

ÇOHU Strategic Plan

STRATEGIC PLAN
2016-2020

Table of Contents

INTRODUCTION	3
ENTITIES	4
STAKEHOLDER ANALYSIS.....	6
PROBLEM ANALYSIS	10
OBJECTIVE ANALYSIS	16
LOGICAL FRAMEWORK	19
INTERVENTION LOGIC.....	19
PROGRAM PILLAR 1 – DEMOCRACY AND RULE OF LAW	20
PROGRAM PILLAR 2 – KOSOVAR CENTER FOR INVESTIGATIVE JOURNALISM	23
ASSUMPTIONS.....	24
SOURCES OF VERIFICATION	27
CONCLUSION.....	28

INTRODUCTION

The organization's staff and management with the facilitation of an external expert, Mr. Kushtrim Shaipi, convened on October 30th – November 1st 2015, in Tirana to carry out a strategic planning workshop that was aimed at resulting with the development the organization's strategy for the forthcoming 5 years.

This report reflects the work done during the strategy workshop where the participants included COHU staff and management. The strategy developed during the workshop should guide the organization's work in the next three to five years. It should be noted that the document entail sufficient flexibility to allow for adaptations and accommodating circumstantial factors and opportunities that may arise for COHU in this period that contribute to the achievement of its strategic objectives.

The methodology applied during the planning workshop is the Objective Oriented Program Planning (OOPP), which is participatory methodology that initially identifies and analyzes the entities that are covered by the organization's mission and vision. The complete overview of stakeholder analyses enables the organization to make informed decisions pertaining to possible new strategic directions COHU may want to take, also by taking into specific account the role that its stakeholders can play and the gains they have from cooperation with COHU. These initial discussions, are later used during the workshop to define priority issues and problems through the problem tree analysis where issues are clustered and analyzed against a cause and effect framework. The problem tree analyses for clusters of objectives is succeeded with the selection of appropriate intervention level. The results from these steps are input as basic material into the logical framework for strategic intervention. The intervention strategy developed through the logical framework, which is based on a set a values and assumptions. Finally, the indicators for the selected objectives are developed together with the sources of verification.

The group participating at the workshop chose two main entities (strategic fields) which will serve as the Program Pillars for COHU. All components / activities entailed within each of the program pillars are presented below.

ENTITIES

COHU's Vision is that of *a society governed through democratic and functioning institutions that promote critical thinking, which is founded on the rule of law, transparency and inclusion.*

To contribute to forwarding this vision of the future, **COHU** has embarked upon itself the **Mission** of *ensuring integrity of public institutions through combating political corruption and organized crime across all spheres of society.*

The Vision and Mission of the organization and the values in which it bases its work, represent the core of the strategic intervention logical framework presented in this document. Given these two paradigms, the **Overall Objective** of COHU for the period covered in this strategic plan is *to fight corruption through monitoring the work of institutions and advocating change.* The following were the entities/pillars chosen to contribute to in the upcoming period:

I. JUSTICE PILLAR:

The **Justice** activities and monitoring of the judiciary are perceived by the organization to be crucial for effectively combating organized crime and corruption in public institutions. Open Justice projects, monitoring of courts on statute of limitation cases, as well as, identifying cases of corruption within the judiciary will be carried out within this program pillar. It should be noted however that the approach adapted by the organization may change and will be sought to be improved with the new division of activities and objectives.

II. ANTI-CORRUPTION AND ORGANIZED CRIME PILLAR:

This pillar also represents an important programmatic component of COHU and will involve among other projects related to asset declaration, conflict of interest, political party financing, confiscation of illegally acquired wealth, money laundering. The activities under this pillar will also entail monitoring of public procurement and that of privatizing (liquidation) of formerly owned social enterprises as well as protection of whistle-blowers. One of the key intended results from this activity pillar is combating impunity.

III. OPEN DATA PILLAR

While Open Data activities will represent an important contribution to the overall efforts to combat corruption at all levels, in itself it has been conceptualized as a standalone pillar, because of the interconnectedness of issues and platforms, as well as, cross-feeding of data and results from one pillar to another. Rather than thematic, this pillar is systemic and has been defined by the form/methods of implementation, rather than the topics/themes covered. Open data platforms will among other cover financing of political parties, politicizing of state institutions, revenue watch and capital investments, public procurement, and justice.

IV. INVESTIGATIVE JOURNALISM PILLAR

This entity / program pillar of COHU aims to cover a deficiency in Kosovo of meaningful and professional investigative journalism exercises related to corrupt practices by institutional officials at all levels of government. The activities within this program pillar will be carried out by some of the current staffs of COHU, but new staffs will be required to successfully implement this component. The Preoptr platform which has now earned the reputation of a trusted source of information on corruption affairs will remain the leading product/method of delivering results within this program pillar.

V. CAPACITY DEVELOPMENT AND KNOW-HOW TRANSFER PILLAR

This pillar also represents a functional cluster of activities rather than thematic. The capacity development needs (both of COHU and other stakeholders) will all be addressed through this pillar. Trainings for own staff, students, internship programs, as well as for journalism professionals and partner CSOs are all envisaged under this program pillar.

STAKEHOLDER ANALYSIS

As a second step in the strategic planning process, the participants worked on identifying the most relevant stakeholders for each of the two chosen entities. After identifying the stakeholders then they analyzed the relationship between COHU and these stakeholders by conducting the functional analysis.

Through this, COHU will be able to identify the best approach they can use with these stakeholders by identifying what they can contribute and what they gain from their involvement with the COHU programs. COHU should use this as a way to influence these stakeholders to increase their willingness to cooperate.

The result of the three working groups working on the three pillars was as follows:

Pillar 1 – Justice

Stakeholders	What they gain	What they contribute
PARTNERS: Kosovo citizens; Judiciary (prosecution, courts) NGOs and Activists; Media; Ombudsperson Institution	Knowledge and information; Networking; Support for their initiatives; Improved image and trust on judiciary Improved legal infrastructure and its implementation;	Experience and personal knowledge; Ideas; Promotion for the COHU network and activities; Improved and accurate information for the public
POTENTIAL DONORS: European Commission, OSI - Open Society Institute Civil Rights Defenders, CDR Kosovo Foundation for Open Society - KFOS (Prishtine), National Endowment for Democracy NED (Washington), Balkan Trust for Democracy - German Marshall Fund, USAID, and Other donors that fund activities within the realm of those carried out by COHU.	They realize their objectives Financing of sustainable projects	Funds Lecturers Ideas Promotion

Pillar 2 – Anticorruption and Organized Crime

Stakeholders	What they gain	What they contribute
POTENTIAL PARTNERS: Kosovo citizens; Judiciary (prosecution, courts) Local / National Government; NGOs and Activists; Media; Ombudsperson Institution Political party activists;	Knowledge and information; Networking; Support for their work; Improved practices in public spending; Decriminalized political parties and state institutions.	Source of information and expertise, and ideas; Improved and accurate information for the public

