

Civil Society Establishes Code of Conduct Work Group

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UPCOMING EVENTS

Meet the donors: Rockefeller Brothers Fund.....**May 10, 10:00**

Public Discussion: New Money Laundering Regulation.....**May 19, 14:00**

FDI Grants Due.....**May 19**

Diaspora Conference**May 29, 9:00**

APRIL 20 - Civil society representatives formed a work group to draft a Code of Conduct at a workshop organized by ATRC and led by Amy Horton from the International Center for Not-for-Profit law (ICNL) and Gjyljeta Mushkolaj from the Kosovo Institute for NGO Law (IKDO). They defined what a Code of Conduct is, presented reasons for creating one and explained why NGOs should have one when applying for grants.

"A Code of Conduct is an agreement among a group of NGOs that they will hold themselves to a certain standard of behavior. These standards are not the law, but are often more stringent than the law," Horton said. A Code of Conduct can also be a public statement that "these NGOs hold themselves to high standards," she said.

For example, a Code of Conduct could include a statement of the NGOs' common values, mission or vision; governing structure;

how they treat employees; and how they choose beneficiaries of their activities.

Why is a Code of Conduct needed?

- Donors often request that NGOs abide by a Code of Conduct because they believe that this makes the organizations more sincere;
- The Kosovar government is discussing starting to check NGOs' accountability; if NGOs build a mechanism for self-regulation such as a Code of Conduct, the government will not need to check NGO accountability;

"Who are NGOs accountable to?"

- A Code of Conduct will allow NGOs to move beyond self-sufficiency and benefit from working as a coalition;
- It will address the NGOs' bad public image; the public belief that NGOs simply "manage a lot of money" can hurt NGOs' campaigns. For example, in the Reform

A WORD OF CAUTION

"Drafting the Code of Conduct is the easiest and least important part. More importantly, the group must agree on the principles. If you move too fast to writing the Code of Conduct, people don't work hard to invest." --Amy Horton

2004 campaign internationalists thought the US supported Refrom 2004 for political purposes rather than for the people, which hurt the campaign's outcome; and

- It would help NGOs gain people's trust.

Participants discussed future steps for creating a Code of Conduct. They established a working group consisting of five people, including youth, women, advocacy and legal representatives. This group will integrate recommendations from any NGOs who are eager to participate in the Code of Conduct drafting process.

ATRC Releases "The Advocate: Special Edition"

ATRC launched the special edition of its Newsletter "The Advocate", where recommendations for all sectors were presented to the audience. Discussion followed the presentation. Participants included representatives from OSCE, USAID, UNMIK, the Youth Department, ICG, KODI, etc.

Kreshnik Berisha, ATRC Director made the opening remarks. Dafina Zherka, ATRC Information and Outreach Coordinator presented the recommendations for civil society and the PISG, and Nicole Farnsworth, ATRC Information and Outreach Officer gave recommendations

for the Diplomatic Offices, UNMIK and the UN.

Mr. Skender Boshtrakaj, the Head of the Department of Youth congratulated the initiative and expressed that their department is committed to applying the recommendations provided within the publication.

"Civil society now has the great challenge of acting upon the given recommendations", Mr. Boshtrakaj, said.

Dardan Velija from KODI thinks that this a very well organized and user friendly



ATRC staff presents the special edition of newsletter "The advocate" which analyses the march events and gives recommendations for all decisionmaking bodies.

piece of paper with recommendations. "Everyone is responsible to implement what was said here", he added.

Ardian Arifaj from ICG said that

(continued on Page 2)

“The Advocate: Special Edition” Continued

ATRC Training Offerings

Available Trainings
ATRC, in partnership with FDI, provides the following training workshops:

- Introduction to Advocacy
- Successful Steps for an Advocacy Campaign
- Personal Communication Skills and Working with the Media
- NGO Management
- Strategic Planning
- Gender Awareness

Special Trainings

- How the Government Works
- Presentation Skills
- Public Speaking
- Intermediate Public Policy Analysis Course
- Ethics and Values in Advocacy Work
- Creative Thinking and how to apply that to advocacy work.
- Mediation and Conflict Resolution.
- Accountability and Reporting
- Project Management
- Fundraising techniques

For further information about ATRC Training Programs, please contact the Training Program Manager, Natyra Zhjeqi at: 038 244-810 or by e-mail at natyra@advocacy-center.org. More information is also available on ATRC's website:

www.advocacy-center.org

"Local institutions should not ask for more competencies but more competence as quoted in their recent report on events.

OSCE representatives elaborated on revised strategy undertaken by their organization. They said that their future programs will concentrate more on youth developments programs and projects for minority integration.

