fish breeding, protection of waters from pollution and respecting periods allowed for fishing.

VOMUA

Address: "Dosidej Obradoviq" St., 2/5, Leposaviq

Contact person: Natasha Vuçkoviq

Tel: ++381 (0) 28 83 857

E- mail: vomua@yahoo.com

Goal: Emancipation of women and education of children, youths and elderly people.

VIZIONI 02

Address: Cultural Centre "Adem Jashari", Istog

Contact person: Labinot Maleshaj

Cell phone: ++377 (0) 44 377 103, ++381 (0) 63 8 286 683,
063 7 547 602

E- mail: vizioni02@hotmail.com

Goal: Advancing the position of youths in Istog municipality and Kosova.

Umbrella/Network: Youth Network "Piramida", Istog Youth Network.





YARIN – K.S.S.D.

Address: 327, Miresh (Dobërçan)

Contact person: Refike Sylçevci

Tel: ++381 (0) 280 75 654

Goal: Cultivation and enhancement of Turkish culture

ZAMAN

Address: "Arbëria", St."Vuçitërna", nr.92, Prishtina

Contact person : Hilmo Kandiç

Tel: ++ 381 (0) 38 549 605

Cell phone: ++377 (0) 44 158 456

Goal: Preventing the migration of the Bosniak minority, environmental protection, human rights, the rights of women and children.

Umbrella/Network: Prizren, Dragash – Podgora, Peja – Vitomirica, Gjakova, Mitrovica.

THE PEOPLE'S VOICE

Address: Dubrava, Ferizaj

Contact person: Shani Kopili

Cell phone: ++377 (0) 44 254 315; ++381 (0) 63 8685342

E- mail: zeriipopullit@yahoo.com, zpashkali@yahoo.com

Umbrella/Network: Network AVOKO

Goal: Minority rights and education

REGIONAL AGENCY OF ENTERPRISES - GJILAN

Address: "Adem Jashari" St., nr. 23, Gjilan

Contact person: Gani Pireva

Tel: ++381 (0) 28 30 029; 30 069

Fax: ++381 (0) 28 30 099

E- mail: gjilanrea@yahoo.com

Goal: Economic development

ECONOMIC DEVELOPMENT AGENCY - EDA

Address: "Eqrem Çabej" St., B3/2, Prishtina

Contact person: Ardian Jashari

Tel: ++381 (0) 38 247 147

E- mail: eda_ngo@hotmail.com

Goal: Promoting economic development

DEVELOPMENT STUDIES INSTITUTE - RIINVEST

Address: "Aktash I", St."Rexhep Malaj", nr.28, Prishtina

Association chairman: Muhamet Mustafa

Tel/Fax: ++ 381 (0) 38 239 420; 244 540

Web-site: www.riinvestinstitute.org

Goal: Economic and development studies, promoting economic development on the basis of free private initiative and the philosophy of entrepreneurship.

ECONOMIC AND RECONSTRUCTION DEVELOPMENT ASSOCIATION "MARKETINGU"

Address: "Iliria", 4/blloku 3/23 - Gjilan

Contact person: Fahredin Sylja

Cell phone : ++377 (0) 44 163 912

E- mail: farka2002@hotmail.com

Goal : Economic development and reconstruction

KOSOVA TRADE WORKERS UNION - BSPK

Address: "Nëna Tereze" St., 1st floor, nr. 35, Prishtina

Contact person: Zeqir Shkodra

Tel/fax: ++ 381 (0) 38 221 782

E-mail: bspk@etuc.org

Goal: Advancing the position of workers and unionists awareness-raising, and improving the work conditions and life of workers.

Umbrella/Network: Throughout the territory of Kosovo and ICFTU

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TRAINING CENTRES IN KOSOVA

MANAGEMENT AND DEVELOPMENT ASSOCIATES – MDA

Address: "Eqrem Çabej" St., B3/2, Prishtina

Contact persons : Luan Dalipi dhe Ardian Jashari

Cell phone: ++381 (0) 38 247 147

E-mail: info@seemda.com

Goal : Training centre for promoting best management practices

KOSOVA NANSEN DIALOGUE

Address: "Sylejman Vokshi" St., nr. 2/2 - Prishtina

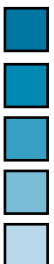
Contact person: Bersant Disha

Tel: ++381 (0) 38 224 650

E- mail: knd@kndialogue.org

Goal: Building a peaceful, democratic, open and all-inclusive society in Kosovo

Umbrella/Network: Member of Balkan Nansen Dialogue Network





KOSOVA EDUCATION CENTRE - KEC

Address: "Nëna Tereze" Square, Nr.5 - Prishtina

Contact persons: Dukagjin Pupovci e Edmond Aliaga

Tel: ++381 (0) 38 244 257, 226 897, lok.109

E-mail: office@kec-ks.org, dpupovci@kec-ks.org

Web-site: www.kec-ks.org

Goal: Providing opportunities for professional development and attaining relevant information for educational staff and the community.

ADVOCACY TRAINING AND RESOURCES CENTRE - ATRC

Address: "Agim Ramadani" St., nr. 15, k.II - Prishtina

Contact person: Reze Duli

Tel : ++381 (0) 38 244 810

Web-site: www.advocacy-center.org

Goal: Capacity building of NGOs, human rights protection and gender equality

Umbrella/Network: Network AVOKO

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LIST OF INTERNATIONAL LIAISON OFFICES IN KOSOVA

OFFICE OF THE ALBANIAN GOVERNMENT

Contact person: Bashkim Rama

Tel : ++381 (0) 38 548 208

AUSTRIAN LIAISON OFFICE

Contact person: Alexander Bayerl

Tel: ++381 (0) 38 549 284

Fax: ++381 (0) 38 549 285

OFFICE OF THE GOVERNMENT OF BELGIUM

Contact person: Hugues Chantry

Tel: ++381 (0) 38 548 773

Fax: ++381 (0) 38 243 183

OFFICE OF THE GOVERNMENT OF CANADA

Contact person: Stephan Moran

Tel: ++381 (0) 38 549 545

Fax: ++381 (0) 38 548 773

OFFICE OF THE GOVERNMENT OF CROATIA

Contact person: Iliriana Shehu
Tel: ++381 (0) 38 243 399 – 398

OFFICE OF THE GOVERNMENT OF DENMARK

Contact person: Anne-Maria Madsen
Tel: ++381 (0) 38 549 381
e-mail: danste@Cell phoneixnet.dk

OFFICE OF THE GOVERNMENT OF FINLAND

Contact person: Marku Laamanen
Tel: ++381 (0) 38 243 098
Fax: ++381 (0) 38 549 741

LIAISON OFFICE OF THE GOVERNMENT OF FRANCE

Contact person: Gerald Sallier
Tel: ++381 (0) 38 249 611 - 612

OFFICE OF THE GOVERNMENT OF GERMANY

Contact person:
Tel : ++381 (0) 38 243 658- 659

OFFICE OF GRAND DUCHE DU LUXEMBOURG

Contact person: Manuel Vega Mahlitz
Tel : ++381 (0) 38 226 787
e-mail: lmmentz@netcourrier.com

