

COHU Strategic Planning Workshop

Tirana, Albania

23.10.2010 – 24.10.2010

**STRATEGIC PLANNING
2011-2015**

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ENTITIES

COHU has a vision of a society where there is rule of law, equality before the law, social justice, and where society enjoys autonomy and integrity before the international community.

To achieve that vision of the society, COHU has tasked itself with the mission of exposing violations and arbitrary behavior of governing structures and failures of democratic functioning of institutions.

Based on the mission and vision of COHU, as well as discussions on other possible avenues that COHU may go into, a number of different fields of work were identified, which were then grouped into two main entities, which would become the two program pillars for COHU.

The following were the entities that were chosen:

DEMOCRACY AND RULE OF LAW:

The good governance activities and monitoring of important processes of privatization of public companies, administration and spending of public funds and other activities performed by COHU thus far will be carried out by 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.

KOSOVAR CENTER FOR INVESTIGATIVE JOURNALISM:

This new entity/ program pillar of COHU has been established to cover a deficiency that was observed in Kosovo that relates to 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.

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 a follows:

Pillar 1 – Democracy and Rule of Law

Stakeholders	What they gain	What they contribute
PARTNERS: Kosovo citizens; Local / national Government; NGO Activists; Media; Political party activists;	Knowledge and information; Networking; Support for their initiatives; Improved practices in public spending; Improved legal infrastructure;	Experience and personal knowledge; Ideas; Promotion for the COHU network and activities; Improved and accurate information for the public
DONORS: OSI - Open Society Institute (Budapest), Civil Rights Defenders, CDR Kosovo Foundation for Open Society - KFOS (Prishtine), National Endowment for Democracy NED (Washington), Balkan Trust for Democracy - German Marshall Fund, IREX/USAID, and FDI - Foundation for Democratic Initiatives, 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 –Kosovar Center for Investigative Journalism

Stakeholders	What they gain	What they contribute
MEDIA: RTK KTV RTV21	Access to debates on current issues Thematic programming	Influence for PIPS on the public opinion Publicity and visibility

