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LOCAL NGOs AND FOREIGN DONORS RELATIONSHIP IN THE CONTEXT OF PEACE-BUILDING

A qualitative analysis of the frictional encounter
local/global in peace-building practices in post-
independence Kosovo

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Abstract

This Master Thesis investigates the current role of LNGOs in delivering and implementing peace-building projects in the context of post-independence Kosovo. Due to LNGOs financial dependency from foreign donors, their role in peace-building has been questioned and challenged.

The aim is to examine to what extent LNGOs are implementing the process of peace-building from below with regard to the relationship LNGOs/foreign donors.

Semi-structured interviews with members from LNGOs in Kosovo have been carried out in order to collect empirical evidence to analyze the above objective. The relationship LNGOs/foreign donors has been framed according to the theory of frictional encounters between local/global and its possible outcomes. The empirical evidences show interesting results from the encounter LNGOs and foreign donors in Kosovo, which prove the possibility for LNGOs to pursue local needs and priorities in peace-building practices despite their financial dependency from foreign donors. This Thesis aims to fill the existing gap in peace-building and conflict resolution field.

List of Abbreviations

NGO = Non-governmental organization

LNGO = Local Non-governmental organization

INGO = International Non-governmental organization

UN = United Nations

UNMIK = United Nations Interim Administration Mission in Kosovo

OSCE = Organization for Security and Co-operation in Europe

EULEX = European Union Rule of Law Mission

ICO = International Civilian Office

UNHCR = The United Nations High Commissioner for Refugees

USAID = The United States Agency for International Development

UNDP = United Nations Development Programme

ODA = Official Development Assistance

KCS = Kosovar Civil Society

EUFOR = European Union Force

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1. Introduction

This study is concerned with Local NGOs in Kosovo and their current role in peace-building projects and activities. Thus, an introductory account on LNGOs and peace-building is needed.

After the outbreak of numerous civil wars and conflicts in the last years of the 90s', the role of civil society in those contexts has been deeply analyzed and studied by scholars and conflict resolution experts. Indeed, the huge proliferation of NGOs in the Western Balkans, and especially in Kosovo, could be regarded as a sign of civil society's mobility in the process of peace-building and reconciliation.

The peace-building process in weak societies (which often lack of a clear political structure and governance) has usually been performed using a top-down approach, where the international community directly intervenes on the ground, throughout mission or mandates, trying to restore the *status quo* and the new security, legal, political and economical order of those conflict societies.

Those interventions, however, have been extremely criticized by numerous experts of the field for causing more harm than relief: muscular humanitarianism (Orford, 1999), the moral myth and the abuse of humanitarian intervention (Zhang Qi, 2013), the turn to ethics international law (Koskenniemi, 2002), those are only few of the numerous works done analyzing the negative impact of the international interference in post-conflict society.

In the light of this negative considerations of the classical peace-building schema, another approach in peace-building has been developed by conflict resolution experts: academics like Ramsbotham; Woodhouse; Miall (2016), Reynolds Levy (2004) and Lederach (1997) have theorized the concept of "peace-building from below", where the attention is put on the civil society's will to carry out the process of peace, throughout an "indigenous empowerment", where the main goal is the cultivation of cultures and structures of peace (Ramsbotham et al, 2016). To this extent, the acknowledgment of the concept of local appear of extreme importance in order to analyze the peace-building process in a determined society. In fact, scholars agree on how the concept of local in post-conflict societies is well expressed by the formation of LNGOs, which are non-governmental organizations usually only interested in a specific local issue or a relatively small geographically defined area (Cawsey, 2009).

Important strengths of LNGOs are that these organizations usually have members who are “close to the problem or issue”, and that they are usually able to take a long-term view (*ibid*).

The incredible proliferation of LNGOs in the Western Balkans in the last two decades could be translated to an increase of civil society participation in the process of peace-building, reconciliation, state-building and emancipation. INGOs, donor governments, and UN agencies alike regarded civil society organizations as the most appropriate channel by which to work on peace and restructure governance, or made the development of a healthy civil society the objective of their peace-building programmes (Verkoren; Leeuwen, 2016).

However, despite the positive numbers regarding this civic involvement, scholars began to question the real effectiveness of those LNGOs in the Western Balkans. McMahon (2017) states that the boom of LNGOs in Kosovo was due to the international interest to foster civil society activities only in the short-period, because although organizations grow quickly and in great number, their life cycle is short-lived.

Indeed, among academia, there is a general belief that LNGOs in Kosovo are lacking of effectiveness, as the non-governmental sector “at a high degree is fragmented, it is dependent at most in donors, some parts of it politicized, some with no ideas about their mission, some lack of courage, some lack of capacities, some change their vision due to the funding” (Rrahmani, 2018). However, those speculations are often made on the basis of previous research on LNGOs in Kosovo, which go back up to the primary formation of those NGOs in the first years of the new century.

The high level of dependency from foreign donors could be still viewed as an incapacity of LNGOs in Kosovo to deliver the real necessity and priorities of local society in peace-building but, however, it is necessary a deep comprehension of the mechanism behind this relationship and to what extent the influence from foreign donors impacts the effectiveness and the objectives of LNGOs’ work.

Recent quantitative studies, such as the Kosovar Civil Society Index (2018), give a wide overview about the NGO sector in Kosovo. However, those studies are often carried by governmental organizations and their methodological approach is lacking of space for interpretation, as they often use precompiled surveys with closed questions. Other qualitative studies, on the contrary, used an interview-based approach to investigate the relationship between NGOs and foreign donors but they either: 1) focus on a singular NGO as a case study; 2) take into consideration only the period prior to Kosovo independence; 3) refer to the

LNGOs/foreign donors relationship on the ground and not as a “virtual” relationship financial—based; 4) do not analyze at all the way LNGOs carry out a peace-building project and its detailed phases and how the foreign donors could impact each phase and eventually influence the process of peace-building from below itself.

1.1 Aim and Research Question

In this context, considering also my personal inclination and dedication in the non-governmental sector, I decided to carry out a qualitative analysis on the role of LNGOs in the peace-building process in Kosovo nowadays, twenty years after the violent civil war. After these premises, the research question that will lead the all analysis in this Master Thesis is:

In what way do Local NGOs in Kosovo currently promote and apply the process of peace-building from below despite their dependency from foreign donors?

From this main research question it is possible to deduce other two minor research questions:

1) To what extent local priorities in peace-building could meet and potentially prevail foreign donors’ ones?

2) In which phase of the project management process does the encounter local/global appear the most?

In order to comply this research, semi-structured interviews will be carried out with Project managers, Presidents and Consultant of LNGOs in Kosovo involved in peace-building activities. LNGOs will be accurately selected using specific criteria, which will be explained in the methodological section.

The theoretical framework of this Master Thesis bases on the theory of peace-building from below and the theory of friction in global/local encounter in peace-building, where the “global” entity is identified as the foreign donors and the “local” entity relates to the LNGOs in Kosovo and their “encounter” will be assessed as the management of a peace-building project by the LNGO with the financial support of the foreign donors. Therefore, each phase

of the LNGO/foreign donor relationship will be deeply analyzed using the schema theorized by Björkdahl and Höglund (2013). This Master Thesis nestles in the main field of conflict resolution and peace-building studies, with a focus on global/local interaction. The method and the analysis used for this research could be applied for other specific contexts of post-war society for further contribution in the academic field.

2. Background

2.1 From INGOs to LNGOs in Kosovo

The consequences of the civil war in Kosovo in 1999 have often been analyzed as a peculiar case-study by the academia. Indeed, right after the end of the conflict, the international presence in Kosovo registered massive numbers compared to other conflict zone: international missions as the United Nations Interim Administration Mission in Kosovo (UNMIK), missions from the Organization for Security and Co-operation in Europe (OSCE), the Kosovo Force (KFOR) and later also the European Union Rule of Law Mission (EULEX) and the International Civilian Office (ICO) are a clear demonstration of the strong influence played by the international actors in the context of Kosovo.

Furthermore, another important role in post-conflict Kosovo has been played by INGOs (International Non-Governmental Organizations), which are often defined as “first generation aid-related NGOs” (Sampson, 2003). Those organizations, promoted by international funds as UNHCR, USAID and UNDP, started to develop a packed network of relationship within peace-building practices. Although exact number are hard to find, one source estimated that within a matter of few month after 1999, as many as four hundred INGOs were on the ground working in Kosovo (McMahon, 2017). This phenomenon created the basis for what scholars define as “The Humanitarian Circus”, where so many external actors were involved in the reconstruction and state-building process, each of them with different agendas and priorities. Even though this international presence boosted and improved Kosovo reconstruction and it guaranteed first relief after the conflict, it appeared clear the importance of stimulating the role of local actors in the peace-building process, shifting from a “top-down” approach to a “from below” one.

For this reason, few years after 1999, the international concern was more focused on strengthening civil society by promoting the development of LNGOs and the consequent network of people. For example, the European Union, which was initially focused on providing relief and services, by 2005, shifted its priorities to what it vaguely called civil society development, emphasizing capacity building and the sustainability of local groups (McMahon, 2017). Therefore, especially after the declaration of independence in 2008, a huge number of INGOs left Kosovo and, at the same time, a spectacular increase of LNGOs has been registered. The table below shows in details the numbers of INGOs in the country two years before independence and two years after, thus validating what has been said before. Of course, despite the actual number of INGOs involved in Kosovo was close to four hundred, only few dozens of them were properly registered and monitored, which are those that stayed in Kosovo for longer periods (+4years).

Year	Total INGOs	U.S	Europe	Balkans	Other
2006	68	33	15	7	13
2010	34	33	1	0	0

Sources: McMahon (2017), acquired from the following web-pages:
 InterAction: <http://www.interaction.org/taxonomy/term/150>
 ReliefWeb: <http://www.reliefweb.int/rw/rwb.nsf/doc2014?OpenForm&rc=4&cc=bih>
 USAID: <http://www.pvo.net/usaidd/pvo.asp>;
 Charity Navigator: <http://charitynavigator.org/index.cfm?bay=search.map>

From 2008 onward, international actors promoted what one author called “the hitherto unfamiliar idea of the NGO” and stimulated the development of an NGO-based civil society to instill and create a culture of participatory democracy (Sterland, 2006). Those local NGOs that began to appear in Kosovo are what Sampson (2003) defines as second-generation NGOs, which are not directly involved in relief and first-aid delivery but apply peace-building in terms of state-building, civic emancipation, ethnic integration and democracy.