Some of recommendations mentioned in report were as following:

For civil society:

- show real Kosovo (condemn violence publicly);
- be the people's voice (become actively involved in making Kosovo's voices heard);
- be accountable (hold themselves accountable to a higher standards of transparency, accountability and self-evaluation);
- improve communication (improve communication with the Serb community both locally and regionally);
- apply pressure for progress (engage itself more in building new institutions and influencing economic, social and political issues through advocacy); and

-educate society (speak with parents, teachers and Ministry of Education to better educate society about the positive aspects of a multi-ethnic society).

For PISG:

- build capacity for the future (if the PISG can prove they are capable of managing their current responsibilities then the international community will be more convinced to hand over additional competencies);
- develop a strategy (the strategy should specifically address issues related to the role of the international community, privatization, minorities, parallel structures, relations with the Serbian government, etc.);
- work directly with Serbia (initiate an open dialogue with Serbia, especially to negotiate on delicate issues such as missing persons, parallel structures and Kosovo's final status);
- improve information-sharing (build relations with the people, KFOR and UNMIK);
- be held accountable (reshuffle the cabinet based upon failures to act responsibly); and
- take responsibility for protecting minority citizens (the government must build a relationship both publicly and internally with

minorities in Kosovo).

for UNMIK:

- hold people accountable (be more transparent and accountable);
- reevaluate strategy (communicate a clear strategy and deliver it);
- stimulate economy (focus mostly on stimulating economy);
- improve information (improve intelligence communication between itself, OSCE and local police); and
- cooperate with and assist Local Authorities (on political terms, UNMIK must have a genuine partnership with the government).

for UN:

- assess UNMIK (the Security Council must establish an independent body to investigate the recent events in Kosovo and make public its findings);
- assure UNMIK functions (establish a permanent local monitoring body that assesses the progress and job performance of UNMIK and OSCE); and
- make real decisions (UN must change its role from an arbitrary to proactive and facilitative institution).

ATRC Training Program Kicks Off 2004 Training Season

MARCH/APRIL 2004 - ATRC organized their first Training Week for Kosovar NGOs this year. The trainings primarily targeted potential Kosovo NGO Advocacy Project (KNAP) grantees. The first two-day training workshop focused on Successful Steps for an Advocacy Campaign. The second two-day training workshop focused on Personal Communication Skills and Working with the Media. Participants included 29 NGO leaders, members and volunteers from various geographical regions in Kosovo. Thirty-eight percent of the participants were men, 58% women and 3% from ethnic minority groups. Two KNAP training

of trainers (ToT) participants, Arjeta Rexhaj and Amir Haxhikadria provided the first training. Florin Kelmendi, a trainer from RTV2, and Ilir Begolli, a KNAP ToT trainer led the Media Workshop. Trainers provided participants with written materials, including the "NGO Guide to Working with the Media" and the "Advocacy Training Manual," two manuals published by ATRC.

During these trainings:

- Participants acquired a clear understanding and basic skills for advocacy and working with the media;



Arjeta Rexhaj conducts a group work exercise with participants in one of advocacy training held in ATRC.

- Participants developed concrete ideas of advocacy efforts that they could undertake to benefit their communities; and
- Participants improved their individual communication skills, particularly related to communicating with an audience and the media.

ATRC Launches Website!

See the new home page.

Download the latest ATRC newsletter.

Get information on the recent election reform campaign.

All at

www.advocacy-center.org

FDI Announces Grant Competition

FDI invites NGOs to apply for Kosovo NGO Advocacy Project (KNAP) grants. Projects submitted jointly by advocacy and think tank/policy NGOs will be given priority. FDI strongly encourages applicants to propose innovative approaches to working with the media to increase the impact of proposed activities. Grants ranging from €4,000 to €40,000 are available for anti-corruption, policy analysis and advocacy activities. Applications are due by **May 19**. For further information and grant applications please contact FDI:

info@fdi-kosovo.org

Kosovo Police Service Works towards UNMIK Benchmarks

JANUARY 2004 - The Kosovar Research and Documentation Institute (KODI), a Kosovar think-tank, began researching Kosovo Police Service (KPS) reconstruction and reform, especially KPS' progress towards meeting UN benchmarks.

The first analysis of its kind, their FDI-funded report will analyze if KPS, as the institution responsible for law and order is meeting the UN benchmark specific to the rule of law: Standard 1. KODI has designed a questionnaire that will examine KPS' organizational profile, recruitment procedures, commanding and organizational structure, ethnic and gender representation, efforts towards achieving benchmarks, and challenges involved with the transfer of competencies from UN police to KPS.