OFFICE OF THE GOVERNMENT OF GREAT BRITAIN

Contact person: Mark Dickinson
Tel : ++381 (0) 38 249 801 – 559

OFFICE OF THE GOVERNMENT OF GREECE

Contact person: Cristos Kontovounisios
Tel: ++381 (0) 38 243 013

OFFICE OF THE GOVERNMENT OF ITALY

Contact person: Pasquale Salzano
Tel: ++381 (0) 38 244 925

LIAISON OFFICE OF JAPAN

Contact person: Yoshihide Nakai
Tel: ++381 (0) 38 249 995 – 038/ 549 005
e-mail: jplopr@ipemb.org.yu





OFFICE OF THE GOVERNMENT OF MALAYSIA

Contact person: Raszlan bin Abdul Rashid

Tel: ++381 (0) 38 243 467

OFFICE OF THE GOVERNMENT OF THE NETHERLANDS

Contact person: Peter Bas Becker

Tel: ++381 (0) 38 224 610

OFFICE OF THE GOVERNMENT OF NORWAY

Contact person: Eli Jonsvik

Tel: ++381 (0) 38 548 010

Fax: ++381 (0) 38 548 202

OFFICE OF THE GOVERNMENT OF RUSSIA

Contact person: Vladimir Ivanovski

OFFICE OF THE GOVERNMENT OF SWEDEN

Contact person: Karim Hernmarck

Tel: ++381 (0) 38 243 144

OFFICE OF THE GOVERNMENT OF SWITZERLAND

Contact person: Yvana Enzler

Tel: ++381 (0) 38 548 078

OFFICE OF THE GOVERNMENT OF TURKEY

Contact person: Metin Kilic

Tel: ++381 (0) 38 548 545

Tel: ++381 (0) 38 548 559

OFFICE OF THE US GOVERNMENT

Contact person: Philip Goldberg

Tel : ++381 (0) 38 549 516 - 517

Fax: ++381 (0) 38 549 890

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**DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)
(DEVELOPMENT AGENCY OF THE BRITISH GOVERNMENT)**

Contact person: Lirim Osmani

Tel: ++381 (0) 38 549 724

EUROPEAN AGENCY FOR RECONSTRUCTION (EAR)

Contact person: Thierry Bernard Guele

Tel : ++381 (0) 38 513 12 00

Web-site: www.ear.eu.int

EUROPEAN COMMISSION LIAISON OFFICE

Contact person: Georgio Momberto

Tel: ++381 (0) 513 12 00

**GERMAN OFFICE FOR RECONSTRUCTION AND DEVELOPMENT (CORED)
DEG, GTZ, KFW Reconstruction and rehabilitation)**

Tel: ++381 (0) 38 549 011

e-mail: gtz_pr@kohamail.net

SWISS AGENCY FOR DEVELOPMENT AND COOPERATION (SDC)

Contact person: Hans-Peter Fischer

Tel: ++381 (0) 38 548 091

Fax: ++381 (0) 38 548 096

**US OFFICE PUBLIC AFFAIRS SECTION
(PROMOTING DEMOCRATIC CIVIL SOCIETY IN KOSOVO)**

Contact person: Luan Nimani

e-mail: lnimani@pd.state.gov

Tel: ++381 (0) 38 549 516

Fax: ++873 761 912 436

**UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
(HUMANITARIAN PROGRAMS)**

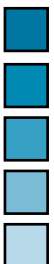
Contact person: Paolo Lembo

e-mail: registry.ks@undp.org

Tel: ++381 (0) 38 066/067

Fax: ++381 (0) 38 548 065

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KOSF





Appendix B.



Appendix B. Guide/Checklist for Semi-Structured Interviews with CSOs

MISSION:

- Staff members aware
- Publicity, does it exist?

VISION:

- Ask again
- Staff members aware?

VALUES

- What the values trying to promote in your work?
- Question to uncover all?
- Probe and investigate those mentioned

STRATEGIC THINKING

- Further steps to achieve your mission (long term plan)
- What is your prediction for the organisation in 5 years

STAFFING

- Relevant experienced staff?
- Training appropriate?
- Do you have further training needs?

DECISION – MAKING

- How, who, when?

STRUCTURES

- Roles and responsibilities?





ADMINISTRATION

- Procedures
- Manual
- Internal report (who you answer, information flow)
- Record keeping

FINANCES

- Sufficient at the moment?
- Sources

FUNDRAISING

- Potential sources of funds
- Activities
- Long term finance needs (Business plan)

EQUIPMENT and PREMISES

- Observe

PLANNING

- Taking place?
- What activities, weekly, monthly, etc?
- Who?

MONITORING and EVALUATION

- Of what?
- For whom, why?
- Methods
- Who is included?

ACTIVITIES

- What are you doing currently?
- What did you do in the past?
- Why you are doing exactly these activities?
- Talk about needs of target groups
- Outcomes (evidence, report...)
- Who is doing similar works (duplication)?

STAKEHOLDERS RELATION

- Beneficiaries
- Forums, networks
- Joint projects CSOs
- Cooperation with authorities
- Donors, INGOs
- Media coverage

ENVIRONMENT

- General (explain) what problems face during activities
- Freedom and rights
- Access to information
- Minority rights respected (locally)

SOCIO CULTURE

- Interethnic relations
- Do traditional values influence your work?
- Attitude to Civil Society in the community
- Voluntarism





Appendix C.



Appendix C. Focus Group Study and Report

Analytical Report

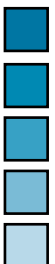
Evaluation of Civil Society in Kosova

Qualitative Study
**Focus Group Research with NGO representatives
Donors and Beneficiaries**

June 2005

**INDEX
KOSOVA**
*Joint venture with BBSS
Gallup International*

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Executive summary

Civil Society Organisations gave different perspectives about the definition of civil society, but nevertheless almost all of them agreed to the fact that civil society is everything that is not the state, the government and the business or market sector. CSO representatives see civil society as a supplement to the government; they see it as a corpus of organisations and institutions that serve in general for the “correction” of the government.

On the other hand, the group discussion with beneficiaries and the general public reveals that their awareness about the civil society, its role and purpose is rather with mixed perceptions. Some participants saw civil society as a group of non-government organisations (NGO's) and non-profit organisations or any group of citizens that works to improve the position of the society. Nevertheless, there were also views that defined civil society as all the citizens of one country.

The main criticism from the CSO's about the civil society in Kosova has to do with the failure of civil society to fulfill the needs of citizens and groups that it represents. While participants estimated that the civil society in Kosova is not sufficiently visible and its role is partial, international community was considered partially responsible for this result, since they have strived to establish and create this sector artificially. Nevertheless, the CSO's are also blamed for the lack of cooperation and coordination of activities among them, with the aim of having a greater impact and wider coverage of needs of the community.

There were also participants that highlighted positive results of civil society in Kosova, mentioning several examples of activities that prove an existence of a will to work for something that is shared by everyone.

Looking from the perspective of beneficiaries and the general public also shows a general dissatisfaction with the work of civil society in Kosova. Most of them agree that the civil society is hardly engaged and efficiently active, not able to change different processes and with no dynamic way to solve or help solve citizens' problems in Kosova. They further tried to explain that this might be due to the fact that the concept of civil society is hardly known in Kosova, and because there is no experience in cooperation with government and state institutions and how to be efficiently engaged in decision-making processes.