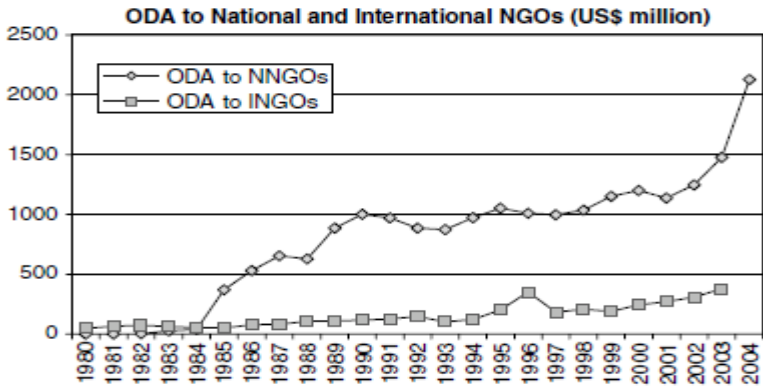
Adopting a broad notion of peace-building, one can view peace-building as a range of efforts aimed at political, institutional, social, and economic transformations in post-war societies (Björkdahl and Höglund, 2013). In theory, NGOs in particular may be considered ‘peace formers’, as while they keep their autonomy and remain loyal to the local community and their needs and rights, they are also ‘able to engage nationally with the state and transnationally with a range of internationals, where it is necessary to assert their agency (Richmond, cited in Rossi, 2015). This enthusiasm has resulted into the mass formation of a

disproportional number of LNGOs in Kosovo, with the consequent result of what McMahon (2017) calls “The NGO Game”: Kosovo’s NGOs are relatively new, have an ill-defined identity, and suffer from low administrative and management skills; and without international assistance, “they are rudderless and go from project to project” (Sterland, 2006). The international assistance, indeed, is a peculiar feature of the development and consequent survival of the NGO sector in Kosovo. Compared to other countries, where a strong governance and an effective civic participation was already performed, the situation of Kosovo was unique and has been taken as an experiment ground by the international community. International interest in Kosovo’s NGO sector was also high because Kosovar government had little money and interests in NGOs or in strengthening civil society, in part because they tended to see these organizations as competitors rather than political partners in the country’s development (McMahon, 2017). The next paragraph will be focused on the numbers related to the relationship LNGOs/foreign donors in Kosovo, showing how the survival, effectiveness and strength of LNGOs in Kosovo is strictly dependent upon the international actors.

2.2 LNGOs in Kosovo and Foreign Donors: origins of their relationship

The boom of the international interest towards the development of local NGO was not only a phenomenon delimited to the Kosovo context in the years after the civil war. In fact, empirical evidence shows how this trend started to be registered years before the new millennium started. International actors, often under a bigger consortium of entities (governments, national agents and private actors), delivered huge amount of funds to the national NGO sector in many countries worldwide.

Figure 1



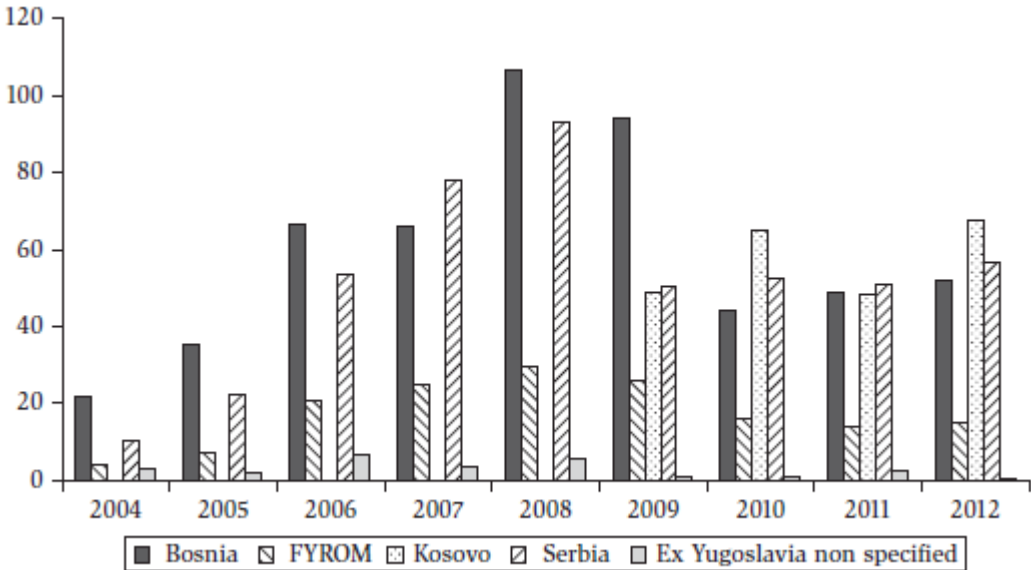
source: Agg, 2006

The figure above shows how, from the middle of the 90’s, the financial disbursement from foreign donors to national NGOs dramatically increased (it actually doubled in less than six years). The financial aid which this graphic refers to is summarized under the word ODA (Official Development Assistance), which refers to the amount of money disbursed by donor countries to recipient developing countries. According to OSCE (2013), the top donor countries are: United States, United Kingdom, Germany, Japan, France, Sweden, Norway, Netherlands, Canada and Australia. Of course, if we consider the European Union as a “single country”, it will result as the first donor country, with a total disbursement of \$86.66 billions. Therefore, it appears clear the priority of foreign donors to booster the role of civil society in post-conflict and weak countries.

Framing this international priorities in the Balkan context, and more specifically in the Kosovo case, data emphasizes the massive financial effort in order to develop an effective peace-building process “from below” throughout the NGO sector. Beside Kosovo, post-conflict societies such as Bosnia and Serbia in particular have been targeted as major recipient from foreign donors. The figure below clearly underlines the shift in terms of priorities of foreign donors towards different Balkan countries.

Figure 2

Total ODA Disbursement in USD Millions Channeled through NGOs per Year



source: Rossi, 2015: 512

Before 2008, foreign donors were already financing the NGO sector both in Bosnia and in Serbia, as shown by the above picture. Despite in this graphic Kosovo, before 2008, is considered as a Serbian province, the amount of funds started to constantly grow after 2004, and considering the other graphics in the chapter, it demonstrates the willingness of international donors to strengthen the NGO sector in the country with the consequent boom of LNGOs.

Indeed, the war in Bosnia in 1994 provoked a similar phenomenon with the Kosovo situation: first they went directly on the ground and implemented a “top-down approach” in peace-building and then they decided it would have been better to start financing civil society development throughout NGOs. For this reason, some scholars claim that the Western Governments and INGOs had Bosnia on their mind, adopting a “copy, paste and delete” strategy in their policies and practices in Kosovo (McMahon, 2017).

However, after 2008, the amount of funds decreased, probably attributable to the financial crisis of 2008, but despite this, Kosovo has steadily remained as the main recipient country of ODA disbursement from 2008 onward. International funds and aid proved to be the principal “fuel” of local NGO in Kosovo, and this consisted in a massive expansion of the NGO sector in Kosovo. The next paragraph will focus on the current NGO situation in Kosovo with a general overlook at the most updated data.

2.3 LNGOs and Foreign Donors: current situation

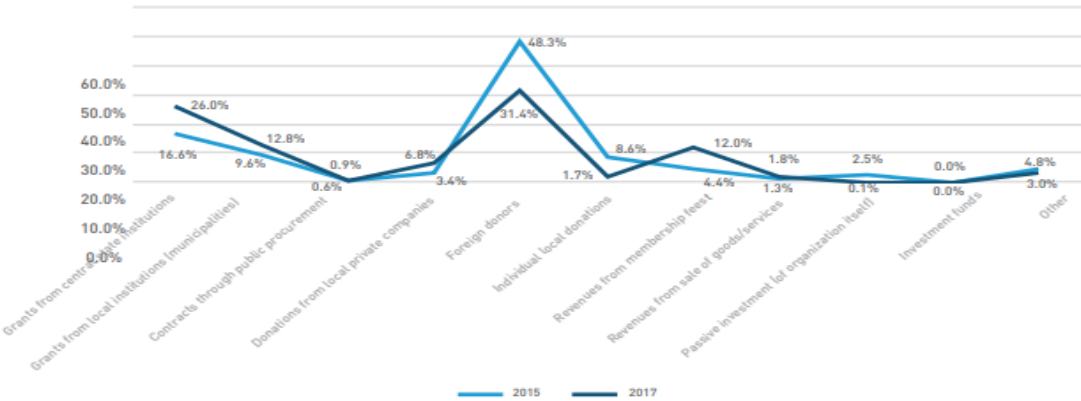
Nowadays, the NGO sector in Kosovo appears highly chaotic and fragmented. According to the KCS Index (2018), until December 2017, the National NGO Register has counted 9545 NGOs, over 95% that are registered as associations and the rest as foundations; about one third of the registered NGOs are from the municipality of Prishtina, followed by Prizren and Mitrovica with a considerably smaller percentage.

As a considerable number of INGOs left the country before or right after 2008, it is possible to affirm that, out of 9545 NGOs, at least 7000 are local-driven NGOs. However, the registration on the NGO Register does not guarantee the functioning or the actual activity of an NGO. The legal requirements for the NGO internal governance are minimal, but nevertheless, they are applied at minimum. Despite being a legal obligation, more than half of the associations do not declare the Assembly of Members as the highest decision-making

body. Similar to the previous edition of the Index, it is again confirmed that possession of documents for internal regulation of NGOs is related to the size and capabilities of the organization. Consequently, the overwhelming majority of large and consolidated NGOs have documents for internal regulation/governing (KCS Index, 2018).

In the light of those premises, the “NGO Game” theory meets the reality, where the mushrooming appearance of brand-new LNGOs contributed to the jeopardization and the weakening of the NGO sector in Kosovo. Nevertheless, foreign donors are still investing considerable amount of money on LNGOs in Kosovo and in their projects: as shown in Figure 3, despite the increase in government spending towards LNGOs, foreign donors (including governmental agencies, INGOs, private and faith-based organizations) are still the main investors and contributors of the development of LNGOs in Kosovo.