KODI collected resources

such as UNMIK reports, newspaper articles, studies and analyses on KPS' structure in the region to compile the first draft of the report. KODI staff has also conducted

interviews with local KPS personnel. UN police - the international body - has postponed interviews because they require UN authorization to proceed.

Following the interviews, the first draft of the report will be sent to KODI's Board and to other relevant experts for review. KODI plans to organize a roundtable to present the draft to all participants, including KPS members, UNMIK Pillar I representatives, NGOs that deal with



KPS and UNMIK police work toward reaching standards.

similar issues, the Ombudsman and minority representatives. The roundtable will serve as a brainstorming session to bring new suggestions to the paper. The final report will be delivered to all relevant institutions.

The report will help all responsible parties figure out KPS' role, function and progress towards achieving a very important benchmark for a democratic society: the rule of law.

Youth and Decision-making Bodies Debate March Events

APRIL 25 - As part of their "No to Arms" campaign, the Kosovar Youth Council organized a debate on the violent March events at ATRC. KFOR, OSCE, the Ministry of Education and youth participated. The issues discussed included:

- Where do youth stand in relation to the March 17-18 events in Kosovo?
- What can be done to improve the current situation?
- How can we prevent such negative events in the future?
- Are Kosovo institutions doing enough for youth?

"One of the worrying facts is that most of the protesters were high school students affected by the social-economic situation and ready to express their frustration through the wrong channels," one student said.

"I do not think that youth are responsible for what happened," Skender Boshnakaj from the Youth

Department in the Ministry of Education and Science said. "For a long time youth have been alone. The family, school and organizations do not provide the right support," he continued.

The KFOR representative said that youth should concentrate on studying because rioting will only destroy their future.

Venera Lljunji, Political Advisor for the Minister of Education denied accusations directed towards Kosovar institutions. "We are all responsible for what happened. We cannot blame school professors because students participated in the riots," she said.

Kosovo citizens are also responsible for security, KFOR representatives said. OSCE representatives dis-



As part "No to Arms" campaign, the KYC organized a debate on the violent March events at ATRC.

cussed the consequences of these events, future steps and ways to engage youth in finding solutions.

Robert Piper, Head of UNDP stressed that the international community needs to review its policy in Kosova. He highlighted the importance of a No to Arms campaign, especially for youth.

"No to Arms" funded by UNICEF and supported by Kosovo Police Service, the Youth Department and the Ministry of Education, Science and Technology.

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Civil Society, US Office Representatives Meet, Reflect on the Current Situation

APRIL 21 - Elbert Ransom, Theo Brown and Michael McClellan from the US office met with some prominent members of Kosova's civil society at ATRC to share general observations regarding the March events.

Mr. Ransom, a Black Civil Rights activist from the US, said that Kosovars should effect social change through nonviolence. Mr. Brown, a lecturer and former NGO activist, elaborated on steps that Kosovars should take towards reconciliation

- Political leaders and society need to express deep regret and repudiate violence, more strongly;
- Society must reaffirm its desire for a multiethnic community, especially to the minority;
- Society must create institutions for nation-building;
- Society must use interethnic dialogue to restore communication; and

• Society must find ways for people to work together on common problems, especially different ethnic groups.

Following these recommendations, some participants expressed their concerns. "How do we work with ethnic NGOs who joined Nationalistic movements after the March events?" Sevdie Ahmeti from the Center for Protection of Women and Children asked.

"It is difficult to make peace in the Balkans because politics are involved. Serbian people are labeled as traitors if they show the will to cooperate with Albanians," Flora Macula from UNIFEM expressed her concerns.

Many NGO members referred to final status as the key to solution. "If the final status is not defined, Serbs will not acknowledge that



Elbert Ransom, Theo Brown and Michael McClellan from the US office met with some prominent members of Kosova's civil society.

their state is Kosova, not Serbia. As long as Kosovo is part of Serbia, they will feel more affiliated with the Serbian government" Xheraldina Vula from RTV21 said.

Mr. McClellan stressed that no matter what happens regarding final status, Serbs will still be dominated by the Albanian majority. He asked what the majority is willing to do to make Serbs feel safe in the future.

The participants agreed to have more of these meetings in the future and to include Serb representatives.