Turning to the issue of whether CSO activities fulfill the needs of the community, majority of participants from CSO's tend to agree that these needs are only somewhat fulfilled – saying that in some places they are and in some places they are not. Further, they gave several good examples of some NGO's that are service oriented, offering services to specific target groups such as legal aid, aid to handicapped persons, etc. They mentioned also examples of organisations contributing in declining the unemployment by offering training to educate people and serve as intermediaries in finding jobs, especially in the private sector. Most of the participants agreed that the most advanced sectors are education and gender issues, which means that CSO activities are fulfilling the needs of the community to some extent, since education was mentioned quite often among problems facing the community today.

Donor support in Kosovo is not well coordinated with the needs of the civil society and the needs of the community. Since Kosovo faces many problems, it is not expected that donors can address all these problems through their projects and support. However, most participants, including beneficiaries and ordinary citizens, agreed that donors do not recognize the Kosovan reality well, including that fact that they try to push their own agendas and interests with their projects and financial support in Kosovo.

There were also positive remarks, with respect to support of donors especially in raising the awareness of the general public and specific stakeholder groups about different fundamental issues. Other cases of successful donors support were mentioned, such as return of refugees and displaced persons, promotion of rights of Roma women, etc. Beneficiaries and ordinary citizens also mentioned some successful cases of donors support to civil society and the community: projects with children with specific needs, projects for learning foreign languages, reconstruction of roads, business loans, support of agriculture, education, etc.

There is a general consensus among participants representing the civil society in Kosovo that most of the CSO's have not created any sustainability plan whatsoever. There is a general feeling that, although donor support has started to decrease, when donor support drastically decreases, majority of organisations will cease existing.

Results from the group discussion with donors in Prishtina show that the civil society in Kosovo faces many problems in being a strong and credible civil society. One of the problems that were mentioned is the fact that in the previous system before the recent Kosovo conflict, the civil society was never able to freely express its opinions, because of limitations of freedom of speech. Therefore, it is considered that the civil society is not well aware of the power it has in the decision-making processes and that there is a general lack of initiative among civil society, which makes it rather a passive observer and a passive receiver.

According to donors there is a lack of vision in general, or CSO's have mainly short-term vision due to the fact that they are mainly project-based organisations. This brings another problem to surface – organisations behave competitively for getting funds and therefore hesitate to create networks or be part of networks since they are mostly project-based organisations, hence there is a general lack of communication and coordination among CSO's in Kosovo. The only successful networks so far are considered networks among women and youth organisations.

Almost all donor representatives present in the group discussion agreed that there is a general lack of coordination among donors with respect to donor support to the civil society in Kosovo. One of the participants emphasized that there is a lack of communication among donors in Kosovo, and as a results donors do not have a consolidated approach. Another participant expressed his view that among donors there is a lack of any comprehensive development plan for Kosovo.





Introduction

Seeing civil society as an intermediate space between state, household and the market, whose role is to protect and extend its interests in promoting democratic values, good governance and advancing social and economic development²⁷, one can say that the development of this sector in Kosova was and still is more than a must in the post-war period, in the reconstruction and development phase of the country. Currently, the civil society in Kosova is represented by close to 3,000 organisations, groups or associations, which shows a tremendous increase compared to year 2000, when there were only around 130 registered organisations operating in Kosova.

In order to understand the civil society in Kosova and see where it stands, Kosovar Civil Society Foundation (KCSF) carried out the first mapping of civil society in year 2000. Nevertheless, today, in spite of the large number of registered organisations, there is no clear indication of which organisations are currently active, what their capacities are, which fields they are working on and other specific characteristics of civil society organisations (CSO) in Kosova. In order to understand this, KCSF started the second mapping of civil society in Kosova in 2004, with the main aim of equipping local and international donors and policy makers to create more responsive strategy for the effective support of civil society in Kosova.

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In order to implement this mapping in its full capacity and with desirable outcomes, there were 56 indicators set to identify key characteristics of civil society in Kosova and evaluate its strengths and weaknesses, as well as 7 different research methods designed to collect and analyze different data and information with respect to the overall aim of this mapping.²⁸

Kosovar Civil Society Foundation commissioned "Index Kosova, joint venture with BBSS Gallup International", local research company, to conduct the qualitative research through focus group discussions with relevant stakeholders in Kosova.

Methodology

The qualitative study comprised of four focus group discussions with 7-10 participants, conducted from 16-20 May 2005 with three main target groups:

1. Civil Society Organisations representatives
2. Beneficiaries and ordinary citizens
3. Donors

There were two group discussions conducted with representatives of civil society organisations – one of them in Prishtina with organisations mainly from Prishtina and neighboring municipalities and the other one in Gjakova with organisations from Gjakova, Peja and Prizren. One group discussion was conducted with beneficiaries and ordinary citizens in Prishtina and one group with

²⁷ *Plan for Civil Society Mapping, KCSF, June 2004*

²⁸ *Ibid.*

donors was also conducted in Prishtina. All group discussions were conducted in Albanian language, apart from the one with donors, since majority of them were represented by foreign language speakers.

Analytical Report – Part 1

(Views of Civil Society and the General Public)

GENERAL OVERVIEW ON CIVIL SOCIETY

Defining Civil Society in Kosova

Although there is a clear definition of what the civil society is, often we hear different definitions and understandings about the civil society, mainly depending on its role and position in the society. Before discussing about varieties of issues with regard to civil society in Kosova, all participants were invited to define in their own words what they understand with and how they see civil society.

Civil Society Organisations gave different perspectives about the definition of civil society, but nevertheless almost all of them agreed to the fact that civil society is everything that is not the state, the government and the business or market sector. As one of the participants further elaborated, this is the reason why the civil society is called the third sector, having in mind that the government and state structures are the first sector and business community is the second sector. Having said that, CSO representatives see civil society as a supplement to the government; they see it as a corpus of organisations and institutions that serve in general for the “correction” of the government.

“Civil society is a group of people, who are gathered to discuss and advocate about certain issues that is seen as problematic in one place.”
(CSO Representative, Female, Gjakova)

“It is a group of people that are working in order to fully fulfill certain needs of the community. It is a kind of a bridge or link between the community and institutions, a mechanism that speaks for the community’s needs to higher instances, to different institutions.”
(CSO Representative, Female, Prizren)

CSO representatives, while defining what the civil society is and how they see it, they also tried to point out what is the purpose of civil society. There were different voices about the purpose of civil society, mainly linked to the definitions they had already given, but there were also some very specific remarks. According to them, one of the purposes of the civil society is to protect the rights of the people from the lack of accountability and responsibility of the government. Civil society is also there to fulfill and work for the rights and to fulfill what the government cannot, as well as serve as a promoter of specific categories of people in society.

One of the participants mentioned that the civil society in Kosova is regulated





by a regulation that defines the civil society rather very simply – as a group of organisations and bodies that are non-profit and are organized for the interests of citizens and the civil society.