Procurement system; Rule of Law institutions, anti-corruption agency, privatization agency.		
DONORS: European Commission, OSI - Open Society Institute Civil Rights Defenders, CDR Kosovo Foundation for Open Society - KFOS (Prishtine), National Endowment for Democracy NED (Washington), Balkan Trust for Democracy - German Marshall Fund, USAID, and Other donors that fund activities within the realm of those carried out by COHU.	They realize their objectives Financing of sustainable projects	Funds Lecturers Ideas Promotion

Pillar 3 – Open Data

Stakeholders	What they gain	What they contribute
PARTNERS: Kosovo citizens; Local / National Government; NGOs; Academia Media	Knowledge and information; Evidence for their work; Support for their own research and professional interests; Improved transparency and accountability in public institutions;	Experience and professional expertise; content production Promotion of COHU platform and open data activities; Improved and accurate information for the public
DONORS: European Commission, OSI - Open Society Institute Civil Rights Defenders, CDR Kosovo Foundation for Open Society - KFOS (Prishtine), National Endowment for Democracy NED (Washington), Balkan Trust for Democracy - German Marshall Fund, USAID, and Other donors that fund activities within the realm of those carried out by COHU.	They realize their objectives Financing of sustainable projects	Funds Lecturers Ideas Promotion

Pillar 4 – Investigative Journalism

Stakeholders	What they gain	What they contribute
MEDIA: RTK	Access to debates on current issues	Influence of COHU over the shaping of public opinion

KTV RTV21 BIRN Top Channel Klan Albania Klan Kosova	Thematic programming Alternative information Education Access to the Network of COHU	Publicity and visibility Media space Promotion of findings from the research of the center
Local and International NGOs with similar missions Birn Transparency International Kosovo Media Institute Associations of Journalists	Contacts Space for influence and advocacy Partnership Access to projects and programs Information	Contacts Space for influence and advocacy Partnership Access to projects and programs Information
CENTRAL AND LOCAL INSTITUTIONS	Policy advice Education Information	Information Support Space for influence
Embassies and Diplomatic Offices	Promotion of their ideas and interests Information Access to the COHU Network and its resources	Funding Opportunities for networking with different relevant actors in the Kosovo society Space for advocacy

Pillar 5 – Capacity Development and Know-How Transfer

Stakeholders	What they gain	What they contribute
PARTNERS: NGOs; Media Local / National Government; Academic institutions	Knowledge and information; Networking; Improved skills and knowledge on topics covered; Increased transparency and accountability Improved opportunities for practice work/internships	Experience and expertise; Application of knowledge gained in practice, Improved and accurate information for the public, actively participate in COHU activities and programs
DONORS: European Commission, OSI - Open Society Institute Civil Rights Defenders, CDR Kosovo Foundation for Open Society - KFOS (Prishtine), National Endowment for Democracy NED (Washington), Balkan Trust for Democracy - German Marshall Fund, USAID, and Other donors that fund activities within the realm of those carried	They realize their objectives Financing of sustainable projects	Funds Lecturers Ideas Promotion

out by COHU.		
--------------	--	--

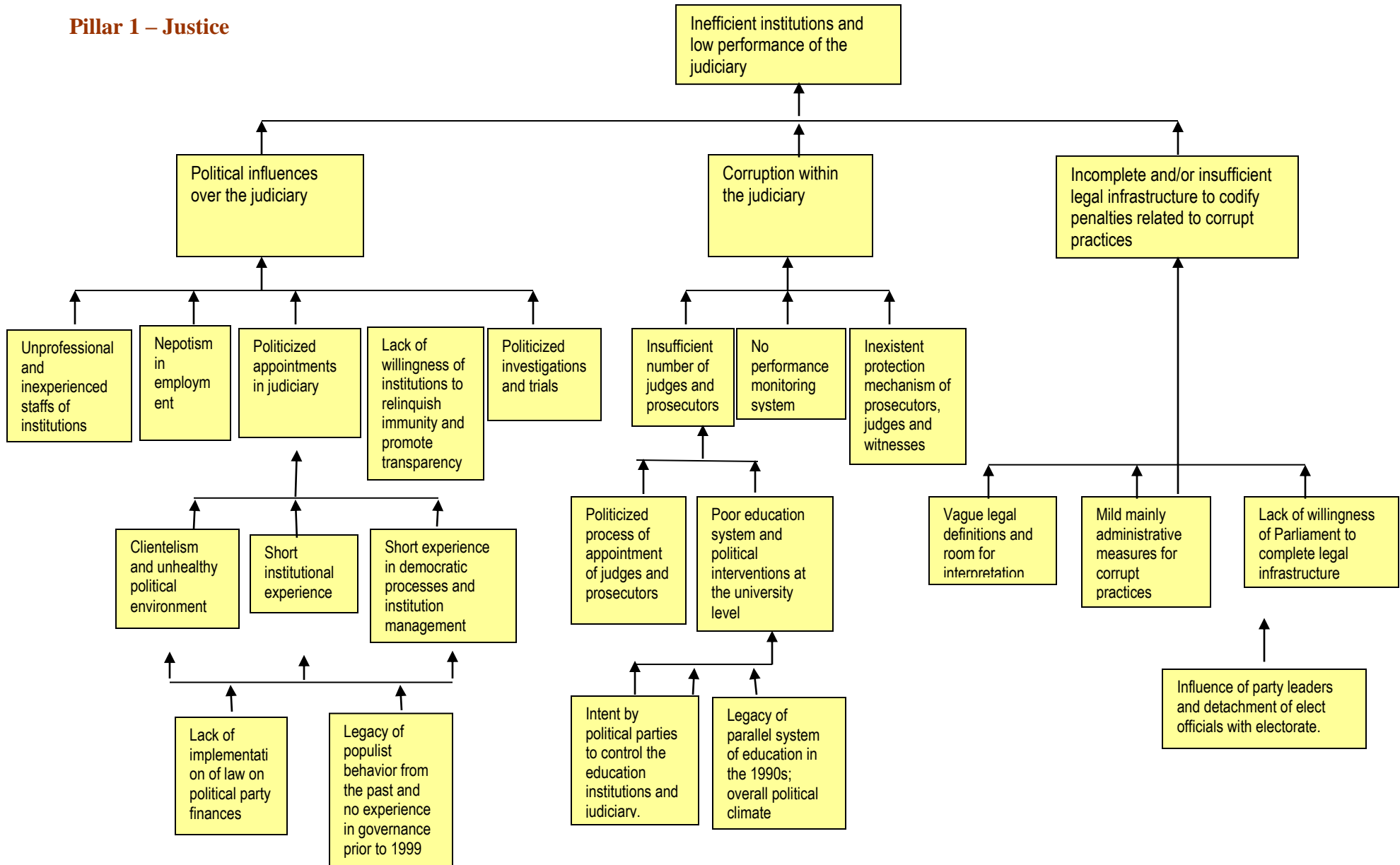
PROBLEM TREE ANALYSIS

Problem Tree Analysis is one of the most important segments of the whole strategic planning workshop. It is very important in order for us to be able to identify the problems and thus the needs, so that we can do our best to tackle to core of these problems and address these needs, and thus achieve the objectives of the organization.