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

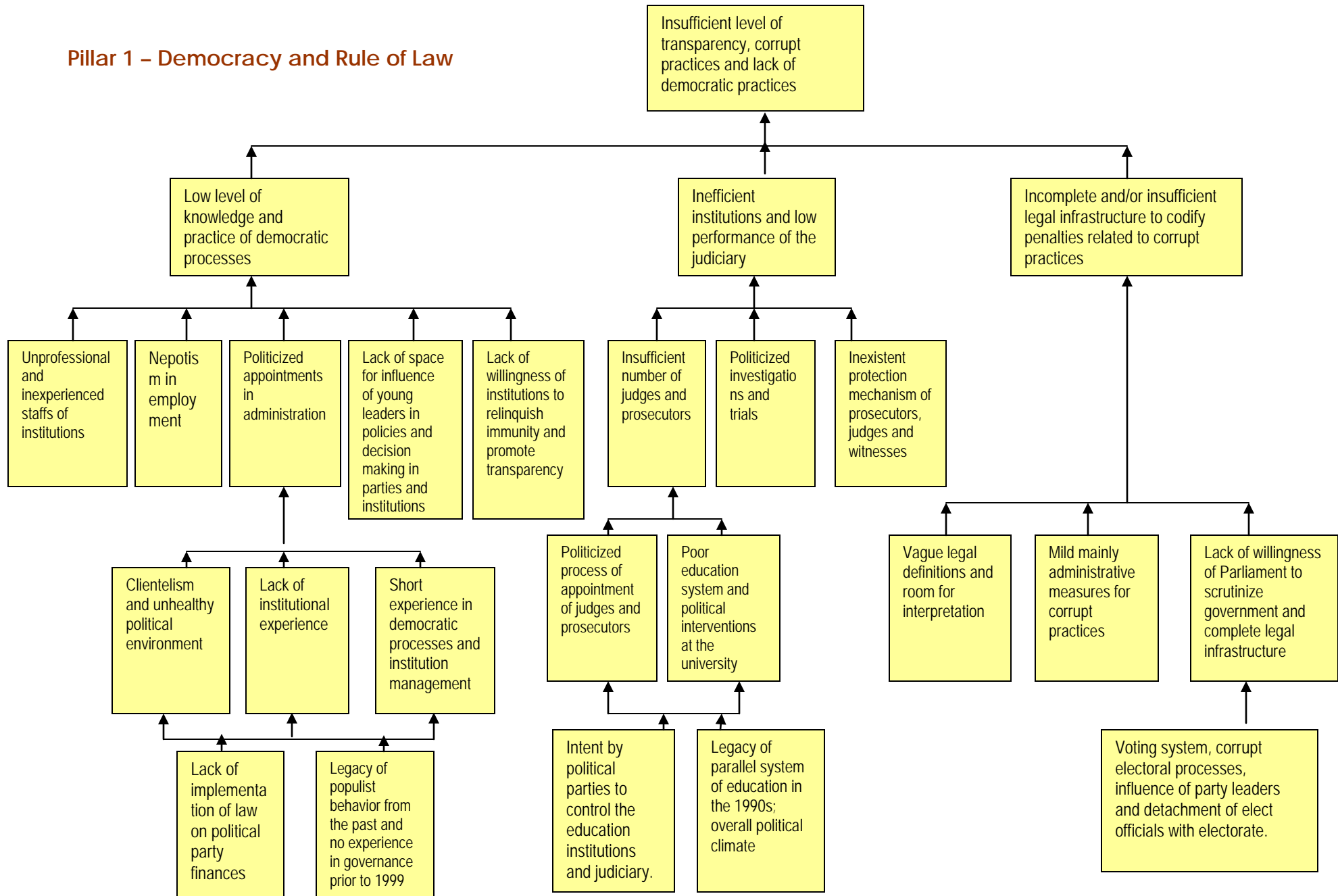
PROBLEM ANALYSIS

Problem 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.

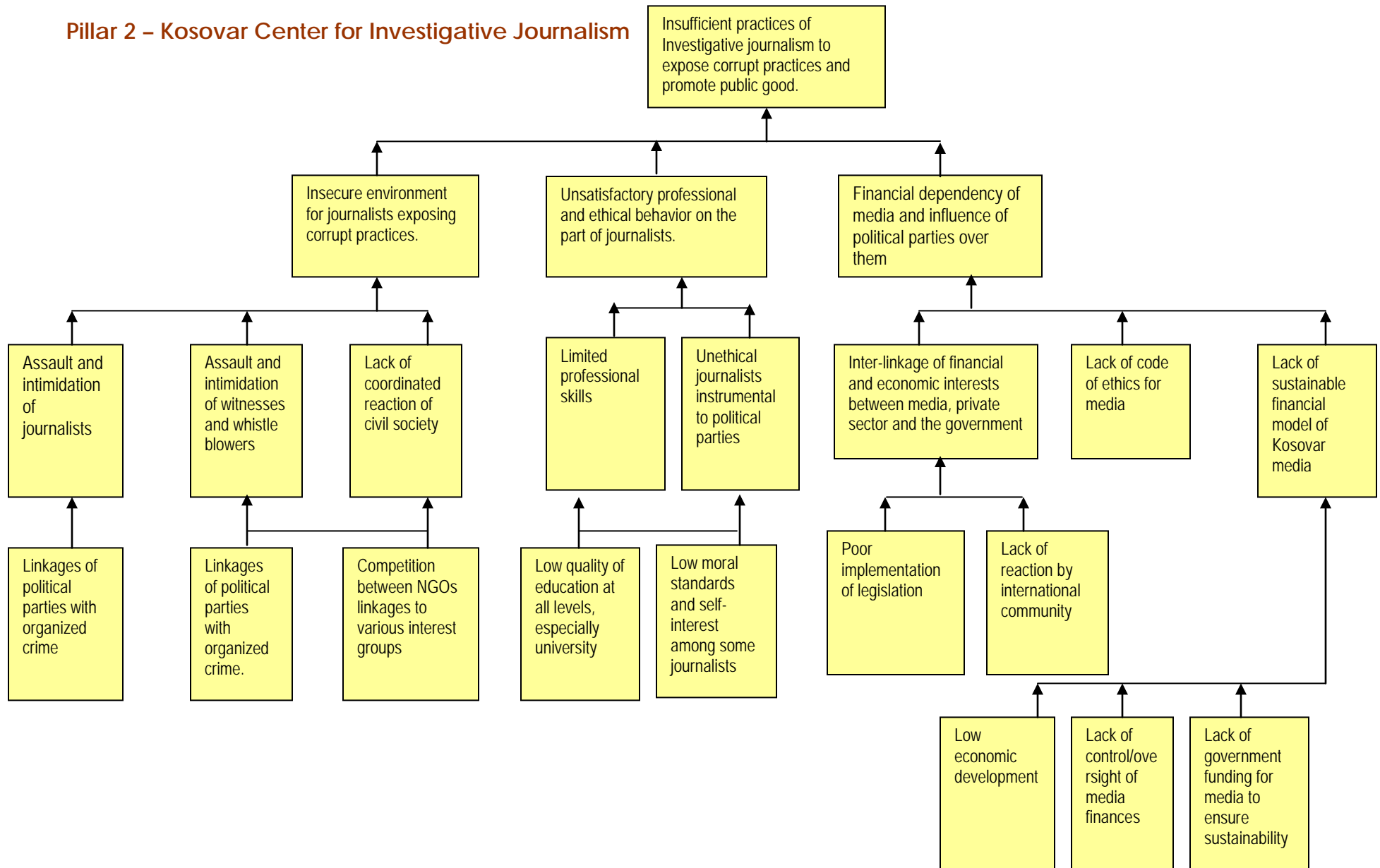
The work first focused on identifying the focal problems for each pillar and then based on that, went on to identify other problems and build the problem tree by identifying the cause – effect relationships.