On the other hand, the group discussion with beneficiaries and the general public reveals that their awareness about the civil society, its role and purpose is rather with mixed perceptions. Some participants saw civil society as a group of non-government organisations (NGO's) and non-profit organisations or any group of citizens that works to improve the position of the society. Nevertheless, there were also views that defined civil society as all the citizens of one country.

Overall Evaluation of Civil Society

Civil society representatives had different views about the overall evaluation of civil society in Kosova, although they were representing this civil society. There was a certain amount of self-criticism, as well as good examples of success of civil society in Kosova.

The main criticism from the CSO's about the civil society in Kosova has to do with the failure of civil society to fulfill the needs of citizens and groups that it represents. According to one of the participants, this is as a result of lack of knowledge of people who have established different organisations about what civil society means and what is its purpose. While participants estimated that the civil society in Kosova is not sufficiently visible and its role is partial, international community was considered partially responsible for this result, since they have strived to establish and create this sector artificially. Nevertheless, the CSO's are also blamed for the lack of cooperation and coordination of activities among them, with the aim of having a greater impact and wider coverage of needs of the community.

"I believe we should also be self-critical and not only criticize other NGO's. There has been no initiative from Albanian NGO's to collect minority NGO's and organize a conference. There was nothing like this, because we tend to think: What's in it for us?"

(CSO Representative, Female, Prishtina)

Most of the CSO representatives agreed that the role of civil society has been partial, due to the fact that the civil society in Kosova has played its role only in preserving its own interests. The civil society functioned differently before the 1998-1999 conflict, with only several organisations, when people did not work only for financial benefits but for humanitarian reasons, with a very high level of voluntarism in all instances. Today, it is considered that people are involved in CSO's because they see it only as a job position for financial benefits.

"From 3,000 organisations functioning in Kosova, 80 percent of people have opened them for personal interests. They just collect some funds and are passive."

(CSO Representative, Male, Prishtina)

On the other hand, there were also participants that highlighted positive results

of civil society in Kosova, mentioning several examples of activities that prove an existence of a will to work for something that is shared by everyone. The joint initiative and cooperation of several organisations for the campaign for open lists for elections was mentioned, as well as the Kosovan Women Network, as one of the only networks that functions in Kosova. Participants also made it clear that very often they find small organisations in small municipalities doing more for the needs of the community than large organisations or networks in bigger cities or with Kosova-wide coverage.

Looking from the perspective of beneficiaries and the general public also shows a general dissatisfaction with the work of civil society in Kosova. Most of them agree that the civil society is hardly engaged and efficiently active, not able to change different processes and with no dynamic way to solve or help solve citizens' problems in Kosova. They further tried to explain that this might be due to the fact that the concept of civil society is hardly known in Kosova, and because there is no experience in cooperation with government and state institutions and how to be efficiently engaged in decision-making processes.

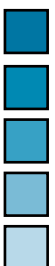
Needs Of The Community Vs. Cso Activities

In order to see whether civil society activities meet the needs of the community and help out in solving problems faced by citizens of Kosova, participants were first invited to identify which are the problems their community faces today. Then they were invited to mention and recognize field of activities of CSO's and then estimate whether these specific activities meet specific needs of the community.

According to civil society representatives, as well as beneficiaries and the general public, one of the most important problems facing their community today is unemployment and poor economic conditions. Other problems were also considered as very important, such as corruption, status of Kosova, lack of collective freedom and security, lack of proper infrastructure (roads, electricity, water, etc.), poor education and school dropouts, drugs and alcohol, poor medical services, return of refugees and displaced persons, as well as lack of funds in general.

When speaking of fields of activities or activities in which CSO's are mainly engaged in Kosova, representatives of civil society mentioned a wide variety of them, among which also youth, media, women, environment, minority, religion, etc. It is also worth mentioning that the awareness of beneficiaries and ordinary citizens about the activities of CSO's is fairly limited to their local community – people tend to recognize CSO activities that take place in their surrounding. The most frequent fields of activity that were mentioned were women organisations, humanitarian organisations, legal aid organisations, human rights organisations, environmental organisations, etc.

Turning to the issue of whether CSO activities fulfill the needs of the community, majority of participants from CSO's tend to agree that these needs are only somewhat fulfilled – saying that in some places they are and in some places they are not. Further, they gave several examples of some NGO's that are





service oriented, offering services to specific target groups such as legal aid, aid to handicapped persons, etc. They mentioned also examples of organisations contributing in declining the unemployment by offering training to educate people and serve as intermediaries in finding jobs, especially in the private sector. Most of the participants agreed that the most advanced sectors are education and gender issues, which means that CSO activities are fulfilling the needs of the community to some extent, since education was mentioned quite often among problems facing the community today.

"A number of NGO's have monitored the activities of the Assembly of Kosova and some municipal assemblies. Municipal assemblies that were monitored by NGO's have changed their stance towards the problems of the society in a very short period of time. Many other assemblies that were not monitored have asked us to monitor them, as the communities have had direct benefits."
(CSO Representative, Male, Prishtina)

Nevertheless, representatives of civil society are well aware that there are problems in this respect and they might not meet the needs of the community as they should. Some of them agree that there are not many organisations that deal with unemployment issues, water, electricity and environment. They also highlight the problem of dealing with the problem only superficially as it happens in most of the cases, and not with the core of the problem, by finding a proper solution for a long-term result.

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"Even though there have been investments in, for example, prevention of drug use, there is an indication that the number of persons using drugs is increasing every day. This is the best indicator that something went wrong in the whole process of organizing projects and ideas in different NGO's."
(CSO Representative, Female, Prizren)

The general public and beneficiaries of CSO projects are much less satisfied with activities of civil society in Kosova, and majority of them agree that they mostly do not fulfill the needs of the community, apart from some specific cases. They show their criticism towards the civil society by saying that the money that is dedicated for a certain project is used elsewhere for something else.

"There are some organisations like those women NGO's. They have some equipment and then they invite some women from villages for training. After a few days those women receive a diploma and that's all..."
(Beneficiary, Male, Prishtina)

Beneficiaries and ordinary citizens indicate that many people that were in need did not benefit whatsoever from CSO projects, due to possible corruption among CSO representatives during the implementation of the project.

"Those who are under the apple tree are the ones to eat the apples"
(Beneficiary, Female, Prishtina)

Perceptions On Efficiency Of Civil Society

Although the voice of civil society representatives was not so negative with respect to fulfillment of needs of the community from CSO activities, there a sense of stronger criticism with regard to the efficiency of these organisations in meeting these needs.

Majority of CSO representatives tend to agree that the efficiency of organisations in meeting the needs of the community is quite low and there are several reasons to this, as well as several examples of inefficiency. One of the examples pointed out that according to unofficial data, around 60 percent of all active NGO's in Kosova were working with youth and with reconstruction of dialogue among different constituencies. In March last year, around 60 percent of participants in violent protests were young people. This was mentioned to indicate that all activities to create inter-ethnic communication failed and that these activities were channeled incorrectly. Nevertheless, participants think that local NGO's are not the ones that should be blamed for this, since they have been working under directives of donors.

There is also a general perception among CSO representatives that there is a lack of access to institutions to create partners and that there is a need for greater cooperation, also between civil society organisations, in order to increase the efficiency of their activities through better coordination.