Guest Article: Koha Ditore

Joint Statement of the UN Contact Group for Kosovo

APRIL 20 - [...] *The UN Contact Group commits itself to changes in Kosovo. We shall meet periodically in Prishtina. We shall actively support the work of UNMIK, KFOR the PISG and greater cooperation between them. During our first visit, we had discussions with UNMIK, the PISG and Albanian and Serbian community leaders in Kosovo. We are meeting under the shadow of the violent attacks on people and property [...]. We strongly condemn the violence addressed towards the people of Kosovo, UNMIK and KFOR.*

Last month's violence was a great obstacle for the vision we share regarding Kosovo's future: [...] a multiethnic Kosovo where all citizens live in peace and security. We reaffirm our commitment to the "Standards before Status" policy and the standards review process, which means setting a date for the full review by the middle of 2005 [...].

We welcome the "letter of institutional and political leaders addressed to the Kosovo people on 2 April". We praise the leadership shown by Prime Minister Rexhepi in his reaction against the violence and that he offered a hand to the affected communities.

An overall plan should be established for the return of displaced persons. We welcome the government's decision to allocate a million euros from Kosovo's consolidated budget for reconstruction.

We demand that Kosovo's political institutions work closely with UNMIK and KFOR to provide security for all communities. We appreciate that over 200 persons have been arrested, including some who were responsible for organizing the violent events.

"Last month's violence was a great obstacle for the vision we share regarding Kosovo."

KPS needs more responsibility and more training, especially in crisis management. The Albanian part [...] compiled a report for UNMIK and the Contact Group regarding their action plan.

We ask Kosovo Serbs to fully rejoin the political process and to reenter the central and municipal political institutions from which they have withdrawn. This would facilitate progress towards all standards and improve the life of members of all communities. Also

the Serb community should come with a report for UNMIK and the Contact Group.

[...] We call for UNMIK and the PISG to improve their cooperation so that privatization can move forward.

We believe that Kosovo undertook fundamental steps for establishing functioning democratic institutions - there is a functional presidency, government and assembly all elected through free and fair elections. The violence showed the inadequate behavior of some medias where newspapers' and TV channels' sensational reporting could have contributed to the violence. We appeal to UNMIK to be tougher on irresponsible journalism [...].

We hope that Kosovo institutions and all communities living in Kosovo will respond to this challenge, repair the damages and restart the project of creating a "Kosovo where everyone - regardless of ethnic, racial or religious affiliations - are free to live, work and travel without fear, hatred or hazard and where tolerance, justice and peace prevail."

Released by the US office following the Contact Group's meeting in Prishtina.

Seminar on Local Democracy in Kosovo

Oslo, Norway, November 20-21, 2003
organized by International IDEA & UNDP

Short Version of Summary and Recommendations

The International Institute for Democracy and Electoral Assistance (IDEA) and the UNDP Oslo Governance Centre held a seminar on local democracy in Kosovo in November 2003, in part; to evaluate the UN's role in Kosovo and to develop recommendations that would be relevant for the future development in Kosovo and that could apply to other post-war contexts, as well.

In the spirit of promoting further dialogue and discussion on the important issues of local democratic governance in Kosovo, International IDEA offers the following recommendations that arose from the November 2003 Seminar held in partnership with the UNDP Oslo Governance Centre; while these remain IDEA's recommendations, both to the international community at large as well as to locally elected authorities within Kosovo, we offer them with the hope that they in part represent a broad consensus as reached by the diverse participants of the seminar:

Recommendations

Political Context. Reform processes and good governance are affected by the political uncertainty resulting from the still unresolved status of Kosovo. In view of UNMIK's reserve powers under SCR 1244, international organizations hold formal authority for the most significant changes that would facilitate the development of local democracy.

Nonetheless, this uncertainty as to Kosovo's status and the continuing international oversight and "veto" power over the Kosovo Assembly and any decisions made by the municipal assemblies intrudes upon the effectiveness of local governance, and ultimately, upon the responsiveness of locally elected officials to the voters. Unless and until the larger question of Kosovo's status is re-

solved, it will be difficult for normal democratization to begin effectively at the local level.

-1-

Capacity-Building for Hand-over. International authorities should outline a public plan and time-table that will "put them out of business." UNMIK and international agencies and donors should build programmes for transition to local ownership and sustainability into each and every aid package. International officials must seek to work effectively with local institutions. Capacity building is a two-way street in which local officials learn appropriate administrative techniques and international officials learn about the specific context in which they are working.

-2-

Transparency. While international administration of Kosovo will realistically continue into the near future, UNMIK can no longer veto legislative proposals stemming from the municipal and Kosovo-wide assemblies without explanation or due process; transparency and openness must be initiated at the top in order for all institutions to benefit. Decisions made by UNMIK and others must follow rational procedure and democratic practices whenever possible.