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

Pillar 1 – Democracy and Rule of Law



Pillar 2 – Kosovar Center for Investigative Journalism



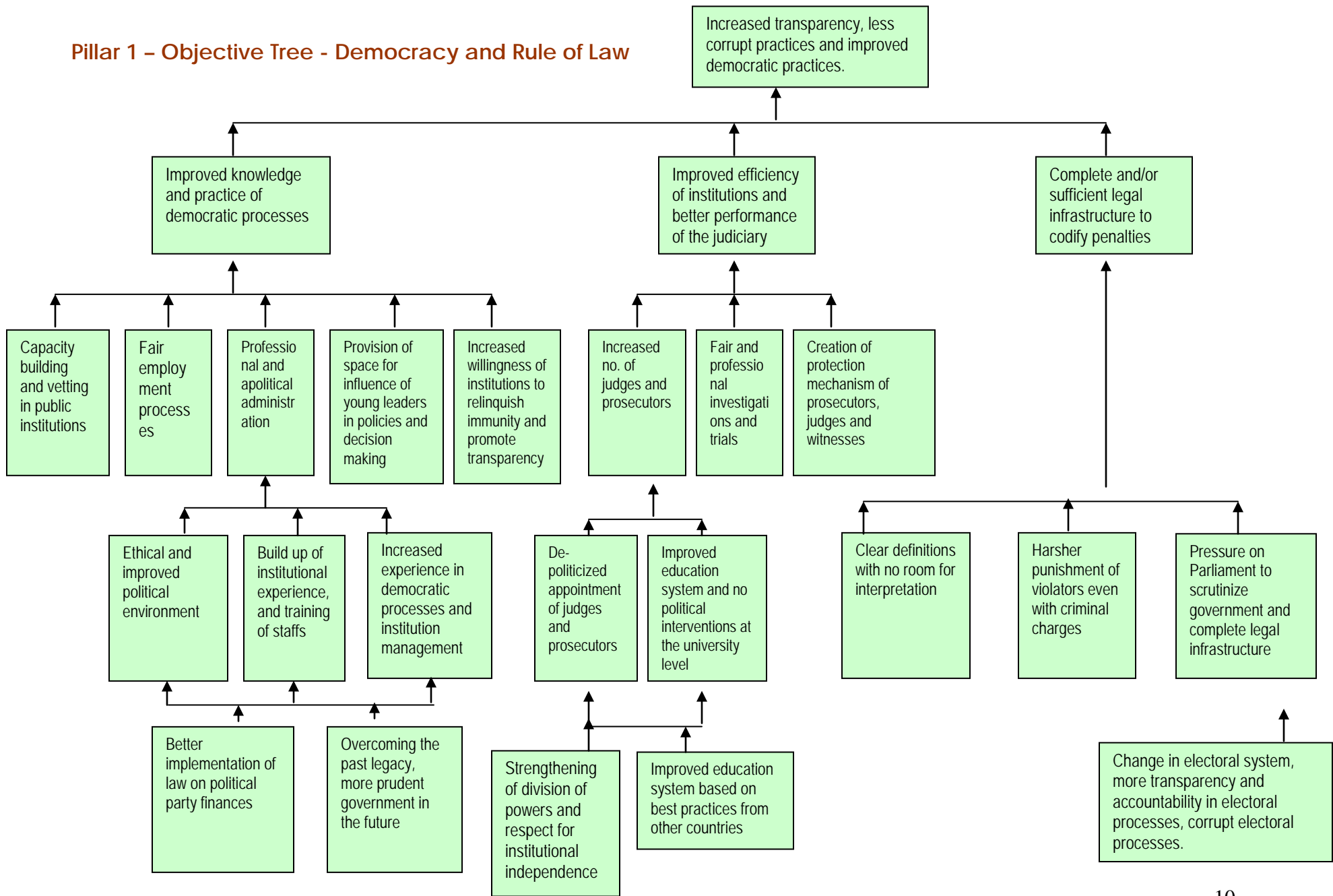
OBJECTIVE ANALYSIS

Problem Analysis serves as a basis for identifying our strategic objectives based on current problems, which we want to deal with in our work. Here, we preserve the structure of the problems and turn these problems into positive situations, objectives, and write them as achieved results. Here, we now have a means-ends relationship between the objectives.