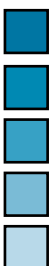
Civil society representatives were also critical towards experts mainly invited by donors to train the local staff among different organisations. They think that majority of these experts are not sufficiently qualified nor have the adequate experience to hold these trainings, and that this is causing local organisations to rely and act upon wrong examples given by wrong people.

“Many experts come and hold trainings with NGOs – some of them only with two-three weeks experience in Cambodia come and hold trainings to the youth in Kosovo about the youth in Cambodia that are not related to our case. It is then normal that these youth NGOs take wrong examples.”
(CSO Representative, Male, Prishtina)

One of the participants from the civil society also mentioned that the Democratization Department of the OSCE was supposed to support the NGO's and it has supported them to some extent. Nevertheless, according to him, the number of people they worked with was rather low, therefore their impact and support was not satisfactory.

Support From Donors

Since the end of Kosova conflict in 1999 and the set-up of the UN civil administration in Kosova, almost all relevant international agencies and organisations opened offices and started operating for the reconstruction and later development of the country. There were different types of donors funding a wide variety of activities, funding both government institutions, business development and the civil society. After the end of the phase of reconstruction of the country, many donors decreased their funding or some of them even left, when especially many civil society organisations started to face difficulties in sustaining





their activities and operations in Kosova.

According to most of the representatives of the civil society that took part in group discussions of this study, most of the donors are currently supporting projects related to standards in general, and then return of refugees, multi-ethnic projects, anti-corruption, as well as awareness and advocacy projects for building a stronger civil society.

Nevertheless, participants pointed out that donor support in Kosovo is not well coordinated with the needs of the civil society and the needs of the community. First of all, it was stated that Kosova faces many problems, therefore it is not expected that donors can address all these problems through their projects and support. However, most participants, including beneficiaries and ordinary citizens, agreed that donors do not recognize the Kosovan reality well, including that fact that they try to push their own agendas and interests with their projects and financial support in Kosova.

"They (donors) are interested in creating a multi-ethnic Kosova and think that we should find solutions to other problems by ourselves. Usually, all projects are related to multi-ethnicity. This is their priority, but not ours. Our priority is unemployment, education, etc."

(CSO Representative, Female, Prishtina)

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Having said that, some participants voiced their opinion that it is not the obligation of donors to fulfill the needs of citizens and that problems such as unemployment cannot be solved with donations. Further it was said that instead, the needs of the people can be met with the improvement of economic conditions, which can be achieved through investments and not donations, since donations are dedicated to certain projects, but cannot directly improve economic conditions.

In spite of this criticism to donors, there were positive remarks also, with respect to support of donors especially in raising the awareness of the general public and specific stakeholder groups about different fundamental issues. Other cases of successful donors support were mentioned, such as return of refugees and displaced persons, promotion of rights of Roma women, etc. Beneficiaries and ordinary citizens also mentioned some successful cases of donors support to civil society and the community: projects with children with specific needs, projects for learning foreign languages, reconstruction of roads, business loans, support of agriculture, education, etc.

Sustainability Of Civil Society In Kosova

There is a general consensus among participants representing the civil society in Kosova that most of the CSO's have not created any sustainability plan whatsoever. There is a general feeling that, although donor support has started to decrease, when donor support drastically decreases, majority of organisations will cease existing. As they explained, civil society organisations have created a human capacity and resources in the past few years; however, this was not the case with regard to creation of financial capacities. Further, it was also said that there is no law in Kosova that allows the financing of the civil society sector

from the state budget.

CSO representatives made it clear that there are only a few organisations that might have developed financial sustainability strategies and plans, and as a result they have set in place revenue generating activities. However, most of the organisations again agreed that they have been funded by same donor or donors for several years in the past and have not been able to develop such activities that would be able to generate funds in the future when donor support would be lower.

On the other hand, beneficiaries and ordinary citizens are even more critical towards civil society organisations, saying that almost all these organisations have short-term programs and that many of these organisations were established only to be able to retrieve funds for personal interests of certain individuals.

"Many organisations were established depending on donor projects and not on clear vision."

(Beneficiary, Male, Prishtina)

Further, beneficiaries and ordinary citizens brought up the problem of using the civil society as a springboard to get to the government or the private sector. They explained that many individuals have used CSO's to gather experience and knowledge and then to get into government structures or private enterprises/companies. They also mentioned examples of NGO's developing and expanding and then transforming to private firms.

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Relations of Civil Society with Others

Almost all civil society representatives taking part in the study declared that they generally have good relations with government structures, both local and central level, although they criticize them quite often. The level of cooperation with the media and the citizens in general is also satisfactory for them, since they very often have activities where both these groups are involved in one way or another. Some of the CSO's also mentioned the good cooperation with similar organisations in the region, mainly in neighboring countries, such as Macedonia, Montenegro, Serbia, etc.





Analytical Report – Part 2

(Civil Society in the Eyes of Donors)

General Overview On Civil Society

Participants in the focus group discussion with donors in Prishtina have different views about the civil society in Kosova, although most of them have a critical attitude towards civil society. Nevertheless, the blame does not fall only to the civil society, because donors are well aware that they also have a part of responsibility in this, together with the government (local and central) structures in Kosova.

The discussion with donors revealed that civil society in Kosova has a long experience since the nineties, when the whole society was run by a civil society.

"We had a civil society government; we had a civil society system..."

(Donor Representative, Male, Prishtina)

It was also said that this civil society that functioned in Kosova before the 1998-1999 conflict was mostly based on voluntarism, which was significantly affected by the enormous influx of financial resources from donors to the civil society in Kosova. One of the donors even pointed out that there is a presence of "business voluntarism", mentioning examples how people nowadays want money for everything, even for two pages of written proposal.

Results from the group discussion with donors in Prishtina show that the civil society in Kosova faces many problems in being a strong and credible civil society. One of the problems that were mentioned is the fact that in the previous system before the recent Kosovo conflict, the civil society was never able to freely express its opinions, because of limitations of freedom of speech. Therefore, it is considered that the civil society is not well aware of the power it has in the decision-making processes and that there is a general lack of initiative among civil society, which makes it rather a passive observer and a passive receiver.

Nevertheless, civil society in Kosova differs from one region to another, from one location to another. There were some examples mentioned, based on which there are some civil society groups or organisations that are developed based on community needs. One of the participants also said that NGO's are more or less representing the voice of the people to the government or to authorities in order to meet their needs. On the other hands, citizens more and more do count on civil society, since they are aware there is another way for them to express their opinion.

"There are agricultural associations, where people have come together, put their initiatives together, attracted donors and received equipment that is shared by everybody in the community."

(Donor Representative, Male, Prishtina)

However, as one of the participants further elaborated, these types of examples are from CSO's that have more tangible objectives, whereas in organisations that are trying to promote democratic values, for instance, it is rather more complicated to develop concrete strategies in order to achieve objectives that are not so tangible.

Another problem that clearly exists among the civil society in Kosova according to donors is the fact that there is a lack of vision in general, or CSO's have mainly short-term vision due to the fact that they are mainly project-based organisations. This brings another problem to surface – organisations behave competitively for getting funds and therefore hesitate to create networks or be part of networks since they are mostly project-based organisations, hence there is a general lack of communication and coordination among CSO's in Kosova. The only successful networks so far are considered networks among women and youth organisations.