Figure 3
Sources of funding of LNGOs for 2015 and 2017



Source: KSC Index 2018

Twenty years after the civil war and ten years after independence, Kosovo is still attracting a decent number of foreign donors and contrary to what Llamazares and Reynold Levy affirmed in 2003 “..that the current figure of 2079 registered LNGOs will also be dramatically reduced in the near future due to international funds being cut or diverted to local government structures”, the number of LNGO kept on growing.

However, as said before, empirical numbers are high distorted from reality and in order to better understand the reality of NGO sector in Kosovo one should implement other ways to deeper the research and the study. For example, when regarding on Kosovar LNGOs which are currently active and implementing projects in peace-building in a wider extent, one should refer to the list provided by the OTLAS partner-finding tool: if one digits Kosovo as the research keyword, there will appear a list with 61 organizations based in Kosovo that are currently carrying out projects funded by external donors, which in this case the main foreign donor is the European Union.

Link to the website: https://www.salto-youth.net/tools/otlas-partner-finding/organisations/?b_order=lastmod&b_offset=0&b_limit=10&b_name=&b_organisation_countries%5B%5D=country-239&b_browse=1.

Although the European Union is not the only foreign donor involved in Kosovo NGO sector, it is deducible that the majority of foreign funds tend to be directed to LNGO that have demonstrated higher skills on handling projects and managing significant amount of funds, with a transparent financial system and a clear internal governance. If one takes into account all those factors it is easy to realize how the reality of the effectiveness of the NGO sector is pretty far from what numbers and tables tell.

Therefore, when it comes about the Kosovar NGO sector it is important to bare in mind salient considerations that overcome the empirical data and number and that often cannot be found in the literature and previous research.

In conclusion, LNGO sector in Kosovo is a relatively new feature compared to other countries where its development started right after the phase of post-conflict reconstruction and relief. While at the beginning the international presence in Kosovo was leading the process of peace-building among with several number of INGOs, after few years the international community decided to improve and boost the capacity of the local civil society by supporting the development of locally-driven NGOs. However, these enthusiasm resulted in a disproportional proliferation of LNGOs that, as shown by the empirical data, are still heavily dependent on foreign donors. However, LNGOs play an important role in the society as “they can help provide adaptation strategies to promote long-term development in a variety of circumstances”(Carey, 2003).

3. Literature Review

3.1 Relationship LNGOs/Foreign Donors

The relationship between LNGOs and foreign donors has been deeply analyzed by the academic world. Indeed, different scholars have convergent points of view and opinions about this topic.

However, the majority of experts agree that LNGOs in developing countries heavily rely on foreign donor funding and donor dominance is evident (AbouAssi, 2012). One critical result is the growing dependence of NGOs on financial resources from donors (*ibid*).

Dependency has resulted in some NGOs shifting their focus from important areas for their beneficiaries, towards areas of donor interest that will attract a large amount of funding (Rauh,2010).

With respect to peace building, NGOs are believed to be more efficient and suitable to work for peace than state actors (Orjuela,2005). However, NGOs strive simultaneously to support peace, give a voice to their members or target groups, acquire resources, secure livelihood for their staff, and to market and sustain their organizations (*ibid*).

The financial dependency of LNGOs on their international counterparts affected their accountability as well: local organizations put greater emphasis on the interests of their international partners at the expense of their accountability to the affected people (Huliaras; Tzifakis; 2013). They instrumentally promoted the growth of LNGOs that would serve the implementation of projects at hand and did not exhibit much concern for the long-term sustainability of local civil society (*ibid*).

The critics of peace NGOs argue that the NGOs do not have legitimacy, but are manipulated by foreign interests: peace activists in foreign funded organizations are accused of ‘working for money, rather than for peace (Orjuela, 2005). Foreign funded NGOs also tend to direct their accountability towards donors, i.e., they put much effort into proving to the important foreigners that they are efficient and relevant, but fail to do so to people of their own society (*ibid*).

According to Huliaras and Tzifakis (2013) foreign donors support overlooked sectors, such as education, health, and the economy, that were important for the generation of growth and development. In some cases, donor countries designated programs that did not effectively

advance the peace processes' stipulated priorities (*ibid*). Donors continuously revise their strategic objectives for a certain country, but NGOs lag behind in their plans, trying to figure out how to adapt to these developments (AbouAssi,2012).

International donors determined priorities in recipient countries with a view to their own interests and on the basis of their perceptions of realities on the ground and a serious deficiency in donor policies was the short time-frames of most programs (Huliaras, Tzifakis; 2013). Despite the donors are not merely after control, but work also with the ambitions to “do good” (Orjuela,2005), they generally did not consult LNGOs in a systematic way before formulating their priorities, nor did they thoroughly assess the real needs of the affected people (Huliaras; Tzifakis, 2013).

According to Orjuela (2005), LNGOs have been drawn towards professionalization and had to adjust to the bureaucracy of the aid agencies: the necessity for donors to show quick and visible results in order to motivate spending is a problem in a field of activity, which does not allow for evident, short-term impacts. In other cases, donor countries launched unrealistic programs (Huliaras; Tzifakis, 2013) Moreover, international donors designated peace activities with insufficient knowledge of the prevailing conditions on the ground. (*ibid*). The support to NGOs to do politically sensitive peace work, involving the changing of attitudes, mobilizing of people, large media campaign and advocacy work, has been described as a privatization of foreign policy (Orjuela, 2005). Furthermore, the necessity for donors to show quick and visible results in order to motivate spending is a problem in a field of activity, which does not allow for evident, short-term impacts (*ibid*).

Therefore, this first literature account shows the concerns and the critiques made by scholars toward the delicate relationship LNGOs/foreign donors. Beside the negative considerations regarding the topic, where the effectiveness of LNGOs practices are questioned due to their financial dependence from foreign donors, some scholars advance other interesting perspective on the topic.

According to Rauh (2010), to a certain extent, some LNGOs are able to actively negotiate and resist donor agendas. Indeed, NGOs often have to make trade-offs to satisfy both donor requirements and their grassroots beneficiaries simultaneously, and often end up focusing their accountability upwards. However, while there are wide anecdotal reports of LNGOs that negotiate and even reject conditions on funding, limited empirical research exists (Rauh,2010). Research on LNGOs who are reliant on external funding and able to negotiate

or contest inappropriate donor policies is necessary for a greater understanding of organizational change and the potential for autonomy (*ibid*). Using the organizational theory, he configures the LNGOs and the foreign donors as two independent organizations which negotiate their own interest and, according to these theory, “these organizations are sometimes able to choose strategies to acquire crucial resources while maintaining a degree of autonomy” (Rauh, 2010).

Another interesting analysis of the LNGOs/foreign donors relationship is supplied by AbouAssi (2012), who identifies two different models under which this relationship can develop. In the much hoped for *demand-led model*, NGOs would assume responsibility and take the initiative in designing and presenting priorities and preferences: such a model is preferred by NGOs as it allows participation in decision making and a relatively equal partnership with the donor (AbouAssi, 2012). On the contrary, the *supply-led approach* is more foreign donor- oriented, as the relationship here is principally one-way, where donors set program objectives and LNGOs implement programs and are expected to send back information in the form of reports and evaluations (*ibid*). AbouAssi (2012) carried out a field study similar to this Master Thesis project, with the aim to investigate the LNGOs/foreign donors relationship in Lebanon, due to flourishing development of the NGO sector in the country.

Hasselskog et al. (2017), conducted a qualitative study regarding the national ownership and donor involvement in Rwanda: indeed, their study “explores how national and external actors portray the process of formulating and revising development policies and programmes in an aid recipient country” (Hasselskog et al, 2017). However, when referring to “national” they take into account a broader understanding of national actors, especially governmental-lead initiatives and not only LNGOs as this Master Thesis does. Furthermore, they analyze the interaction national/external in terms of policy making, therefore using a different approach compared to this master thesis, which is focused on peace-building activities and projects, implemented only by LNGOs and not governmental agencies. Despite these considerations, one could easily notice that the main aim of their research and this master thesis’ objective are both focused on studying the characteristics of the relationship global/local and to what extent the priorities of both parts are contextualized and disposed when implementing a specific policy or a peace-building activity.

Another academic contribution that inspired this Master Thesis is the work done by Paragi (2017), which is concerned with the perceptions and experiences of civil society actors receiving foreign aid from international and regional donors. Her context of analysis is Palestine, due to the high level of activeness and vivacity of the NGO sector in the country. Using semi-structured interviews with Palestinian LNGOs' members, regarding their perception about the relationship with donors, she has been able to individuate the main factors behind an effective cooperation between the two parts. More specifically, she did not focus on the LNGOs/foreign donors relationship in terms of objectives, priorities, project and budget management but she rather preferred to highlight the less practical features of this relationship, such as the human relation and closeness of the two parts and the endurance of the relationship in time. Furthermore, her researched also showed how the feeling of "shame" that some LNGOs in Palestine developed by receiving foreign funds: As 'passive' recipients are usually unable to return gestures (foreign aid) in financial terms, they are "expected to offer the only thing they had in exchange for foreign gifts: control over some part of their lives" (Blau in Paragi, 2017).

This brief overview on the existing literature demonstrate how scholars have addressed the issue of the relationship global/local and, in some specific cases, the relationship LNGOs/foreign donors. However, each research takes into account a specific context with specific factors and, fore this reason, the generalization of the majority of findings is challenged. This Master Thesis takes its inspiration from the previous researches presented above and from the desire to give a continuum to the work developed by Björkdahl and Gusic (2015), who analyzed the encounter of global norms and local agency in the peace-building process in Kosovo under the theoretical framework of friction, However, they conducted a research only in a limited part of Kosovo and their analysis refer to the interconnection between one LNGO in Mitrovica and the international community on the ground, contrary to the objectives of this Master Thesis, which concentrates to the "virtual" financial relationship between LNGOs and foreign donors. Their study, however, is a concrete indicator of the possibility to analyze the connection between LNGOs and foreign donors in a wider level (with more LNGOs involved at the same time) and to assess the outcomes of the encounter local/global in order to comprehensively answer the fixed research questions.