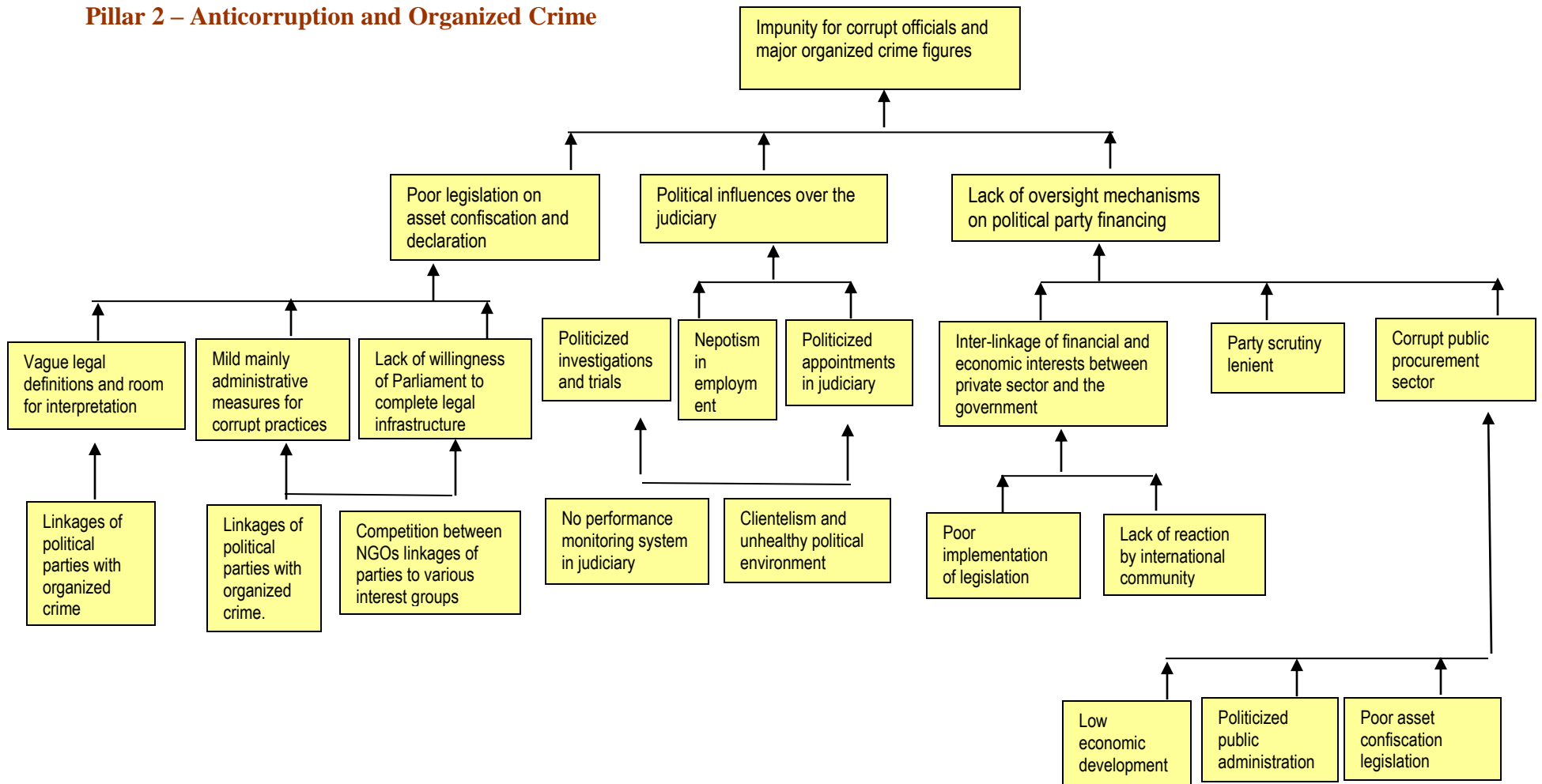
The work first focused on identifying the focal problems for each pillar and then based on that, went on to identify other problems and build the problem tree by identifying the cause – effect relationships.

The working groups developed the following problem trees for each of the five program pillars:

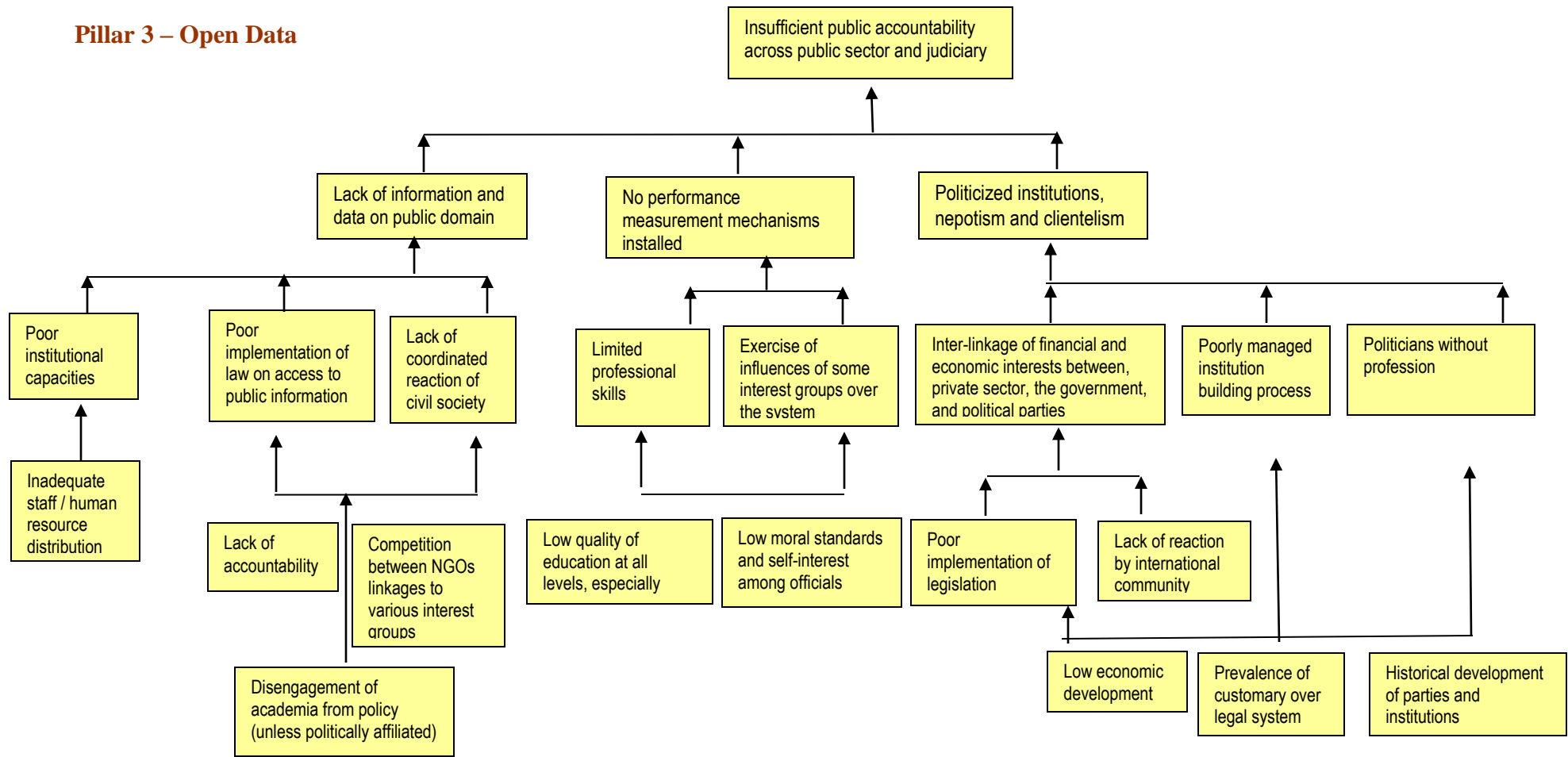
Pillar 1 – Justice



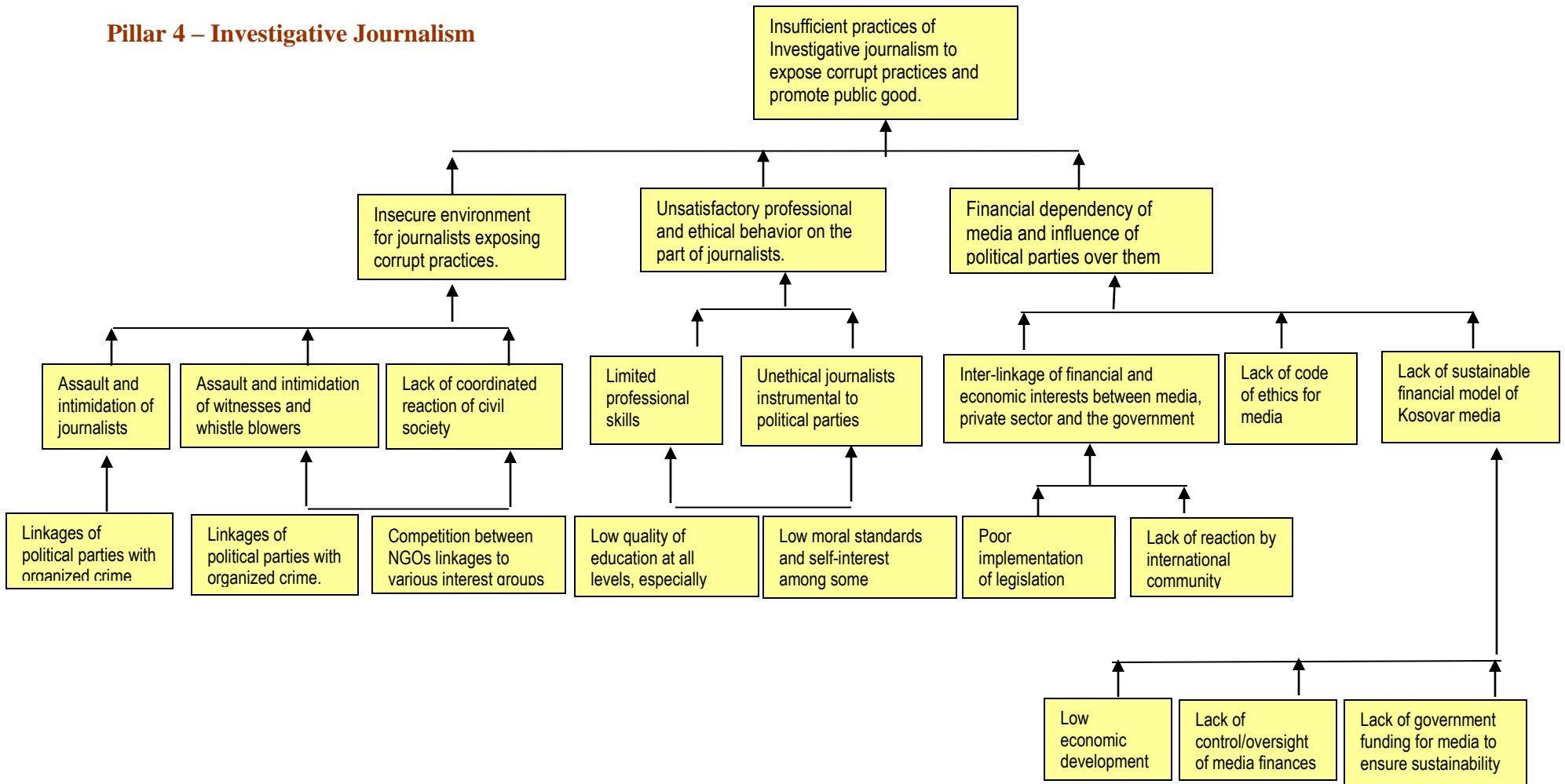
Pillar 2 – Anticorruption and Organized Crime