"When you ask them where they want to be in 5 to 10 years from now, they cannot precisely tell you where they want to be, but for instance in one year they would do one project, one advocacy campaign, and in the same year they would do a different project."

(Donor Representative, Female, Prishtina)

"There are very few organisations that can clearly articulate their actions... we often specify what we want, we fund workshops, we fund round tables, and we actually target the people who we actually want to... But, I think there are very few fresh ideas that can actually make a difference."

(Donor Representative, Male, Prishtina)

Further, it is considered that in overall, majority of civil society organisations are not specialized in specific fields of activity, they are rather engaged in almost every activity they can undertake and they can find funding for.

However, as one of the participants noted, not all organisations face all these problems. There is a pool of organisations that are supported by international NGO's and engaged in different fields of activity depending on the field of activity of the international organisation coming from abroad. The fact is that these organisations are still funded from outside and do not depend so much on internal sources of funding. Whereas, when looking at locally established civil society organisations, these are the ones that are facing most of the problems and obstacles. This might be one of the reasons why civil society organisations are more generally oriented in a wider variety of fields of activities and their activities depend on local donor funding and programs.

Donor Coordination And Sustainability Of Civil Society

Almost all donor representatives present in the group discussion agreed that there is a general lack of coordination among donors with respect to donor support to the civil society in Kosova. One of the participants emphasized that there is a lack of communication among donors in Kosova, and as a results donors





do not have a consolidated approach. Another participant expressed his view that among donors there is a lack of any comprehensive development plan for Kosovo.

"...it would help quite a lot if we would have more approach to what other donors are doing."

(Donor Representative, Male, Prishtina)

Another participant said that it is a problem of approach and that donors should do more needs assessment in the community, and not only imposing priorities, bringing models from elsewhere and try to make them work in Kosova too. It was also said that, however every donor has its priorities and that this has to be taken into account. Nevertheless, if for instance, one donor is supporting good governance, the other one should focus on health for instance.

One of the examples mentioned in this respect was the initiative of one of the NGO's to organize a big donor conference, in order to apply with projects. The donors did not basically say no, but they did not show any interest in particular. One of the reasons might have been that every donor has its own agenda, as one of the participants emphasized, and that maybe their agenda is exclusive and they want to work on it on their own and with selected organisations per their own criteria.

As mentioned before, the group discussion revealed that there is a lack of communication between the civil society, donors and government structures, especially those in the municipal level. Institutions at the municipal level are not well informed about what the civil society is doing in their area and what donors are doing in their municipality. They are also not aware of their responsibility of good coordination between them and CSO's, because they should also support the civil society in one way or another, even by funding a part of ideas from the civil society.

As far as sustainability of civil society organisations is concerned, there is a general feeling among donors that with the lack of a long-term vision, the sustainability of civil society is a concern and a real challenge for all parties involved. One of the reasons for the poor condition with respect to the sustainability of civil society organisations might be the lack of donor support coordination and the lack of a comprehensive development plan among donors in Kosovo.

Nevertheless, there are many examples of organisations that have been transforming, debating about donor support versus their income generation activities in order to survive in the future. Some of them have developed income generation activities in order to fund their administrative operations, whereas grants for donors are dedicated strictly for project activities.

The issue of sustainability of civil society organisations was discussed also from another perspective. Another reason for a non-sustainable civil society in Kosova might be the fact that there are mixed feelings among people in ways how they perceive the civil society and its role – sometime they just think this is a way to earn money due to the fact that the economy is poor.

"For ordinary Kosovan citizens it is 'I work for an NGO, I will have a profit'. They

Mapping analyses of civil society in Kosovo

are not saying 'What if I get organized with my neighbors and do something that will make a change'. They usually say 'I establish an NGO, go to an international organisation and make money, I profit for myself'. This is how NGO's are perceived."

(Donor Representative, Male, Prishtina)

Sustainability of civil society organisation is apparently linked to the fact that most of these organisations are very general in terms of their fields of activity, and it could be that only organisations that are more specialized can succeed to survive in the future, by partially developing income generation activities, since for the time being there are many well-funded large organisations that do not have a clear focus.

Some of the participants also considered that a part of the responsibility with respect to the sustainability of civil society organisations in Kosova lies in the hands of donors as well. It was said that among other things, the role of donors was to direct organisations about which are should be covered, because if organisations are let alone, they will not include for all sort of reasons all interests. One of the facts is that not many organisations are covering minorities or rural areas with their projects. Nevertheless, this also requires a closer coordination among all parties involved, CSO's, donors, government structures and the community.





Appendix 1



Appendix 1

Discussion Guide

For Qualitative Research with Civil Society, Beneficiaries and Donors

Introduction

- Moderator’s greeting
 - Explanation of the study objectives
 - Explanation of rules of the discussion
 - Introduction of participants
- 1) Can you please tell me in overall, how do you evaluate the civil society in Kosovo? And what about the civil society in your region?
 - 2) Can you point out which are the most important problems facing your community today?
(NOTE: List the problems mentioned in the discussion)
 - 3) What kind of civil society organisations exist in your region/community?
(Probe: types of organisations)
 - 4) Can you mention which are the main fields of activity/activities of these organisations?
 - 5) To what extent do you think these activities meet the needs of your community?

(Check Against Question 2&4)

- 6) And what would you have to say about the efficiency of these organisations? To what extent are they efficient in meeting the needs of the community?

If they’re not efficient ask why?

(Probe: access to donors, capacities of organisations, skills and experience, management, communication and time)

- 7) Can you please tell me which are the most common values that civil society organisations in Kosovo are promoting? What about in your region?

Can you distinguish these values between types of organisation?

- 8) Now let’s turn to donors in Kosovo. What types of activities they are mostly supporting?





Probe: Do the donators' program for funding meet the needs of the community and civil society organisations?

9) What are the results/outcomes of the support from donors to civil society?

(**Probe:** general and concrete examples)

10) What about the sustainability of organisations and their activities? Do you have a strategic plan for sustainability?

11) Now let's talk about the quality of relations between the civil society, community, beneficiaries, institutions, donors, etc. If the relations are not very good, ask why? What are the obstacles? What are the reasons for such relation?

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Analytical Report

Evaluation of Civil Society in Kosovo

Qualitative study

Focus Group With Ngo Representatives, Donors And Beneficiaries

July 2005

Definition Of Civil Society

Problems surrounding the functioning of civil society often derive from the fact that concept or definition of civil society is not well defined. There is nonetheless a distinction between civil society and non-governmental organisations. What is this distinction?

Civil society is a bridge-way between the community and institutions, while non-governmental organisations are known as the third sector. The first sector are institutions, second are businesses, and third are NGOs which are part of civil society.

These sectors are linked by the media, the latter play an extremely important role for inter-communicating the work of these sectors.

Period before 1999 and after 1999.

The role of non-governmental organisations as representatives of civil society has changed from the period before 1999 and after 1999.

The pre-1999 period was characterised by the survival of the system which at the time was politically defined as a parallel system.