3.2 Gaps in the literature

As seen in the previous paragraph, a considerable amount of academic speculation has been done regarding the general topic of the relationship LNGOs/foreign donors. Particularly regarding the Balkans situation, many studies have been carried regarding the way LNGOs interact with the international community in peace-building practices. However, the majority of those studies are kind of “out-of-date” as they take into consideration the actual intervention on the ground by external actors (as for example UNMIK and EULEX missions in Kosovo and EUFOR Althea in Bosni-Herzegovina. For this reason, I think that a deep research of the current interaction between LNGOs and the international community in peace-building in Kosovo is necessary in order to contribute with newly-produced empirical findings instead of basing the research with previous material. Furthermore, despite the existence of qualitative research on the ground in other post-war contexts, such as Paragi (2017) and Orjuela (2005), this Master Thesis aims to fill the gap in the specif context of Kosovo, because each context has its own specific characteristics, under which the relationship LNGOs/foreign donors relationship is developed.

4. Theoretical Framework

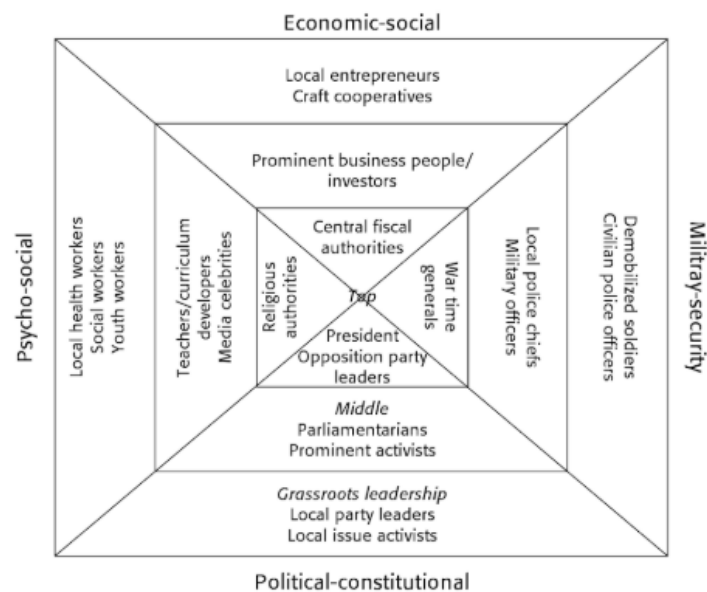
4.1 The concept of Peace-building from below

The concept of peace-building has been deeply analyzed in the field of conflict resolution. Peace-building is wider than the idea of state-building and reconstruction (Ramsbotham et al, 2016). In fact, especially in the last two decades, scholars within IR have begun to reconsider an alternative theory of peace-building, which is the “peace-building from below”. According to Hoffman (2004), genuine peace-building means an abandonment of uniform and bureaucratically imposed structures, a far greater sensitivity and nuanced understanding of local conditions, and a readiness to encompass the variety of voices, often conflicting, that must participate if there is to be inclusive “collective reasoning” about the peace-building project. From a conflict resolution perspective, the primary aim in postwar peace operation is not to secure western norms but to empower indigenous capacity (Ramsbotham et al, 2016). Following this approach, it is important to identify the cultural modalities and resources

within the setting of the conflicts in order to evolve a comprehensive framework which embodies both short-term and long term perspectives (*ibid*).

Indeed, effective and sustainable peacemaking processes must be based on the empowerment of communities torn apart by war to build peace from below, marked by a recognition of the significance of local actors and of the non-governmental sector and the links with local knowledge and wisdom (*ibid*). Following this idea, initiatives for citizens-based peace-building are enhanced, together with the opening of public spaces for civil society to flourish. The framework developed by Reynolds Levy (2004) shows us the way this process of peace-building from below shall be structured:

Figure 4



source: Reynolds Levy (2004) in Ramsbotham et al. (2016)

The process of peace-building from below bases on four main pillars inside the society: psycho-social; economic-social; military-security and political-costitutional.

As seen in the figure above, at the bottom of each triangle there is a constant reference to the term “local”, which is the starting point of how the peace-building process should be organized and developed. However, the concept of local itself has been widely discussed and analyzed among academics and conflict resolution experts. The ‘local’ is both an extraordinarily flexible and a highly contested term (Hughes et al,2015). According to

Schierenbeck (2015), scholars agree on the imperative of understanding “the local” in peace-building.

4.2 Defining the Local

Leonardsson and Rudd (2015) perceive the local in peace-building as a measure to increase peace-building effectiveness, as explored in the debates on local capacity and ownership as essential parts of peace-building policy. In the peace-building agenda, a tendency to view the local as a small-scale unit can be seen in the increasing emphasis on local democracy and local governments: because it is a unit of smaller scale than the national, local democratic arenas are seen as more accessible, attentive and encouraging greater participation (Öjendal et al.,2017).

In their work, Leonardsson and Rudd (2015) underline the importance of the notion of local agency in peace-building. Throughout local agency, local voices from below would be included in the process of peace-building, prioritizing therefore the desires and expectations of civil society. This is because international involvement in peace-building is increasingly problematized and indeed often seen as one of the primary obstacles to building sustainable peace. (Lundqvist; Öjendal, 2018).

Thus, instead of acceding to the presumed universal notion of liberal peace, NGOs building ‘peace from below’ take their point of departure from local understandings of peace (Leonardsson; Rudd, 2015). The local turn highlights the importance of understanding local perceptions of peace and people’s views about bringing sustainable peace to their communities (Schierenbeck, 2015). As a matter of fact, local everyday actors are developing their own peacebuilding strategies (*ibid*). However, local peace-building initiatives risk being *atomised*. In fact, one of the most common criticisms of local peace-building is that it tends to occur in isolation from other local, national, or international peace processes (Lundqvist; Öjendal, 2018). Indeed, there is a tendency of “romanticising the local” (Björkdahl et al.,2016) and underestimating the challenges encountered by the local agency to perform and be effective.

Öjendal et al. (2017) identify three main obstacles concerning the local: 1) the risk of the local as *localism*, where local actors are seen as an obstacle to peace-building efforts, for example due to conflicts between ethnic groups, corruption and greed of local elites, or the inability of

local populations to come together; 2) the risk of the local being *disconnected*, due to the little impact that peace-building project can have in the general framework; 3) the risk of the local being *subordinated* to top-down dynamics. This critique, however, needs to be contextualized and each situation evaluated according to its particular features and dynamics.

Hence, this Master Thesis has as its main goal the study of these challenges concerning the local involvement in the peace-building process with the implementation of projects, with a specific focus on the top-down influence of foreign donors in the context of post-independence Kosovo.

Generally speaking, people in general do not want to be the subaltern or, to put it another way, people do not want to be ‘the particular local’ that the outsiders have constructed of them.: instead they will try to position themselves according to the preferences or demands of the outsiders (Schierenbeck, 2015). Thus, ‘the local’ might use their agency as a way to escape the subaltern position and manage to influence policies and practices to their own benefit and gain (*ibid*). For this reason, a huge number of academics and experts tend to analyze the concept of local in a binary perspective with the term “*global*”. Interesting is Schierenbeck’s (2015) definition of “local” as a static and physical space and set of positions that are mostly in opposition to the global and/or the international. The spatial local has fixed boundaries and as such is placed next to other locals and opposed to the global (Öjendal et al, 2017).

4.3 Friction between global and local in peace-building

One of the most important academic contribution in terms of analysis in a dynamic perspective this binary local/global comes from the work of Björkdahl and Höglund (2013). They stress the importance of global/local interaction as the main mechanism behind the process of peace-building itself, as this interaction can be both a site for empowerment and for domination (*ibid*). They analyze the “friction” created from the local/global encounter and uses it to better explain the process of peace-build and its outcomes. The next paragraph will be dedicated to schematize this theory, which will be used the theoretical framework for the analyses carried out in this Master Thesis.

According to Björkdahl and Höglund (2013) The peace-building literature does not sufficiently take into account the idea that the global and the local are in constant confrontation and transformation with each other; instead, the literature constructs a

dichotomy between those doing the peace-building intervention, and those for whom the intervention is designed. This is not necessarily helpful for gaining a nuanced understanding of the process and outcome of the global/local encounter (*ibid*).

Friction could be discussed “as a way to understand how global ideas pertaining to liberal peace are charged and changed by their encounters with post-conflict realities”(Björkdahl and Höglund, 2013). Friction thereby brings to the fore how the global actors, ideas and practices engages with localness, and helps to unpack localness as it is portrayed in peace-building literature (*ibid*). Indeed, the process of friction should not be regarded as a contestation between various peace-building ideas and actors or a confrontation between the global and the local with a predetermined outcome, but rather as an uneven, unexpected and uncertain process in which global and local confluence to mediate and negotiate difference and affinity (*ibidem*).

However, the encounters between local and global “are by no means determined to have negative consequences for the long-term prospects of peace, development and democratization” (Björkdahl and Höglund, 2013).

The encounter (and the resulting friction) between local and global actors may happen in different ways and therefore it may provoke different outcomes, as shown below:

Figure 5

Frictional encounters	Response	Outcome
Contested/conflictual encounters between actors’ discourses (norms and ideas) and practices	Compliance	Forced adherence or submission to global/external discourses and practices.
	Adoption	Adoption at the local level of global/external norms and practices
	Adaptation	Adaptation and contextualising of global/external norms and practices to local characteristics
	Co-option	Strategic adoption of the global/external into the local as a means of averting pressure
	Resistance	Dominance of local characteristics, limited adoption of global/external norms and practices
	Rejection	Exclusion of global/external norms and practices from the local

source: Björkdahl and Höglund (2013)

This schema gives us the framework in order to analyze the way the encounter between local and global takes places and which are the possible outcomes. To this extent, this framework has been used by the authors to investigate the encounter between local and global in the ground in post-war conflicts. I argue that this framework can be applied also to the “virtual”

interaction between global and local in terms of LNGOs and foreign donors in peace-building processes as: 1) they have different discourses and ideas regarding peace-building; 2) there is a “both-sides” involvement: donors invest money and resources in a project implemented in the post-war context by LNGOs; 3) the analysis of the outcomes of the frictional encounter LNGOs and foreign donors would help scholars, researcher and NGOs members to pinpoint the weaknesses and the strengths of the relationship LNGOs/foreign donors and the manners to improve the effectiveness of this relationship in the peace-building process.