-3-

Electoral Reform. UNMIK should support a process of electoral reform that would increase the accountability of local officials to constituencies in their communities. This would involve the introduction of open lists versus closed lists.

-4-

Economic Reform both contributes to and is a result of democratic local governance. It is essential that UNMIK and the EU develop a transparent plan for privatization and economic development in full

consultation with local officials in the PISG (Provisional Institutions of Self-Government).

"Electoral Reform should involve the introduction of open lists versus closed lists."

-5-

Knowledge and Economic Development. In the absence of Kosovo-wide progress regarding economic development and the transition to a market economy, local municipalities, either alone or in regional groupings, will have to take measures to increase knowledge of local economic needs, of long-term resource and economic planning and to improve local businesses and markets. Communities can benefit from initiating local, public dialogues and initiatives to chart the economic needs of the community and to seek possible solutions, sources of economic wealth and job creation.

-6-

Legal Framework for Economic Development. While Kosovo-wide measures such as a long-term property law, the formation of proper mortgage and lending institutions, a foreign investment act, and the establishment of new pension and benefit institutions cannot be delayed or neglected, local municipalities can also increase their influence and implement targeted municipal regulations and legislation with regards to the economic conditions of municipal residents, especially with regards to the disposition of formerly state-owned property and in local job creation.

Seminar on Local Democracy in Kosovo

Oslo, Norway, November 20-21, 2003
organized by International IDEA & UNDP

Summary and Recommendations continued

-7-

Education as a Community Resource. Improving the education, training and skillsets of Kosovo's future citizens, workers and leaders offers the best and most immediate way to improve Kosovo's long-term economic prospects. While education must remain a Kosovo-wide institution, local municipalities should have a say in and some control over the use of such important community services and resources.

-8-

Decentralization. Generally speaking, a fair share of government services for Kosovo citizens can best be delivered at the local municipal level and the most efficient delivery of these services requires substantial local decision-making and governance. With appropriate amounts of central and international financial support and oversight, local authorities must be encouraged to develop the competencies necessary for proper regulation and delivery of needed services to residents. Utilities, trash removal, inspection and safety, fire and rescue services can all be improved with appropriate local inputs and advocacy. In some municipalities, the use of sub-municipal elected bodies should be considered, especially when communities seek or require such involvement to better improve service delivery.

Democratization of Policy-Making in Local Government

-9-

Administration over Politics. The international community should focus on enhancing the technical capacity of municipal administrations to work in a way that is consistent with the best practices and standards of professional administrative methods and models.

-10-

Civil Society. Provide financial and technical assistance to the media and to NGOs in monitoring the performance of local government, in developing information campaigns about how local government functions, and how citizens can effectively participate in local government.

"Improving the education, training and skillsets of Kosovo's future citizens, workers and leaders offers the best and most immediate way to improve Kosovo's long-term economic prospects."

-11-

Gender Impacts. A continued reliance on a quota or targets system for women elected to municipal assemblies offers the most practical means for ensuring the continued participation of important voices and leaders within the newly democratic Kosovo. Municipal Administrations should gather information and data regarding potential disparate gender impacts of local decision-making.

-12-

Deepening democracy. Creating a culture of democracy at the local level that is open, transparent and inclusive directly benefits the strengthening of democracy for all Kosovo. Locally elected authorities can act to promote and establish public municipal forums, task forces, committees and structures for residents and civil society and for the strengthening of a professional and responsive civil service within municipal administrations.

Conflict Resolution

-13-

Local Community Officers. Enhance the role of this UNMIK office that is designed to serve as an intermediary between individuals in minority communities and the local administration. A local ombudsman can be attached to the same office.

-14-

Linking local dispute resolution to underlying causes of conflict. Larger Kosovo-wide issues that are dealt with primarily by UNMIK (ethnic divide issues, shared use of schools, minority returns, land and property ownership and redistribution of formerly state-owned lands and enterprises) can often be linked to local disputes which could properly be handled by municipal authorities. Closer coordination and a formal role in the UNMIK decision-making process by locally elected municipal assemblies can improve the likelihood of positive outcomes to local dispute resolution.

-15-

Options for elected local authorities as conflict mediators. As former UNMIK municipal administrators and advisers are phased-out of municipal administrations, structures must be developed to allow municipal authorities to assume aspects of the "trouble-shooting" and negotiating roles of UNMIK representatives. Among the specific options for improving community conflict resolution: creation of task forces to address particular disputes; peer mediation efforts and programs for youth and organized groups such as political and employment-related organizations; training for a cadre of trouble-shooters from all aspects of society; creation of a position for a municipal ombudsman to handle grievances