The question arises was the parallel system of 1990-1999 a civil society? There are three factors that prove the existence of civil society:

- The society worked outside the institutions and government of the time.
- Voluntarism was on a very high level.
- Philanthropism was also on a high level, and assistance from the diaspora.





The role of non-governmental organisations changed after 1999, as the number of NGOs marked a major increase and the period was characterised as an emergency phase that had major requirements especially in the humanitarian sector, reconstruction, food and education. At the time, civil society was not well consolidated and had many weaknesses in meeting the emergent needs, and moreover many members of NGOs were not competent for the tasks they took over. This phase also played the role of survival, because during this period NGOs had no development ideas for survival.

After the first phase or the emergency phase, civil society started developing and during this phase donors saw it was necessary to establish organisations because they noticed the incompetence of NGO managers to address and resolve major problems. There are three factors that led to the establishment of many NGOs:

- Societal enthusiasm to contribute to building of democratic society.
- Major presence of donors.
- Unemployment.

During this phase, capacity building and profilisation were very necessary because up to that point NGOs were involved in all kinds of activities not due to the lack of ideas but because of the requirements, and even donors have helped not to have profilisation at the time.

The lack of employment, which is considered a stimulation for the establishment of some NGOs, led to a point where voluntary activists joined civil society and non-governmental organisations.

Voluntarism:

Voluntarism implies the willingness of one person to do voluntary work without any material benefit.

The level of voluntarism was very high during 1990-1999. This was a result of the phase for survival that was characterised with major requirements and a strong motivation of society to change the grave political, economic and social situation during 1990-1999.

However, after 1999 and 2000, voluntarism in Kosovo marked a drastic downfall as a result of several factors:

- The economic crisis led to a low level of voluntarism
- Lack of acknowledgment and stimulation by local institutions resulted in a low level of voluntarism.
- Lack of legal infrastructure that would stimulate voluntarism.
- Lack of transparency by NGOs resulted in a low level of voluntarism, etc.

Stimulating voluntary work is very important and various institutional, municipal and government structures and also schools, bearing in mind the huge potential of youth, should stimulate voluntary work. These are very important pillars that set the foundation for acknowledging voluntary work, because often voluntary work can be also educative.

Voluntarism in Kosovo seems to be ad-hoc and chaotic.

Philanthropism:

Philanthropism is considered a tool to keep NGOs alive, because strong NGOs are those that create sustainability through their work.

Local Philanthropism:

Before 1999, the level of philanthropism in Kosovo was very high, but with the departure of international donors, local philanthropism isn't seen as very stimulating. This is a result of lack of transparency, because the main pillars of local philanthropism are businesses, and local philanthropism could not develop due to the fact that so far there have been no serious discussions for building good relations with businesses. There are also several factors that lead to a low level of local philanthropism.

- Non-transparency of NGOs is destimulating for local philanthropists.
- Lack of social knowledge for philanthropism.
- Poor relations between NGOs and businesses.
- Lack of attractive projects for local philanthropists, etc.

Although there is a stimulating law for businesses which envisages a lower profit tax for 5 percent in exchange for contributing funds to civil society, the latter should nonetheless prepare a genuine infrastructure to stimulate local philanthropists. There are several alternatives for creating a stimulating strategy, some of which are:

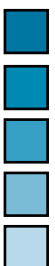
- Transparency and motivation for local philanthropists.
- Providing services for businesses.
- Changing the image of NGOs toward local philanthropists.
- Information on the work of philanthropists, etc.

Even in areas where there is philanthropism, philanthropists have no knowledge how to institutionalise it, and they implement ad-hoc interventions and they often lack foundation-type organisation.

Community Building

Tremendous work was put in for community building in Kosovo, and civil society played a very important role in identifying community needs and in resolving the problems of community. Non-governmental organisations provide various services for community building.

In order to meet the community needs, NGOs must prepare strategy policies for certain communities which also imply an implementation strategy for NGO activities for community needs. NGOs often fail to prepare such strategy policies namely due to the lack of professionalism.





Interaction Between Civil Society And Corporations.

Corporations must have a high level of responsibility toward society and in order to build a positive image they allocate financial assets to society and community, this happens in developed countries where such funds are allocated to civil society.

In Kosovo, civil society has no such tendencies yet, i.e.

The Kosovo Power Corporation (KEK) causes major environmental pollution and damages the health of citizens, and yet it fails to allocate funds for non-governmental organisations that work on environmental protection and hospitals. This shows that lack of societal responsibility of corporations.

Where should civil society stand in this relation? Civil society needs to cultivate important values that increase societal responsibility which is still at a very low level in Kosovo. Non-governmental organisations must prepare genuine advocacy projects and engage in awareness-raising for societal responsibility.

Very little work has been done in this respect and this is still considered an area untouched. The lack of interest comes from all stakeholders – non-governmental organisations, corporations and businesses – that don't know how to move things forward.

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Ngo Potential To Affect Strategy Policies

Although newly created, non-governmental organisations have developed a satisfactory level of governing potential in comparison to the government and municipal authorities. Many members of civil society are entering the ranks of municipal governments and the central government and are providing their expertise. However, in order to affect strategy policies, non-governmental organisations must engage in better cooperation with the government and municipal structures.

Seeing that local governments lack the capacity for proper management of funds, they indirectly have to use the capacities of non-governmental organisations. Relations between local governments and non-governmental organisations are not satisfactory and they depend more on the individual relations between NGO staff members and officials of local governments. There are several factors that hinder communication and cooperation:

- Government and municipal institutions have pre-judgments toward non-governmental organisations
- Local governments do not trust non-governmental organisations
- Non-governmental organisations have not done enough to improve relations with institutions

In relations between institutions and non-governmental organisations there are various political circles that try to manipulate NGOs and score political points for certain parties. This involves conflict of interest, where many government

officials also have non-government organisations.

Think Tank NGOs

Think Tank non-governmental organisations in Kosovo are not sufficient in accordance with the requirements and most of them are believed to be in the early process of work. So far, they were not seen to be committed in offering qualitative projects and expertise for the market. The lack of a network of think tank groups is apparent and this prevents these groups from making a real impact. In general, as we said before, Kosovo needs think tank NGOs, as their effective engagement would bring a new spirit to the country's policy.

Partnership Of Civil Society

Partnership with the governments:

The more developed civil society is the less partnership it has with the government and it acts more as a pressure group.

After the creation of local institutions in Kosovo, civil society initially had good cooperation with the government, but later on this level of cooperation declined and there are tendencies that there is less cooperation which is a result of a strengthened civil society and the fact that it operates as a pressure group.

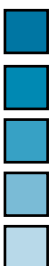
In several places, there are trends of cooperation between local and central government; however, the level of cooperation is not satisfactory. There are also some non-governmental organisations that refuse to cooperate with institutions due to, as they say, the lack of professionalism in the institutions. Non-governmental organisations often view government institutions as direct competitors in getting funds from donors for certain projects.

Partnership with Donors

Civil society in Kosovo is not strong enough yet to survive without the help of international donors. Partnership is considered by civil society as very necessary, because so far only donors have stimulated partnership. Non-governmental organisations need to do more in stimulating partnership with donors, bearing in mind the decreasing number of donors in Kosovo. Therefore, it is in the interest of NGOs to strengthen partnership with donors.