Following Verkoren and Van Leeuwen (2016), viewing peace-building through the friction lens also helps us understand how various local and global actors relate to each other and what the drivers and dynamics are that shape their interactions. Each context and set of actors produces different processes: by looking at different sub- processes separately, we can begin to unearth the complexities of peacebuilding (*ibid*).

Verkoren and Van Leeuwen (2016) remarked on a specific question: *which initiatives are rejected and resisted, and which ones are re- appropriated and adopted?*

Indeed, the concept’s contribution to peace-building is that it helps us to understand why and how outcomes differ between settings and to explain why friction can sometimes nullify the impacts of intervention, sometimes produce adverse effects, or even, in some cases, help to further peace – though not always in the manner expected by interveners (Verkoren; Van Leeuwen, 2016). Therefore, the study of peace-building process in certain society, such as Kosovo in this specific Master Thesis, “moves beyond the traditional analytical levels of local and global” (*ibid*). Again, an analysis of peace-building with the use of friction as an analytical concept opens up for an exploration of a range of questions related to the broader implications for peace, reconciliation, development and democratization. (Björkdahl and Höglund, 2013) An analysis of the nature, directionality and quality of friction in the post-conflict landscape seems crucial to understanding the dynamics and transformative impacts of peace-building in the short-, medium- and long-term (*ibid*). Analyzing current peace-building processes, which are implemented by LNGOs but financed by foreign donors will help us to understand the dynamics of those peace-building practices, to what extent those processes could be defined as “peace-building from below” and how the priorities of foreign donors and LNGOs encounter and potentially merge with each other. This is because friction tends to change facts on the ground as it creates new and messy dynamics, agencies, and structures (Björkdahl and Höglund, 2013).

Methodology

This chapter will provide an overview of the methodology chosen in order to conduct this research. The investigation carried out in this Master Thesis has a qualitative approach in order to properly answer the research question, which is focused on LNGOs/foreign donors relationship in Kosovo and its impact in the process of peace-building.

According to the scope of this Master Thesis, qualitative research is especially well suited for accessing tacit, taken-for-granted, intuitive understandings of a culture (Tracy,2013). Indeed, when dealing with research questions starting with “How” and “Why” is better to consider the usage of a qualitative method for conducting the research as it gives more space for interpretation and the possibility to deeper investigate the interviewed population’s perspective, as the quantitative research transforms data – including conversations, actions, media stories, facial twitches, or any other social or physical activity – into numbers (*ibid*). The Kosovar Civil Society Index (2018), for example, is a quantitative research which, among other topics, graphically investigates the relationship LNGOs/foreign donors throughout survey and statistical analysis. However, despite it gives a general account of this relationship is not able to answer the question here in the objective, as it lacks the qualitative part that eventually guarantee the accomplishment of the research purpose.

For this reason, in order to get different perspectives on LNGOs/foreign donors relationship in the “peace-building from below” process in Kosovo, this Master Thesis mainly relies on semi-structured interviews with Kosovar LNGOs members. The interview questions will be structured accordingly to the research questions and to the two sub-questions. The next paragraphs will better explain how LNGOs were selected, how the interviews were carried out and the methodology used in order to analyze the interviews transcripts.

5.1 Sampling process

The target group of this research generally consisted in LNGOs in Kosovo. However, when narrowing down the topic, I realized that not all LNGOs existing in Kosovo were suitable for the research purpose of this Master Thesis. Therefore, I identify certain criteria LNGOs must

perform in order to be eligible for the aim of this Master Thesis. More specifically, there are four criteria I used for the sampling of the LNGOs:

1. The LNGO needs to be involved in peace-building processes and projects in the context of Kosovo.
2. The LNGO has to be financed mainly from foreign donors (the nature of foreign donor is not relevant as long as it has its registered office outside of Kosovo's borders).
3. The LNGO needs to have at least 10 years of proved activity and it must be currently involved in projects.
4. The LNGO has to be mainly composed by native Kosovar or, alternatively, members that are completely integrated into Kosovo social context.

Due to those specific criteria that needed to be fulfilled and the absence of an organized database of LNGOs in Kosovo, it was impossible to individuate suitable LNGOs just by doing a web research. For this reason, I contacted "Associazione TDM 2000" NGO in my native country (Italy) and asked them for general contacts of LNGOs in Kosovo, which may fulfill the criteria listed above. As the NGO sector in Europe is well connected throughout a network of collaboration and friendship, the Italian NGO was able to find me a good contact in Pristina that helped me to find other LNGOs in the country which respected to the set criteria.

I need to specify this detail in order to guarantee the transparency of this work and I firmly underline the absence of any conflict of interests. Therefore, in order to find a suitable population for this research I used a *snowball sampling*. According to Tracy (2013), researchers begin by identifying several participants who fit the study's criteria and then ask these people to suggest a colleague, a friend, or a family member. Just like a snowball rolling downhill, snowball sampling plans can expand quickly. Indeed, this sampling method gave me the possibility to contact other nine LNGOs, for a total of ten LNGOs which could be eligible for the research aim. Snowball samples are often well poised for investigating organic social networks and marginalized populations (Tracy, 2013). As a matter of fact, I was not only able to find a decent number of LNGOs in order to conduct the research but, at the same time, the snowball sampling enabled me to reach LNGOs in different cities of Kosovo, thus guaranteeing a fair representation of different local realities in the country. More specifically, the LNGOs that have participated in this research are categorized as followed:

LNGO	Registered Office	Years of Activity	Composition
1	Pristina	12	Kosovars
2	Pristina	11	Kosovars+ Albanians
3	Pristina	10	Kosovars
4	Pristina	10	Kosovars
5	Prizren	9	Kosovars
6	Prizren	10	Kosovars+Albanians
7	Prizren	9	Kosovars
8	Ferizaj	11	Kosovars
9	Mitrovica	10	Kosovars+Serbs
10	Gjilani	11	Kosovars

My contacts with each NGO were developed throughout e-mailing correspondence with the director project manager of the NGO, which, in most cases coincided with the President or the Vice-President of the NGO. I asked them their availability to participate in this research and, after I presented the topic and explained the aim of this research, they all accepted to take part as informant population.

5.2 Doing the interviews

According to Kvale (2007), the qualitative interview is a key venue for exploring the ways in which subjects experience and understand their world. It provides a unique access to the lived world of the subjects, who in their own words describe their activities, experiences and opinions. Considering the context and the purpose of this Master Thesis, semi-structured interview represent the perfect methodology for guaranteeing the feasibility and accomplishment of the research aim, as Kvale (2007) defines them as “interviews with the purpose of obtaining descriptions of the life world of the interviewee with respect to interpreting the meaning of the described phenomena”.

Ten interviews were carried between the months of June, July and August 2019 with LNGOs in Kosovo throughout Skype. Two of the LNGOs interviewed have requested the interview guide prior to the interview date, while the rest of them did not know the exact questions of the interview until the interview took place. Each interview lasted between 45-50 minutes and

nine of them were carried in English while one of them was carried in Italian, as a preference of one of the interviewed. All the interviews were recorded with my personal Iphone and later transcribed into written documents, according to the consent given by LNGOs prior to the interview.

5.3 Analyzing the interviews

The interviews has been analyzed using Kvale's (2007) framework, "the six steps of analysis". According to this schema, the first three steps of analysis already take place during the interview: firstly, when the subjects interviewed describe their lives and their experiences spontaneously; secondly, when the subjects themselves discover new relationships during the interview, see new meanings in what they experience and do so on the basis of their spontaneous descriptions, free of interpretation by the interviewer (Kvale, 2007); thirdly, the interviewer, during the interview, condenses and interprets the meaning of what the interviewee describes, and 'sends' the meaning back (*ibid*). The fourth step relates to the analysis made by interviewer alone of the interviews transcripts. I choose to analyze them through the meaning condensation process, which entails an abridgment of the meanings expressed by the interviewees into shorter formulations (*ibid*). In this way, I have been able to identify the main themes of the interviews, to categorize them and proceed to the analysis in a systematic way, as it shows in the following chapter. Indeed, from the moment that the first interview took place, I identify new meaning units to aggregate into the interview template. Thus, the original interview guide slightly differ from the one used for the actual interviews, as already during the first interview I was finding new interesting points that needed to be included in the next interviews.

5.4 Ethical Considerations

Practicing ethics in qualitative research requires consideration of (a) procedural rules and procedures; (b) the specific ethics of the context we are studying; and (c) the ethics of working – sometimes quite closely and intimately – with research participants (Tracy, 2013). Consequently, due to the delicacy of the topic treated in this Master Thesis, I guarantee the

privacy and confidentiality for each participant and their identity will not be revealed under any circumstance, even if they did not explicitly asked for it. Indeed, for the 80% of the interviewed population the anonymity was not a necessary provision, while for the 20% was a strictly requirement. For this reason, I have decided to refrain from citing the name of the ten LNGOs participating. The only details I was able to share are the ones referring to the table in the previous section, which are not sufficient to identify a LNGO due to the high number of organizations with similar characteristics. Furthermore, my concern is to underline the objectivity of this study, as I firmly position my opinions and believes far away from the empirical findings and the consequent analysis. Despite Tracy (2013) states that “it is impossible to be 100% objective in a study”, I make the effort to conduct an impartial and effective research.

6. Empirical Findings and Analysis

In order to give a better insight of the empirical findings and to develop a clear analysis, I have decided to divide this chapter according to the principal research question: the first three paragraphs will look to the role of LNGO in the local context and in what ways the process of peace-building from below is currently applied and practiced by LNGO in Kosovo, while the following two paragraph will analyze the relationship LNGOs/foreign donors and the potential impact of this relationship towards the aforesaid practices and activities. The sixth paragraph of the chapter part will merge all findings and will try to answer the previously set research questions.