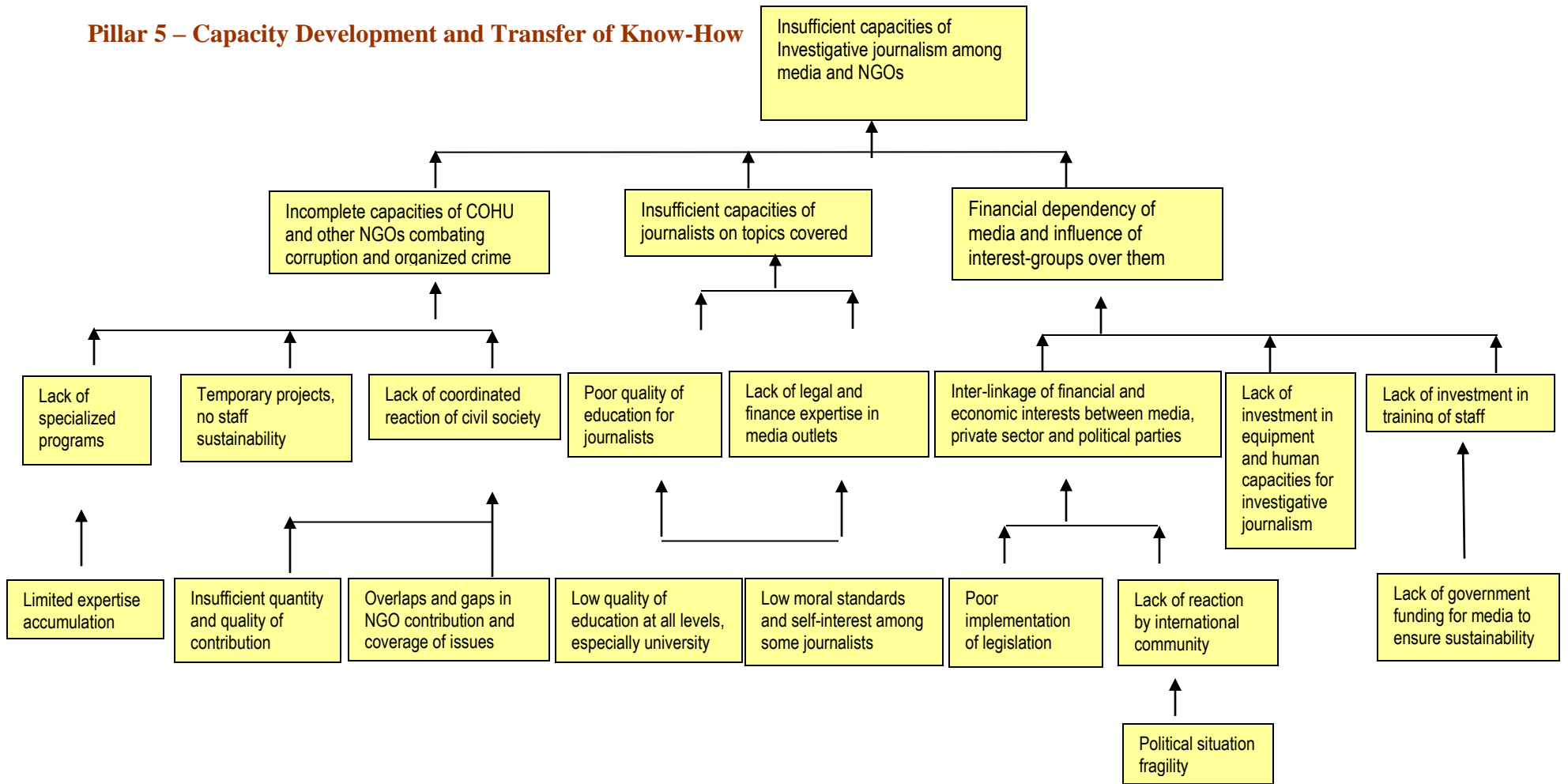
Pillar 3 – Open Data



Pillar 4 – Investigative Journalism



Pillar 5 – Capacity Development and Transfer of Know-How



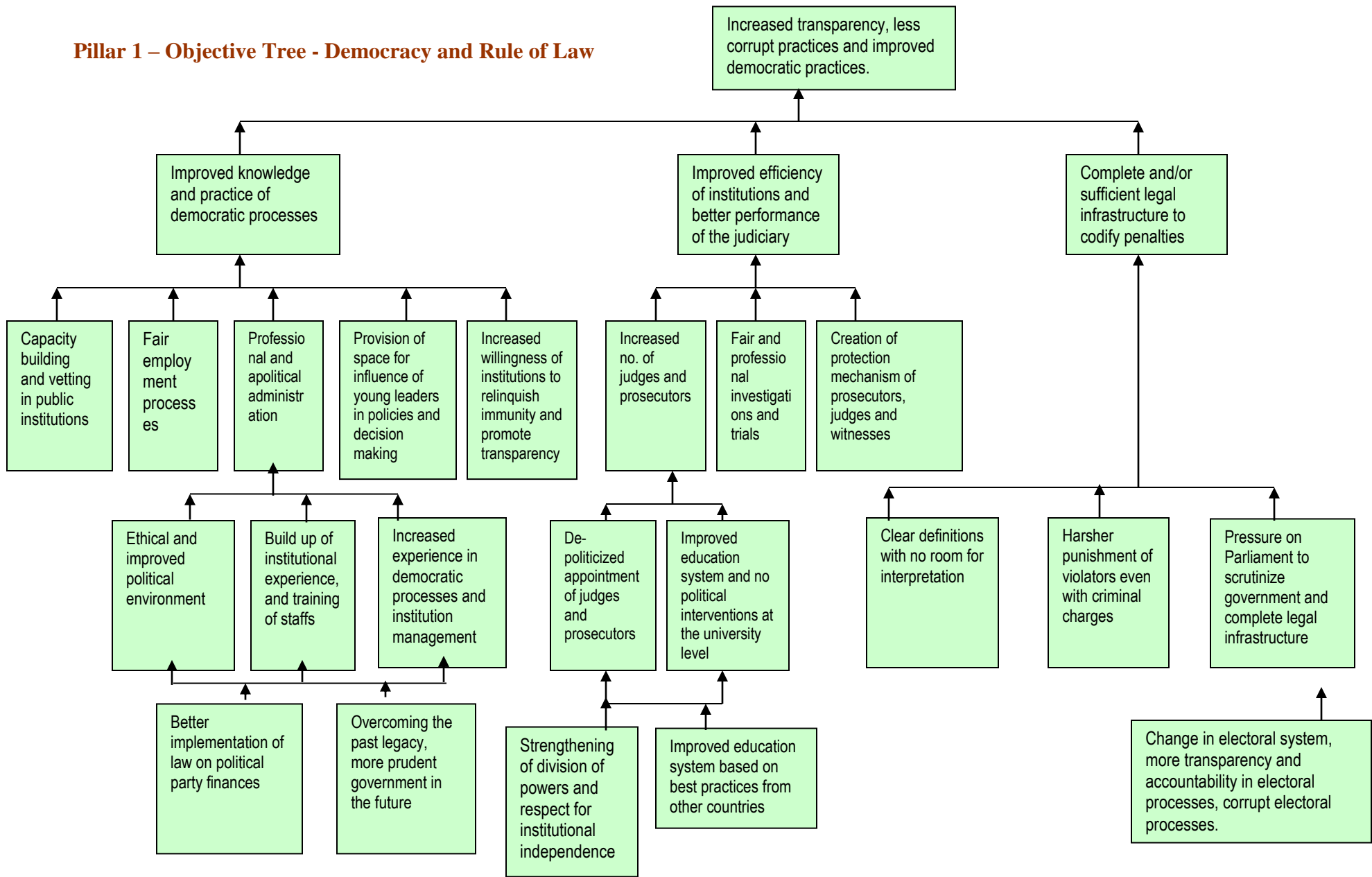
OBJECTIVE ANALYSIS

Problem Tree Analysis serves as the backbone for identifying strategic objectives that are linked to current problems, which COHU finds interest in contributing to in the upcoming five year period. This step is carried out by preserving the problem structure, cause and effects relations and turning problems into positive situations—objectives, and write them as results to be achieved. Here, we now have a means-ends relationship between the objectives.