Is There Nepotism In Civil Society

Nepotism is a worrying problem in civil society in Kosovo because on certain occasions it is justified with professionalism. However, the key problem of nepotism is that it leads to conflict of interests among NGOs which then proves hard to be removed. NGOs that have nepotism inside their structures often lose their credibility in the community and their sustainability is often put to doubt.





Sustainability of non-governmental organisations

Non-governmental organisations are in the initial phase of drafting long-term strategies, and so far many of them have and continue to operate with short-term and mid-term strategies. The current period is considered a phase when NGOs have started thinking about their sustainability. Civil society is still unprepared to generate incomes and this is a result of the government's failure to stimulate a market where NGOs could contribute and draft long-term action strategies.





Appendix D



Appendix D. List of Research Indicators

Annexe 1. Indicators And Means Of Measurement

Indicator	Means of measurement: Q: CSO Questionnaire, I: Interview with CSOs, FG: Focus Group with local stakeholders IK: Interview with key informants (at centre)	Scale / No scale
STRUCTURE		
Internal capacities		
Mission clearly expresses the purpose of the organisation	Q; I; FG	YES
Vision is clear, understandable and motivating	Q; I	YES
Organisation is guided by strategic thinking	I; CSO strategy docs.	YES
Clear administrative procedures exist including good record keeping	I; CSO documents	YES
Staffing numbers	Q; I	NO
Staff have relevant skills and received necessary training	Q; I; FG	YES
A board / assembly is in place that provides leadership, guides strategy and ensures transparency and accountability	Q; I; Minutes of board meetings	YES
Decision-making is timely, effective and participatory	I; FG	YES





Structure is appropriate for the needs and scope of the organisation	I;	NO
Finances are based on reliable sources of funds that have the potential to be diversified	Q; I	YES
Fundraising is a regular activity and geared to the organisation's purpose and long-term financial needs	Q; I	YES
Organisation has appropriate and necessary equipment and premises	Q; I	YES
Regular planning of routine tasks and activities is taking place with the participation of all staff	I; minutes of meetings	YES
A system for Monitoring and Evaluation of all activities is established	I; CSO documents	YES
Organisation is registered with the appropriate authority	Q	NO
Performance / Field of activity		
Type and range of activities being carried out	Q; I; FG	NO
Activities correspond to the mission	I; FG	YES
Activities meet the needs of the target group	I; FG	YES
Evidence exists that projects / programmes are producing sustainable outcomes	I; FG	NO
Activities are not duplicating those of other organisations	FG; I	NO
Stakeholder relations		

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Organisation maintains close contact with direct beneficiaries and understands their needs and interests	FG; I	YES
Organisation participates in regular civil society forums and networks	I; Q; FG; IK	YES
Organisation carries out joint projects with other CSOs or those that compliment the work of other CSOs	I; Q; FG; IK	YES
Regular communication and cooperation established with the authorities and institutions	I; Q; FG; IK	YES
Regular communication and cooperation established with business	I; Q; FG; IK	YES
Good relations exist with donors, including regular feedback from donors and donor satisfaction	I; Q; IK (donors)	YES
Close cooperation established with the Media at the relevant level	Copies of media coverage and press releases	YES
Partnerships established with INGOs that advance the interests of the local organisation	I; Q; IK (INGOs)	YES
INSTITUTIONAL ENVIRONMENT		
Political context		
Political stability	Analysis docs.; IK; own assessment	NO
Formal democracy in place	Analysis docs.; own assessment	NO
Transparent and responsive government	IK; FG; analysis docs.; own assessment	NO

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Free of political corruption	IK; media articles; own assessment	NO
Basic freedoms and rights		
Freedom of movement	All + own assessment	NO
Access to information for all	I; FG	NO
Minority rights respected	I; analysis docs.; IK; own assessment	NO
Children's rights respected	Analysis docs.; IK; own assessment	NO
Socio-economic context		
Acceptable level of social security and welfare provision	Analysis docs; IK, FG	NO
Access of employment and livelihoods	Analysis docs, IK, FG	NO
Socio-cultural context		
Inter-ethnic relations harmonious	All + analysis docs.	NO
Influence of patriarchal and traditional values	All + analysis docs.	NO
Social trust exists	All + analysis docs.	NO
-Understanding of and trust in civil society	I; FG	NO
-Volunterism	I; FG	NO
Legal environment		
CSO registration suitable and accessible	Legal documents, I	NO
Tax exemptions and incentives for CSOs	Legal documents	NO
VALUES		





Appendix E



Appendix E.

CSO Questionnaire

CSO Questionnaire

Contact Details

1. Name of organisation
Contact person
Address
Tel. /fax./e-mail
Website

Registration

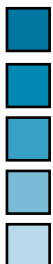
2. When did the organisation start work?
- 3a. Is the organisation registered?
- 3b. If yes, when did it register?

Purpose Of Organisation

4. What type of organisation are you; e.g NGO, foundation, community-based organisation, trades union etc?
5. What is the mission or main goals of your organisation?
6. What is the vision of society that your organisation holds and which it is trying to achieve?
7. What are your organisation's primary target groups?
8. What activities/ projects / programmes has the organisation carried out over the last 12 months and for which target groups?

Staffing

- 9a. How many staff does the organisation have in total?
- 9b. Nos of full-time staff?
Nos of part-time staff?
Nos of paid/ salaried staff?
Nos of female staff?
Nos of male staff?
- 9c. Ethnic composition of staff: fill in appropriate box





Albanian

Bosnjak
Rae
Serbian
Turkish
Others

- 10a. How many staff members have received training?
- 10b. Which kinds of training have they received. Please list.

Governance

11. What is the organisation's governing body?

Assembly	+ number
Board of directors	+ number
Other	+ number

12. What is the role of the governing body?

Operational Resources

13. What was your annual turnover /income for 2003?
14. What are your main funding sources. Please put percentage next to the appropriate categories

International NGOs
International donor organisations
Local donors
Membership subscriptions
Charging for services provided
Business
Local government
Other

15. What kind of fundraising activities does the organisation carry out?
16. Does the organisation own / rent its own office space? YES / NO
17. Is the office /organisation equipped? YES / NO
Please provide a list of equipment; e.g. computers, fax, vehicles etc
18. Does the organisation have Internet connection?

Relations With Other Organisations

- 19a. Does the organisation belong to any networks or forums? YES / NO

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- 19b. Please Provide The Names Of These Networks And Forums
- 20a. Does the organisation carry out any joint projects with other organisations? YES / NO
- 20b. Please name these organisations
- 21a. Does the organisation have regular communication and/or cooperation with authorities and institutions? YES / NO
- 21b. Please provide the names of these insititutions
- 22. Does the organisation have regular communication and/or cooperation with business? YES / NO
- 23a. Are you satisfied with relations with and support from donors? YES / NO
- 23b. Please provide explanation and comment
- 24a. Do you work with any community-based organisations? YES / NO
- 24b. To assist KSCF in identifying further organisations, please would you provide the names and full contact details of all these local partners.

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