6.1 The creation of LNGOs: origins and objectives

First of all, LNGOs’ members who participated in this research were asked to state the nature of their NGO and the role they have in it. This was an important step to understand the general objectives of the NGO and the reason why each NGO came to existence. Of course, each NGO has a different story and a way of development but I found common points in all of them: they were founded by local people who decided to create an organization in order to enhance local people participation and empowerment in a weak country, as Kosovo was after

the violent conflict of 1999. Those groups of people dedicated their efforts as volunteers to found and develop their NGOs because they believed in the possibility for local communities to have a “mouth-piece” or just a simple way throughout local people could gather and create a kind of network:

“I was in my second year of University in Pristina in the faculty of Political Science when, together with some friends, we started to consider the idea of creating our organization...you know, we were young and naive, at that time we just experienced a violent conflict and everything we wanted was peace and a future, and we were daydreaming about a way to increase people awareness about peace, yes, because peace is something that we couldn’t take for granted in that moment...you know, we didn’t even know where to start and what an NGO was but we know we wanted to do something to improve the situation”. (LNGO n.1, 2019). In this case for example, the NGO was created without a clear objective but more as a group of people with common interests, who were willing to gather and create something concrete with them. This story differs from the experience of another LNGO, which was created with a clear objective, as the President told me:

“Mitrovica has always been considered as a crucial point... in our city two communities live together; the Serbs and the Kosovars (Albanian-speaking community, ed.) and the biggest challenge was to build an effective cooperation of those two communities for a sustainable future after the conflict... Our aim, I don’t know how to summarize it, but I would say it is the awareness of human rights, peace and democracy among the local people living in Mitrovica, which is still living a delicate situation...” (LNGO n.9, 2019).

Another interesting account comes from a LNGO in Prizren, which has been created by few Kosovars who took the event of Kosovo’s independence in 2008 as the perfect context to start a new adventure:

“In 2008 Kosovo declared its independence from Serbia and I still remember that day... we were all happy, extremely happy. We took that day as a starting point, for me it was a unique moment to start thinking about what this new-born nation could offer to me, to us young people...I saw a light at the end of the tunnel...It was time to engage with each other and start building something among youngster, we were full of hopes and dreams.” (LNGO n.6, 2019).

Despite the different dynamics between the creation of LNGO n.1, LNGO n.6 and LNGO n.9, and considering the answers from the other LNGO interviewed, it is practicable a

generalization of the main scope pursued by the founders of each NGO: all of them were established for 1) creating a common, “neutral” space for the development of ideas among the local communities which has been weakened and challenged by the conflict;

2) stimulating and enhancing the integration between different ethnic groups and their cooperation for sustainable peace; 3) promoting among young people a network of collaboration for new projects, activities and jobs; 4) giving to local communities the possibility to influence local institutions in the decision-making process, making local needs a prerogative to be considered by governmental agencies.

In fact, as explained before, a lot of INGOs and international agencies were involved “on the ground” in Kosovo from the local level to the institutional level (as the EULEX mission, for example) and this international presence somehow stimulated the gathering of local people with the consequent expansions of LNGOs:

“Kosovars were starting to get tired about the international people managing and deciding about Kosovo’s future... some people did not understand the reason why a German or a French guy should decide what is good or what is bad for Kosovo.. I mean, I know we passed throughout a conflict and the world was watching it.. but we have an identity and this is what internationals often forgot...”. (LNGO n.2, 2019). This is a confirmation of what Ramsbotham et al. (2016) call indigenous capacity, which is the fundamental ingredient for starting a project of peace-building from below, detached from the classical “top-down approach”.

6.2 LNGOs and the issue of localness

The reflection of LNGO n.2 brought on the spotlight the question of “localness” of LNGOs in Kosovo. Indeed, it is important to identify how those organizations are actually representing the local realities and not only a minor segment of it. Each participant was asked to explain why his NGO should be considered as local in terms of representation of the local context.

LNGO n.8 (2019) gave an inspiring answer:

“You know, we live in a city where you can meet the same person randomly twice a day... anyone can join our organization, we have students, housekeeping, chefs, office employers and hair-dressers and many others involved in our projects. We know each other, we come from the same city and we share the same objectives and ideas...this is our strength” (LNGO n.8, 2019). Apparently, in a small context like Ferizaj (108.610 inhabitants), it is easier for a

LNGO to be known and to “recruit” members who are willing to get involved in its activities. Other answers from LNGOs in different cities, except Pristina, confirmed the fact that LNGOs are intrinsically inserted in local realities.

Different is the situation of LNGO in Pristina: *“In the capitol city there are so many LNGO, it is normal to have a kind of dispersion... Pristina itself is nowadays the city of students and young people, the majority of them come from cities outside Pristina or from the countryside. We can say that our NGO represents a lot of “locals” inside but all of them, with different origins and background, equally contribute to the development of the NGO...”*. (LNGO n.3). Here there is a demonstration of how the concept of local can vary among LNGO depending of their composition and background. However, in the case of Pristina, several “local” entities come together and merge into a new “local”. As explained in Chapter 4, one of the biggest challenge for “the local” is being *atomised* (Lundqvist; Öjendal, 2018), separated from other local dynamics. Indeed, the problem of localization as being raised during the interviews and I am able to state that the NGO sector in Kosovo is well connected and there is an impressive collaboration among LNGOs.

“In this sector you get to know all other people working with their NGOs and I tell you that it is important to create a good network between us...You know, we exchange opinions and resources and we always have a common goal. Of course there are NGOs that think we are competing like in a race to see who is the best but the true NGOs are the ones who collaborate with each others” (LNGO n.2, 2019). I can personally confirm this statement because, by using a snowballing sampling, it was easy to get the network of the necessary LNGOs for this research starting only with one LNGO. Hence, according to the empirical evidence, it is correct to say that the LNGOs interviewed in this Master Thesis are an accurate representation of local realities in Kosovo, especially in small cities where the number of LNGOs is limited and the closeness of the NGO to the local population is higher. Nevertheless, Pristina represents an interesting example of the different levels of local that is possible to find in the analysis of a LNGO, where multiple concepts of local create a unique, new identity of local, which is constantly under transformation.

6.3 LNGOs and peace-building projects

All the LNGOs participating in this research have had experience with peace-building projects and some of them are currently implementing activities in relation to it. Leaving the

theory on the side, what is exactly a peace-building activity? This is the core question which I posed to LNGOs during the interview. Indeed, when talking about peace-building, there is a common trend to automatically associate the process of reconstruction and short-term relief in post-conflict society. In this case, however, when dealing with peace-building, I particularly refer to those activities related to nation-building, integration between ethnic groups, cooperation and democracy. Indeed, despite the conflict-phase is over and Kosovo is now enjoying its life as independent country, there is a special need for peace-building:

“We have to work with peace-building because it is from peace-building that everything starts...if we have a society in peace then we can build a lot of things together.” (LNGO n.4, 2019).

More specifically, the typologies of projects could deeply vary according to the context in which they are implemented, the resources of the LNGO, the set target of the activities and their objectives.

“For example, we have activities that are more oriented to students in universities who have already a background on cooperation and peace-building... for example, we organize study-trips where few students from Kosovo go to the Parliament in Serbia and meet Serbian politicians in order to discuss about suggestions and policies to boost the cooperation between the two countries. The students prepare a kind of “memorandum” before going there and the objective is to raise awareness on the institutional level from the young people.” (LNGO n.1, 2019).

In other cases, the activities are more concentrated in the local/societal level, as the following member declared:

“We have to work with easy, simple things...you know, you reach peace-building step by step, because you cannot insist in a such delicate context. We work mainly with children and teenagers, and make activities using non-formal education methods, like drawing, writing song, making theater plays. For example, once we took children from the Serbian community together with Kosovar children in a summer camp, in the mountain. We stayed there one week and at the end you could see them laughing together, hugging...you know, it was really emotional. We know that this was only a little success because once the summer camp finished they came back to their realities but, you know, step by step something may change...” (LNGO n. 9, 2019).

Another example which is different from the previous two comes from the LNGO where a project of peace-building where realized throughout sport activities:

“The football player Shaqiri is the most iconic person of the city, football here is a religion. Therefore we thought that a football match it is the perfect “excuse” to make young people (from 18 to 35) get together and know each other...because when you play football it doesn't matter anything else, only to win. At the end, a lot of guys who participated in the football championship remained friend and this is the most valuable thing for us” (LNGO n. 10, 2019).

According to LNGOs experiences and opinions, it is hard to establish a list of which activities are considered “peace-building” and which are not. It is necessary to operate a contextualization of each project but, generally speaking, the activities and the target deeply vary: sports matchs, study trips, seminars, musical laboratories, university seminars, and many others initiatives are strictly related to peace-building from below and the involvement of local people in this process. Each LNGO is aware of the potentials of the context in which it operates and, according to it, it tries to develop efficient projects for peace-building. In sum, it would be correct to state that, thanks to its closeness to local people, the LNGO is able to identify the necessity of the society and the ideal target of those projects and to establish an effective communication with that set target. Consequently, short-term and long-term objectives are depending of each project, which, despite taking place in a specific and limited context, has the general aim to contribute from the local level in increasing peace-building in a more general level.

6.4 LNGOs and Foreign Donors relationship

The relationship LNGOs/foreign donors in Kosovo in the pivotal feature of analysis in this Master Thesis in order to understand the process of peace-building. Each participant was asked to briefly describe with few sentences their relationship with foreign donors. The answers slightly differ but, at the same time, they underline the closeness between LNGOs and foreign donors.

“I think that after 9 years of activity the relationship with foreign donors is lasting. If I have to represent it with an image I would say that we are the head and they are our arm. I mean, we couldn't make anything possible without foreign donors” (LNGO n.5, 2019).

“It is a trustworthy relationship...they engage a lot of money and resources in Kosovo, they believe in our ideals that something can be changed. Of course, I am not saying that is always a perfect relationship but it is exactly as any other relationship...with highs and lows.” (LNGO n.8, 2019).

By reading this two accounts, we can find common characteristics among all LNGO on how they perceive their relationship with foreign donors: necessary and long-lasting. Veritably, all LNGOs declared that foreign donors have always been and currently are their main financial provider.

“Actually, we prefer working with foreign donors compared to local donors...first of all local resources are really scarce and are not enough for all the projects... and secondly sometimes you need to be more inside politics in order to get decent funds. I know that it seems a paradox but this is the way it is, unfortunately...” (LNGO n.2, 2019).

This comment above reflects the perception I had myself about how LNGOs consider their relationship with foreign donors. I must say that, when generally talking about this relationship, none of the LNGOs described it using clear negative adjectives, instead they actually underline their preference to work with them instead of working with potential local stakeholders. Therefore, it could be argued that LNGOs/foreign donors relationship developed in two binary paths: the necessity for LNGOs to have foreign donors by their side and, at the same time, the willingness to cooperate with a more competent and trustworthy partner.