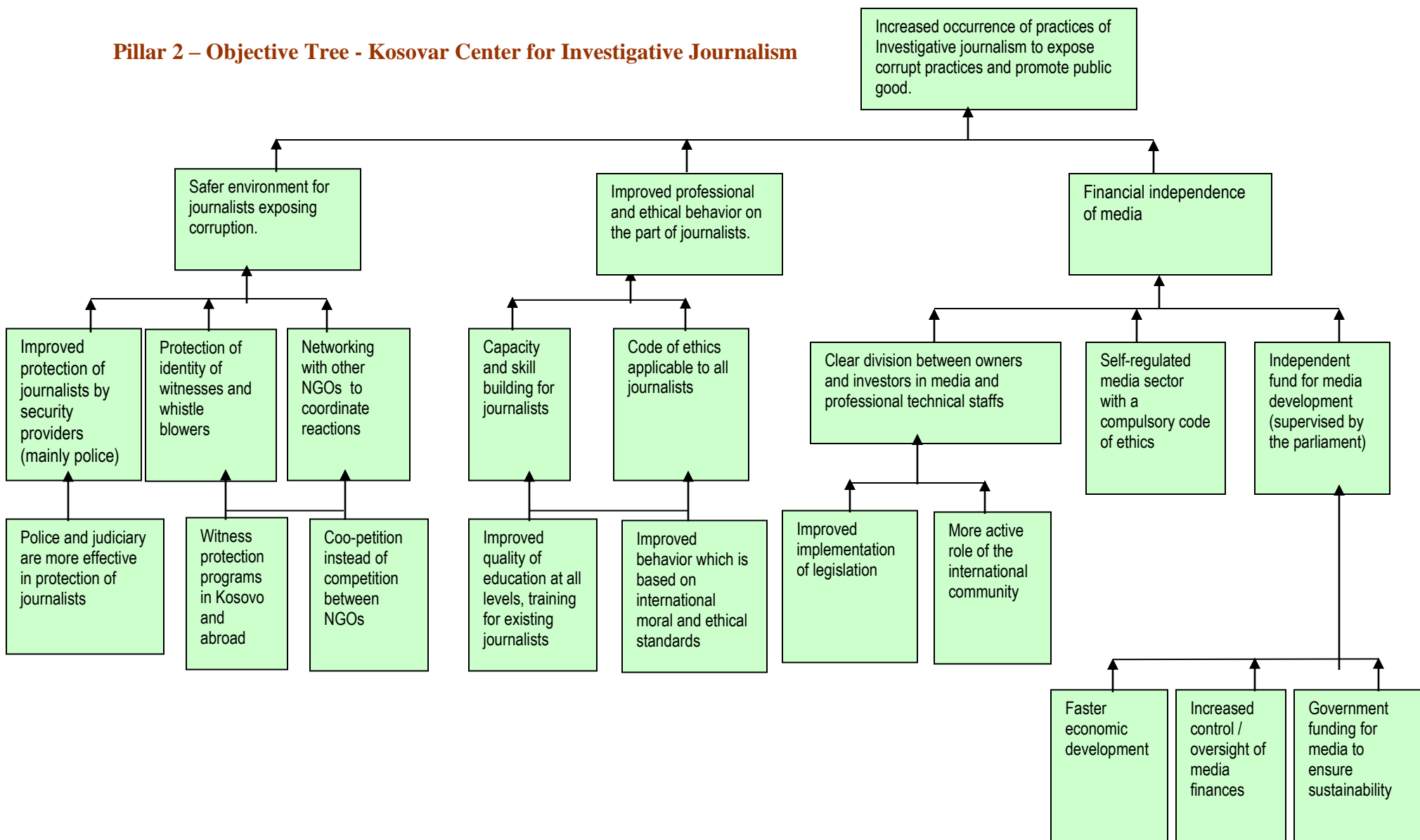
From the objective tree we are now able to choose our intervention level so that we could then develop our strategy and set are aims and outputs accordingly. This will serve as a basis for developing the Logical Framework for each of the three program pillars.

The results of the working groups on Objective Trees are as follows:

Pillar 1 – Objective Tree - Democracy and Rule of Law



Pillar 2 – Objective Tree - Kosovar Center for Investigative Journalism



LOGICAL FRAMEWORK

The Logical Framework represents a structured and concise presentation of the strategy of the organization, with explicitly stated objectives, indicators assumptions, and concrete projects and activities.

During the development of the Log Frame in the workshop, we initially worked on the Intervention Logic, then we looked at the Assumptions and finally developed the Indicators and Sources of Verification. One should note that there is a separate Log Frame developed for each of the program pillars of PIPS, which then altogether contribute to the overall COHU Log Frame and thus its strategy for the next five years.

The work presented here in the two Logical Frameworks is part of the overall strategy which contribute towards the mission and vision of COHU. Within each of the Log Frames there are a number of activities / projects that are similar or the same within the different pillars, which in that case should be considered as the same activity/project that contributes to two or more objectives.

INTERVENTION LOGIC

The Intervention Logic describes the work of COHU and its intervention in the entities that it works in. Here we initially choose the Project (program) purpose for each of the pillars and the objectives that contribute to it, which are placed at the Results (Outputs) level. These then contribute towards the Overall Objective of COHU. Within each output of each pillar there is a number of activities/projects that contribute towards this output.

In the case of the COHU strategy, the Outputs at each pillar are in fact sub-objectives at the overall strategy, while the project purpose of each pillar is in fact the Output level for the overall strategy.

The work on the two pillars is presented below:

PROGRAM PILLAR 1 – DEMOCRACY AND RULE OF LAW

Background

This program pillar deals lack of transparency in management of public institutions and public funds in Kosovo as well as corruption practices in these institutions. Experience from the past years indicates that this problem is a consequence of at least three factors/problems that include: Low level of knowledge and practice of democratic processes, Inefficient institutions and low performance of the judiciary, and Incomplete and/or insufficient legal infrastructure to codify penalties related to corrupt practices.

The first problem identified (Low level of knowledge and practice of democratic processes) is caused by several problems that were identified in the workshop. These problems include:

- Unprofessional and inexperienced staffs of institutions
- Nepotism in employment
- Politicized appointments in administration
- Lack of space for influence of young leaders in policies and decision making in parties and institutions
- Lack of willingness of institutions to relinquish immunity and promote transparency

The second problem causing the low transparency level, and prevalence of corrupt practices is the 'Inefficient institutions and low performance of the judiciary'. This comes as a consequence of several factors including here:

- Insufficient number of judges and prosecutors
- Politicized investigations and trials
- Inexistent protection mechanism of prosecutors, judges and witnesses

The third main problem related to the overall problem identified is the incomplete or insufficient legal infrastructure on anti-corruption. The legislation developed for this purpose and the strategic documents of the Agency for Anti-Corruption have been insofar mild and did not show determination to combat corruption and transparency. The discussion lead to the conclusion that this comes as a consequence of:

- Vague legal definitions and room for interpretation
- Mild mainly administrative measures for corrupt practices
- Lack of willingness of Parliament to scrutinize government and complete legal infrastructure

In order to respond to this, COHU has decided to focus on working in improving democratic practices, promote transparency and accountability. building these young leaders by working on increasing their knowledge of democracy and democratic processes as well as by providing them with diplomatic skills in order to take the lead in international cooperation for Kosovo. This would eventually lead to increased leadership capacities in Kosovo and thus to a new political class which works for the overall interest of the people of Kosovo, which would strengthen democracy in Kosovo.