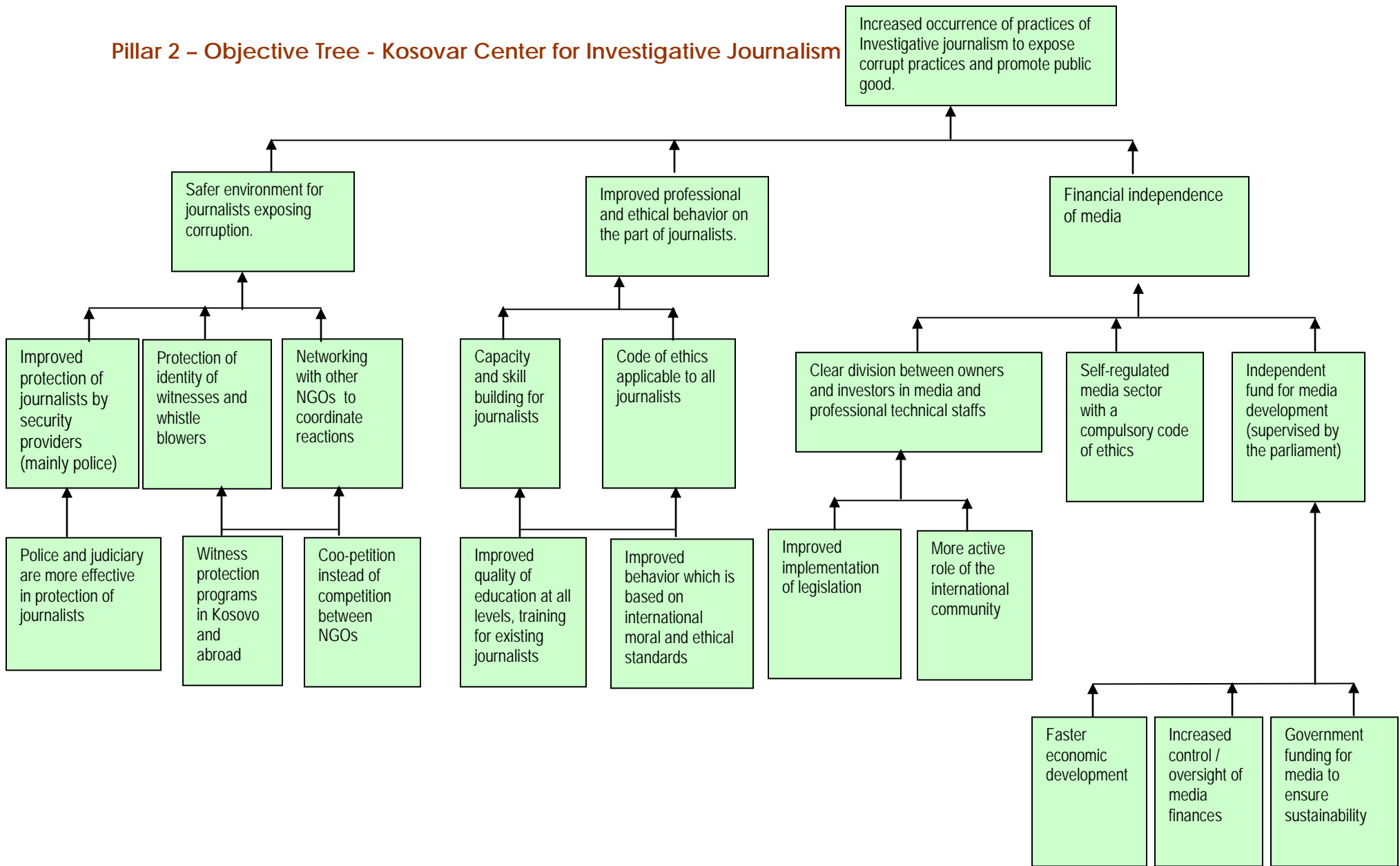
From the objective tree we are now able to choose our intervention level so that we could then develop our strategy and set are aims and outputs accordingly. This will serve as a basis for developing the Logical Framework for each of the three program pillars.

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.
1. Number of Judges and prosecutors increased	1.
1. Improved knowledge on democracy and its application in practice (professionally trained staffs in institutions).	1.
1.	1.
1.	1.
1.	1.
1.	1.

Pillar 2 – Kosovar Center for Investigative Journalism

INDICATORS	
2.	2.
2.	2.
2.	2.
2.	2.
2.	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,
January 2011