As far as concern the motivations behind foreign donors' involvement in peace-building projects activities in Kosovo, I have found disharmonious opinions from LNGOs:

“I think that foreign donors spend a lot of money in Kosovo because they use this way to appease their consciences...We had the war, Kosovo has been destroyed and probably they want to find a way to apologize or maybe just to be released from their obligations” (LNGO n. 2, 2019)

Other members' opinion are more related to strategical interests and political objectives:

“You know, Western Balkans are country of extreme importance for the European Union and geopolitics in general, I think they want to get involved so to have a “healthy” region in the backyard, you know... and I understand that, because the conflict doesn't bring positive things, neither for us, neither for them” (LNGO n.10, 2019).

Beside those considerations made from a realistic perspective, there are also some participant who believe in the unselfish kindness of foreign donors, without any strategic plan or political interest behind it:

“We have foreign donors (especially faith-based organizations) which I think they really want to help us to build a better, inclusive society...They have their values and the way they follow them is admirable...I don't want to say that all foreign donors are just generous because they feel to but I think that all of them, even if in a little percentage, do it because they agree on the importance of peace-building” (LNGO n. 9, 2019).

Beside their own manifest and public declarations, it is hard to establish the deeper motivations of a foreign donor to get involved in projects in Kosovo and to invest a considerable amount of money in it. For this reason, LNGOs identify several motivations in foreign donors involvement. However, they do not consider of fundamental importance the real motivation because, as expressed in the interviews, the most important feature of analysis is the quality of the relationship and how the relationship developed throughout the projects, instead of the reason why the relationship LNGOs/foreign donors begun.

6.5 LNGOs/foreign donors relationship in peace-building projects

As the closeness and the financial dependency of LNGOs from foreign donors have always represented for scholars an important challenge for the correct implementation and feasibility of peace-building from below. However, there is a need of a deep analysis on how the relationship is developed in each step, from the formulation of the project, through its implementation and after the project itself finishes. Only after analyzing each step under the lens of friction local/global we will be able to better understand the peace-building process and its efficiency as a whole. For this reason, the relationship LNGOs/foreign donors will be analyzed according to the various steps identified through the interviews. Indeed, question n.9 and question n.10 of the interview guide (see Appendix I) raised important points for the analysis, which deserve particular attention.

Firstly, we need to closely examine how the relationship starts and in what ways the foreign donors reach the LNGOs or vice versa.

“The majority of foreign donors make a preliminary research of the general themes that could be interesting to implement in Kosovo. For example, they need to decide whether to give priority to projects regarding democracy or for example to ethnic integration and so on. They usually make their research by sending people on the ground or, more probably, they ask our opinion and ideas” (LNGO n.3, 2019).

“We give hints to foreign donors regularly...so yes, I would say that firstly they look for us...at the very primordial phase. Because, you know, they don't want to waste money with something that won't be useful. So for example, they send us survey or they ask us to make kind of reports about our specific contexts and what is missing” (LNGO n.5).

With much surprise, I realized that a considerable amount of foreign donors heavily rely on LNGOs' opinions and consideration before starting the funding process. However, small LNGOs are not always included in this preliminary “study”, which leads to a mild disadvantage in regard of setting the core themes of the possible projects. Nonetheless, due to the preliminary character of this first approach, there is no evident disappointment observed. According to the friction local/global framework, the very first encounter between foreign donor and LNGOs, paradoxically, could be translated into *compliance*, but instead of being the local level who adheres to global practices it is the other way round. Indeed, foreign donors take base their eventual participation on what the LNGOs identified as priorities and needs for the local community.

The next step it would be the concrete approach between LNGOs/foreign donors in structuring and organizing the project.

“Basically, the foreign donor open a call for proposal, which means that prepare a document explaining which objective the project should have, the general themes and the amount of money available for the NGO. The call for proposal in general doesn't tell us how exactly the project will be but it gives us mandatory guideline to follow...”(LNGO n.8, 2019).

“The call for proposal are the first instrument we use to design a project...There are hundreds of call for proposal published every month by foreign donors world-wide but it would be impossible to apply for all of them because there are specific eligibility criteria for each call for proposal”. (LNGO n.2, 2019).

“So, well, when foreign donors decide on what to focus they make a call for NGO and we write the project according to it, I mean, we can decide pretty much everything on how to

structure it but of course we have to comply to first the topic and to they objectives” (LNGO n.1, 2019).

Looking at the example of call for proposal supplied by one of the participants (see Appendix II), it clearly apperas the necessity for LNGOs to stick with the objectives and priorities listed in the document. However, those list of objectives is broad enough for a LNGOs to decide the means and the timing for the realization of them. To this extent, we are able to frame this step as *co-option*, where the local strategically adopts the global values in order to get the necessary resources for the implementation of the project. Indeed, in this specific phase, the LNGO itself is free to decide the details of the peace-building project and its structure.

Once the LNGO has sent the project, it has to wait for approval by foreign donors and the consequent funds. If the projects gets approved, the LNGO/foreign donor relationship moves to the implementation phase.

“When we start the project we know that our objectives are supposed to match foreign donors’ objectives. And this happens, often. However, during the realization of the project sometimes we realize that maybe we are not able to reach a specific objectives because of many factors and in that moment, the objectives of the foreign donors are different from our objectives” (LNGO n.4, 2019).

“When we write the project we have a particular section called “Risks & Mitigation”, which is used to underline the possibility that certain objectives could not be fulfilled. You know, we are working with people, with their feelings and emotions, it is possible that sometimes there changes during the journey..foreign donors know that, they know there are some “risks...” (LNGO n.6, 2019).

During the implementation of the project, LNGO is the main responsible on how the projects is developing and to what extent the objectives are being reached. Regular monitoring and evaluation is carried from foreign donors to check how LNGO is working and, of course, respecting the “funding contract”. However, if the project has been correctly implemented but the objectives are not achieved due to external factors, the foreign donor cannot insist on pursuing its objectives because it needs to take in consideration the potential risks that the LNGO presented when answering the call for proposal. This is a clear demonstration of *resistance*, as it is experienced a dominance of local characteristics.

In case the projects develops as planned, the implementation phase would be considered as *adaptation*, as the original objective of foreign donors are pursued and adapted by LNGO in the specific context where the project is implemented.

Once the specific project comes to end, usually, LNGOs starts what in the NGO sector is called as “follow-up”. In order to strengthen the objectives in the long run, NGOs apply for further funding from foreign donors and, in this phase, they have much more flexibility on deciding how to allocate the money and which priorities need to be assessed:

“Achieving objectives in the long-term in peace-building is only possible if we give continuity to a certain projects. Of course, a project cannot last forever, but we make it last until as we can and in this case foreign donors are our assets, especially when we have the possibility to write both the priorities and the objectives” (LNGO n.7, 2019).

It must be said that not every peace-building project includes a follow-up phase. In fact, one must consider the specific characteristics of each project and its context.

However, in the case of a follow-up, the participant who experienced it agree on the fact that LNGO has much more freedom on how to manage the process, as the “Plan of Action” is established unilaterally with simply the need of approval for funding. In this last step (not essential, but quite common) the encounter local/global presents a *rejection*, as the main objectives of the follow-up steps are determined according to what the local procedures have performed in the project.

Due to the impossibility to report each answer from the interviews conducted with LNGOs, for the analysis just done I have decided to underline the more meaningful findings for the objective of this Master Thesis.

The empirical findings demonstrate how the global and the local encounters produce new dynamics and new outcome that needs to be contextualized and separately analyzed.

Thereupon, according to this theory, it is not possible to speculate on the relationship LNGOs/foreign donors without having an empirical account to confirm or dismiss those speculations. The table below summarize the main empirical finding in relation to the concept of friction. However, those findings are highly dependent from the context in which have been extracted, as each particular encounter takes into account contextual features.

Frictional encounter/phase in the project management	Response	Outcome
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Preliminary study	(Opposite) Compliance	Forced adherence of the global to local context/ Foreign donors investigate and choose important themes of action according to the context.
Call For Proposal	Co-option	Strategic adoption of the global into the local/ LNGOs decide the means and the timing of the project according to the general objectives.
Implementation of the project	Resistance	Dominance of local characteristics/ LNGO and foreign donors objectives are not matching due to contextual factors
	Adaptation	Contextualization of the global into the local/ foreign donors and LNGO's objectives keeps to be the same as established .
Follow-up	Rejection	Exclusion of global norms from the local/ the settings are established mainly by LNGOs considering the results of the previous project

Coming back to the general consideration LNGOs have about foreign donors, the majority of them gave a positive answer to question n.11, where it has been asked to state whether the financial dependency from foreign donors could be considered either an asset or an obstacle.

“Once the foreign donors understand our potential and sees the results of a project, it is easier to get more funds in future, and the funding are the only way to guarantee the survival and the effectiveness of our work. The majority of us are volunteers and without a kind of sponsorship we wouldn't be able not even to buy the basic resource for a project..so yes, for me it is an asset. (LNGO n.8, 2019).

“I mean, of course I wish we could implement the projects on our own but that is not possible, and to be honest, it is good also to have feedbacks from foreign donors working with many NGOs around the world, we can establish a network, having inspirations from new projects...” (LNGO n.4, 2019).

The data collected for this study has revealed a new interesting account on the relationship LNGOs/foreign donors, which quite differ from other previous researches in the academic world. For this reason, it would be interesting to apply the same framework on the same relationship in other post-conflict countries and, in case of substantial differences, to examine which are the specific features that influence the global/local encounter.

6.6 Answering the research question and the sub-questions

Thanks to the empirical evidences collected I can now try to answer to the set research question in the introductory chapter:

In what way do Local NGOs in Kosovo currently promote and apply the process of peace-building from below despite their dependency from foreign donors?

LNGOs implement projects and activities focused on different themes, all of them aimed at increasing and enhancing the participation of the local civil society. Those projects have different targets and specific objectives but all of them have the common scope of nation-building, democracy, cooperation and inclusion in the local level. According to the empirical evidence, the dependency of LNGOs from foreign donors in Kosovo could be considered as an asset for the correct implementation of the projects because it guarantees the financial protection and the necessary resources for the LNGOs to carry out its activities. The peace-building from below it is not compromised by the relationship LNGOs/foreign donors as the composition of LNGOs and their closeness to the societal tissue adequately represent and address local people's priorities and desires.