Intervention Logic

The Objective (Project / Program Purpose) for the program pillar on Democratization and Rule of Law is to monitor the privatization of public enterprises and public spending in general. This program pillar will aim at scrutinizing government policies, laws, decisions, reaction and awareness raising through press releases, campaigns, press conferences, articles in newspapers, talk shows, communication optimization (website, blogs). The sectors that this program pillar will cover include: energy, telecommunications, education, health, infrastructure, environment, governance, public owned enterprises and socially owned enterprises, organized crime. In addition to this, Democratization and Rule of Law also covers think tank and Research activities, namely, it will carry out policy analysis, opinion polls, monitoring reports in the aforementioned sectors.

This is planned to be done by working on three outputs:

- Increased level of knowledge and practicing of democratic processes
- Improved efficiency of institutions and better performance of the judiciary
- Complete and/or sufficient legal infrastructure to codify penalties related to corrupt practices

RESULT 1.1 – INCREASED LEVEL OF KNOWLEDGE AND PRACTICING OF DEMOCRATIC PROCESSES

The following activities are foreseen by COHU as contributing to the achievement of the above result:

Activity 1.1.1. – Capacity Building and Vetting in Public Institutions

This activity will contribute towards eliminating one of the biggest obstacles with regard to practicing of democratic practices. On one hand, trainings should be done for public servants and other people involved in the processes described above. On the other hand, COHU exercise pressure through public appearances and meetings for institutions to introduce vetting procedures and background checks for all high institution officials.

Activity 1.1.2. - Fair Employment Processes

COHU will contribute towards improving the hiring processes in public institutions and companies through scrutinizing and monitoring these processes closely. This is perceived to be extremely important as it is one of the main causes for a dysfunctional public administration.

Activity 1.1.3. – Professional and Apolitical Administration

COHU will work to expose all political appointments in the public institutions and boards and management of socially owned enterprises, positions, that otherwise should be apolitical. This is perceived as very important in order to minimize the influence of political parties over the public administration. Tools to be used to this end include: monitoring of processes, investigative work on candidates for positions, etc.

Activity 1.1.4. – Provision of Space for Influence of Young Leaders in Policies and Decision-making

COHU will begin a promotion campaign with the objective of soliciting the contribution of individuals will to contribute to the improvement of overall processes of policy development and decision-making.

Activity 1.1.5. – Increased Willingness of Institutions to Relinquish Immunity and Promote Transparency

By exercising public pressure, and delivering information the denounce corrupt practices and individuals, COHU will raise public pressure on institutions that lack transparency and certain rights and privileges assigned to their role/status.

RESULT 1.2 – IMPROVED EFFICIENCY OF INSTITUTIONS AND BETTER PERFORMANCE OF THE JUDICIARY

Activity 1.2.1. – Increased number of Judges and Prosecutors

COHU will advocate for improved efficiency of the judiciary—one of the least effective branches of government in Kosovo. Aside from closely monitoring trials in courts especially those related to corruption, COHU will also advocate for an increased number of young judges and prosecutors who would have to pass extensive moral and ethical conditions. In such way, the problem of backlogs would be reduced and the efficiency would be increased.

Activity 1.2.2. – Fair and Professional Investigations and Trials

Monitoring court proceedings and other similar processes will be an important component of COHU's activities. The organization will issue opinions on processes and denounce any irregularities or interferences in them. Statements may be issued in press conferences, reports, newspaper articles, roundtables, or on TV.

Activity 1.2.3. – Creation of Protection Mechanisms for Prosecutors, Judges and Witnesses

While acknowledging the hardship of the work of being a judge or prosecutor in Kosovo, COHU will advocate for a safer environment for these officials to carry out their work. The organization will seek greater protection for judges, prosecutors, and witnesses in high-profile trials, in order to ensure fair judgment and rule of law.

RESULT 1.3 – COMPLETE AND/OR SUFFICIENT LEGAL INFRASTRUCTURE TO CODIFY PENALTIES RELATED TO CORRUPT PRACTICES

Activity 1.3.1. – Clear definitions of violations with no room for interpretation

As in the past, COHU will actively engage in policy dialogue and working groups for legislation and policy of anti corruption. The work will focus on suggesting very clear guidelines and definitions of what corruption consists of and related penalties for such practices.

Activity 1.3.2. – Harsher Punishment for Violators Even with Criminal Charges

As part of its engagement in legislation improvement/change, COHU will also seek harsher punishment for corrupt practices, including here, serious criminal charges. These activities will strive to prevent corruption by making it very difficult to carry out.

Activity 1.3.3. – Pressure the Parliament to Scrutinize Government and Complete Legal Infrastructure

Through its monitoring activities of Parliament plenary sessions and sessions of working groups on corruption related matters, COHU will collect data and monitor the efficiency of the legislative. Effectiveness in scrutinizing the government on important privatization processes, and passing improved legislation on corruption will be of special focus of COHU reports.

PROGRAM PILLAR 2 – KOSOVAR CENTER FOR INVESTIGATIVE JOURNALISM

Background

Investigative journalism in Kosovo is not very often encountered activity. There are very few successful investigations of journalists on exposing corruption, and there was very little action on the part of the judiciary to follow up on these investigations. Journalists operate in an intimidating environment, where in some instances, their lives are threatened.

On another note, the professional level of Kosovar journalists is not at its best. While new media are emerging and the market is experiencing improvement in quality, the professionalism of journalists leaves much room for improvement. Unethical behavior and protection of interest groups through public media is a characteristic shared by a significant number of journalists.

In a market where transmission of digital signal through one of the cable networks is rather cheap, several new media emerged in Kosovo in the past few years. In such setting, financial survival of the media through selling air-time, it becomes virtually impossible. In response owners/boards, or shareholders align with different interest groups and political parties and use their infrastructure to propagate on their behalf.

Intervention Logic

The Program Purpose for this pillar is to increase occurrence of practices of Investigative journalism to expose corrupt practices and promote public good.

This will be achieved through the following outputs:

- Safer environment for journalists exposing corruption.
- Improved professional and ethical behavior on the part of journalists.
- Financial independence of media

RESULT 2.1. – SAFER ENVIRONMENT FOR JOURNALISTS EXPOSING CORRUPTION

Activity 2.1.1. – Improved Protection of Journalists by security providers (mainly Police)

Preports will be utilized to advocate for greater protection of journalists exposing corruption. It will also offer space to any journalist exposing documented cases of corruption, wishing to remain anonymous, to use this platform.

Activity 2.1.2. – Protection of Identity of Witnesses and Whistle Blowers

Preports will also use an anonymous web link where citizens may report corruption cases. Such professional integrity and behavior will have a spill-over effect and further increase the number of reports.

Activity 2.1.3. – Networking with other NGOs to Coordinate Reactions

COHU will closely cooperate with organizations that share similar objectives and visions on coordinating reactions and statements. Activities may involve joint projects, research and monitoring of institutions, or simply public reactions on important issues and processes.

RESULT 2.2. – IMPROVED PROFESSIONAL AND ETHICAL BEHAVIOR ON THE PART OF JOURNALISTS

Activity 2.2.1. – Capacity and Skill Building for Journalists

COHU will work with associations of journalists and media, regulatory bodies, NGOs focusing on capacity building for journalists to develop a training package on corruption and investigative journalism. Experiences from other countries may also be drawn upon.

Activity 2.2.2. – Code of Ethics Applicable to All Journalists

COHU will work with associations of journalists and media, regulatory bodies, NGOs focusing on capacity building for journalists to develop a universal code of conduct to which all media and consequently journalists need to abide by a Code of Ethics that is universally accepted.

RESULT 2.3. – FINANCIAL INDEPENDENCE OF MEDIA

Activity 2.3.1. – Clearer Division Between Owners and Investors in Media and Professional Technical Staffs

In its activities, COHU will advocate for a new Media Law in Kosovo, which limits the ability/power of investors and interest groups on the editorial staffs of the media. Journalist associations and organizations will also be used to pressure owners of media on not to intervening in editorial policies.

Activity 2.3.2. – Self-Regulated Media Sector with Compulsory Code of Ethics

Parallel to its work on installing individual responsibility of journalists through a code of ethics, COHU will also work on having similar measures/regulations for media.

Activity 2.3.3. – Independent Fund for Media Development (supervised by the parliament)

COHU will advocate for the creation of a fund for media that would grant funds to the local media based on innovation, professionalism and excellence. Such fund would shift the media towards high quality instead of political loyalty.

ASSUMPTIONS

The Assumptions represent external factors that influence our work but we do not have much influence on. Thus, here we analyze the assumptions at every level of the Log Frame at see what are those assumptions that do not depend directly on us but influence our ability to achieve the objectives.

The way to read the assumptions is that the activities and objectives at the various levels of the Log Frame, together with the realized assumptions at each of the respective levels enables us to move to the next higher level on the log frame. Thus, activities plus the assumptions at the activities level enable us to achieve our Outputs (Results). Then, our Results achieved plus the assumptions at the Results (Outputs) level enable us to reach the Project Purpose level. Our achieved project purpose plus the assumptions at the project purpose level enable us to contribute to the Overall Objective.

The working groups drafted the following assumptions for the Log Frames for the two pillars:

ASSUMPTIONS	
1. Consecutive Kosovo governments will continue to sell out public property	1. Kosovo will have the slowest progress towards EU accession in the Balkans.
1. Political climate will become harsher and instable.	1. Relations to Albania deepened and intensified.
1. The current trends indicate that the socio-economic situation in its best case scenario, it will remain at the current level.	1. In the best case scenario, relations to Serbia can be at very technical level, necessary for normal functioning of international agreements. In the worst case scenario, relations would be frozen.
1. Corruption becomes more sophisticated in form and means.	1. International presence in Kosovo may change form and label, but there will still be heavy influence of the international structures

INDICATORS

Indicators were developed for several of the levels at the Log Frame. First at the Program Pillar level the group developed indicators for the outputs (Results) level, and for the Project Purpose level.

These indicators will help COHU measure the achievements in regards to its objectives and they are very important for the monitoring and evaluation process that PIPS should conduct constantly on its programs.

The indicators developed here should be upgraded if necessary or added if COHU sees other important indicators that are not included now, which could help it better measure its success.

Because of the nature of the COHU's work, the group chose to develop several Indicators for each objective so that it could better measure the achievements. The group developed the following indicators:

OVERALL PROJECT PURPOSE INDICATORS:

- A more democratic and transparent system with functioning branches of government
- Improved knowledge and application of democratic practices
- Improved efficiency of anticorruption agency, police and the judiciary
- Less corruption and decisions are made transparently

PROGRAM PILLAR INDICATORS:

Pillar 1 – Democracy and Rule of Law

INDICATORS	
1. Number of corruption affairs exposed	1. Human Rights in court proceedings
1. Number of Judges and prosecutors increased	1. Reduced statutory limitation cases
1. Improved knowledge on democracy and its application in practice (professionally trained staffs in institutions).	1. Cooperation with Prosecutor Disciplinary Office
1. Corruption cases solved in courts, based on Action Plan	1. Asset Declaration process
1. Corruption cases solved in prosecutions, based on Action Plan	1. Conflict of Interest process
1. Reduced cases of corruption and organized crime, based on KJC decision for absolute priority treatment related with visa liberalization.	1. Legislation related with Assets Confiscation
1. Deadlines respected in court proceedings	1.

Pillar 2 – Kosovar Center for Investigative Journalism

INDICATORS	
2. Number of issues published	2.
2. Number of issues republished by other media	2.
2. Debates initiated based on our research stories	2.
2. Number of investigation initiated based on our findings	2.
2. Improved knowledge of students on research methodology and investigative journalism	2.
2.	2.
2.	2.
2.	2.

SOURCES OF VERIFICATION

Sources of verification help us verify the indicators by providing guidance on the availability of data such as a document, physical place or another possible source. They serve as a source of information to ensure and verify data that are used to measure indicators.

The group developed the following sources of verification:

OVERALL PROJECT PURPOSE SOURCES OF VERIFICATION:

- Political Party / OSVE Monitoring reports
- Parliament reports
- Media reports
- Parliamentary commission reports
- PIPS / NGOs' reports

PROGRAM PILLAR SOURCES OF VERIFICATION

SOURCES OF VERIFICATION	
• COHU Research Reports	• Web-site
• Press Releases	• Monitoring reports
• Media coverage	• Court archives
• Archives of institutions	• Reports of International organizations
• EC Progress reports	• Reports by the General Auditor

CONCLUSION

The strategy of COHU should serve as a basis for developing Annual Plans of Action of the organization in the following three to five year period. COHU should review its strategy each year and focus on activities / projects realized within each program pillar and check the indicators to be able to monitor the progress. Indicators should be assessed and more indicators added if these are seen as important to better assess the progress in realizing COHU objectives.

This is a dynamic document which can and should be adapted as circumstances change. Based on activity / project ideas presented in the Log Frame COHU should develop specific projects that it would then look for funding and realize in order to achieve its objectives.

It would be good that COHU develops a budget assessment for all the projects to analyze what can be realized from existing funds and which projects need additional funding.

This document has been created by the COHU staff and external consultants and reflects the wider framework and positions of the organizations. It also broadly defines the types of activities to be carried out in the period it covers.

Prishtina,
May 2016