To what extent local priorities in peace-building could meet and potentially prevail foreign donors' ones?

There is a common tendency to think about local and external priorities in a binary way. This research highlights the possibility for both sides' priorities to meet and actually converge. In each phase of the project management in peace-building, LNGOs' and foreign donors' priorities encounter and mutually change, creating new dynamics and outcomes. We can

consider it as a dialectical process in which the ideas, desires and priorities are dependent to the context in which they are inserted. Nevertheless, it is important to consider both LNGOs and foreign donors as complementary entities. For this reason, it is absolutely possible for local priorities to prevail over foreign donors' ones. LNGOs' priorities indeed should not be regarded with minor importance only because LNGOs are financially dependent from foreign donors. In the case of Kosovo, instead, we discover an interesting situation where both sides, despite it is numerically immeasurable, have a certain power of action and foreign donors' dominance should not be taken for granted.

In which phase of the project management process does the encounter local/global appear the most?

Each phase of the project management present the encounter local/global. However, I argue that the phase of project implementation represent the pivotal encounter of the two levels and it is the "arena" in which different responses from this encounter could appear. Indeed, we saw how the relationship LNGOs/foreign donors is particularly sensitive in this specific phase: there could be either adaptation or resistance as possible responses. It is during this phase that the objectives of the peace-building project are achieved and potentially extended for a follow up. The regular monitoring from foreign donors on LNGOs' conduct is a clear demonstration of the importance of this phase in the encounter local/global.

Conclusion

My aim in this research was to investigate the role of LNGOs in the process of peace-building from below in post-independent Kosovo and to analyze in what ways their financial relationship with foreign donors could influence this process: the global and the local, two different entities, with different priorities, needs and expectations. When I first started this research I naively thought that the empirical data would have probably confirmed what other scholars previously affirmed, which relates to negative perception of the relationship local/foreign donors in peace-building. Remarkably, while I was conducting the research I realized the prospect of a context in which global and local intrinsically interconnect and create new mechanisms and previously findings are constantly challenged. With this Master Thesis I hope to give a theoretical contribution in understanding the unpredictability of

local/global encounter and to create a possible framework under which many other contexts could be investigated.

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Interviews:

LNGO n.1 in Pristina, Skype Interview, 14th August 2019

LNGO n.2 in Pristina, Skype Interview, 18th July 2019

LNGO n.3 in Pristina, Skype Interview, 11th June 2019

LNGO n.4 in Pristina, Skype Interview, 17th June 2019

LNGO n.5 in Prizren, Skype Interview, 3rd July 2019

LNGO n.6 in Prizren, Skype Interview, 25th July 2019

LNGO n.7 in Prizren, Skype Interview, 12th July 2019

LNGO n.8 in Ferizaj, Skype Interview, 20th June 2019

LNGO n.9 in Mitrovica, Skype Interview, 29th July 2019

LNGO n.10 in Gijlani, Skype Interview, 8th August 2019

Appendix I. Interview guide

Peace-building from below practices

1) Can you start by telling me more about your NGO and the role you have in it?

2) To what extent is your NGO a local NGO?

2.1 To what extent your NGO is connected to other LNGOs which operate in other local contexts?

3) is the local community aware of your projects and activities?

3.1 Throughout which channel does your NGO communicate with the local communities?

4) To what extent your NGO is involved in peace-building?

4.1 Which kind of activities are included under the umbrella of peace-building?

4.2 Which criteria does your NGO use in order to differentiate which activities concern peace- building from other activities and projects?

5) Who is the target of your peace-building activities?

5.1 How do you establish the target of those peace-building activities?

6) To what extent your NGO's activities and projects include locals' priorities in peace-building?

6.1 In which ways does your NGO identify those priorities?

Relationship LNGO/foreign donors

7) How would you define the relationship between your NGO and foreign donors?

7.1 Please justify your answer.

7.2 Are foreign donors your main provider of financial resources?

8) In your opinion, which are the motivations for a foreign donor to get involved into LNGOs' peace-building projects in Kosovo?

8.1 Do you think those motivation could deeply vary among foreign donors?

8.1.1. If yes, can you better explain with some examples?

9) Is (1) your NGO who search for a foreign donors or (2) are the foreign donors who look after your NGO in order to implement a peace-building project?

9.1 If 1, which criteria do you use in order to choose the right foreign donor?

9.2 If 2, which criteria do they use in order to chose the right LNGO?

10) To what extent do the priorities of foreign donors match the ones of your NGO in terms of peace-building?

10.1 Have you ever had to find a compromise in order to implement a project?

10.1.1 If yes, can you please give an example?

11) How would you consider the financial dependency of LNGO from foreign donors: (1) an asset or (2) an obstacle for the accomplishment of long-term objectives of your peace-building projects?

11.1 Whether 1 or 2, can you please explain further with some practical example?

12) Previous studies have highlighted that foreign donors involvement in local peace-building activities could compromise the empowerment of local communities: according to your personal experience, do you agree with it?

13) Is there any particular project or experience you had in peace-building or just general considerations you would like to add?

14) Can you please recommend me other LNGO in Kosovo working with peace-building that I can contact to conduct other interviews?

THANK YOU VERY MUCH FOR YOUR TIME!

Appendix II



Regional Youth Cooperation Office

Call for Project Proposals 2018

“A Better Region Starts with Youth”

General Information on the Call for Project Proposals

The Regional Youth Cooperation Office (RYCO) is an intergovernmental organisation that stewards and promotes regional, cross-border and intercultural cooperation within and among its six Western Balkan Contracting Parties – Albania, Bosnia and Herzegovina, Kosovo *, Macedonia, Montenegro and Serbia. RYCO's unique governance system brings together government and civil society representatives to ensure young people are represented at all levels within the organisation. Its Local Branch Offices ensure RYCO is represented in all the six Contracting Parties, while its Head Office is the organisational hub.

Under the present Call for Proposals, **RYCO intends to support and empower civil society organizations and secondary schools to implement activities in the areas of regional youth cooperation, mobility and exchange; and enabling environment for regional youth cooperation.**

RYCO strongly believes that the young people should be creating a culture of mobility, intercultural exchange and reconciliation. They should also be active contributors to democratic development, social and economic prosperity, and European integration in an increasingly open Western Balkans region. Contracting Parties in the Western Balkans should be providing proactive support to youth exchange and youth engagement within the Contracting Parties, and across the region.

Young people in the Western Balkans live with the pressures and influences of a social and political narrative that is distorted by prejudice, denial, revisionism and nationalism. Inherited, negative narratives form the basis for young people's future life choices about career, residence, friendships and even the possibility of dialogue with other people; thus compounding negative narratives about 'the other'. In this volatile context, there is a notable lack of opportunity for young people to move within the region for volunteering, formal and non-formal education and training, or simply to meet and share experiences of being peaceably together. This lack of opportunity is also compounded by legal obstacles.

The **General Objective of this Call for Proposals** is to contribute to the process of reconciliation in the region of the Western Balkans by increasing youth mobility and intercultural dialogue, as well as creating an enabling environment for regional youth cooperation. RYCO wants to empower young people for setting the course to a better society in the Western Balkans.

The call will be focused on 2 priority areas which contain the following specific objectives, as below:

Priority area 1: Regional youth cooperation, mobility and exchange

- **Specific Objective 1: Intercultural Learning and Dialogue**

Young people engage in intercultural learning and dialogue with their peers from the diverse communities within their Contracting Parties and across the Western Balkan region.

- **Specific Objective 2: Dealing with the Past**

Young people address their differences concerning the region's past and challenge inherited narratives through guided processes in a safe environment.

Priority area 2: Enabling environment for regional youth cooperation

- **Specific Objective 3: Policy Influencing**

The legislative and political environment is increasingly supportive of reconciliation and intercultural learning, and of the implementation of youth mobility and exchange both within and among Contracting Parties in the Western Balkan region.

- **Specific Objective 4: Youth Participation**

Young people participate in decision-making processes that shape their local communities as well as social and political development of their respective society and the Western Balkan region.

- **Specific Objective 5: Strengthening Capacities**

Individuals and institutions are better equipped to play key roles in accompanying and guiding young people towards abovementioned specific objectives 1-4.

*This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo declaration of independence

RYCO will support projects built upon a partnership, with at least one partner from WB 6 (please check the Guidelines).

The overall financial envelope for this call is EUR 1.000.000.

Indicative allocation of funds by lots:

Priority Area 1: EUR 550.000

- a) LOT 1: EUR 200.000 for secondary schools² projects from EUR 10.000 to EUR 20.000
- b) LOT 2: EUR 150.000 for CSOs³ projects from EUR 10.000 to EUR 15.000
- c) LOT 3: EUR 200.000 for CSOs projects from EUR 15.000 to EUR 35.000

Priority Area 2 - EUR 450.000

- a) LOT 1 EUR 100.000 for secondary schools⁴ projects from EUR 10.000 to EUR 20.000
- b) LOT 2 EUR 100.000 for CSOs⁵ projects from EUR 10.000 to EUR 15.000
- c) LOT 3 EUR 250.000 for CSOs projects from EUR 15.000 to EUR 35.000

THE FULL GUIDELINES FOR APPLICANTS AND RELATED DOCUMENTS, AS WELL AS THE SCHEDULE OF THE INFO SESSIONS ARE PUBLISHED ON THE RYCO WEBSITE, UNDER OPEN CALLS:

www.rycowb.org

Indicative timetable of the Call

Activity	Deadline	Time
Launching of the Call for Project Proposals	03 December 2018	13.00
Deadline for requesting any clarifications from RYCO	18 January 2019	23.59
Deadline for submission of the applications	25 January 2019	23.59
Preliminary List published on the RYCO website	by the end of April 2019	
Contracting, Final List published on the RYCO website	by the end of June 2019	

This indicative timetable may be updated by RYCO during the procedure, in which case the updated timetable will be posted on the RYCO website: www.rycowb.org.

² Also applicable for CSOs applying on behalf of secondary schools. Please consult section 2.2.1. of the Guidelines for more information.

³ CSOs applying for LOT2 should not have the total budget of the last three years higher than 50,000 EUR

⁴ Also applicable for CSOs applying on behalf of secondary schools. Please consult section 2.2.1. of the Guidelines for more information.

⁵ CSOs applying for LOT2 should not have the total budget of the last three years higher than 50,000 EUR