STRATEGIC PLAN
OF
COMMUNITY BUILDING MITROVICA (CBM)
2013- 2016

Mitrovica, November 2013
FOREWORD

CBM has celebrated 10 years of active engagement in the Mitrovica region and Kosovo in 2011, aiming to identify and advance common interests of citizens through facilitation of interethnic dialogue and advocacy, as well as strengthening civil society and ensuring accountability in institutions. However even in 2013, Mitrovica is far from a safe place where people can freely move and exchange ideas, or where institutions are accountable, or civil society is strong and grass rooted.

CBM has endeavoured to address these pressing issues throughout its existence, by implementing programmes in several sectors, in partnerships with several organizations and target groups, by facilitation of stronger civil society organizations and cooperation (in Mitrovica, Kosovo and beyond) and employing different methodologies.

CBM’s success has been visible and recognized by local and international stakeholders, the media and the wider public. CBM, more importantly had the support of the local population, and their trust from all ranks, as CBM employs and works with all ethnic groups in Mitrovica.

CBM has defined its clear mission and vision as well as its strategic objectives as reflected in CBM Strategic Plan of 2011. However, considering the political changes in external environment affecting directly the area of work of CBM, the management has decided to conduct the review of strategic objectives and its action plan and adapt them to the needs of communities in practice. Moreover, CBM management considered that the whole team of CBM needs to confirm their commitment, strengthen their beliefs in the values of CBM and further strengthen their capacities.

For the reasons above CBM management considered that they should review the strategic plan and asses the capacities of the CBM team to better reach the new- revised objectives.

This Document reviews the: analyses and challenges in external context, CBM’s history, CBM’s new role, its vision, mission and long-term goals as well as values and principles on which the work of CBM is based. It was formulated also on the basis of the previous CBM’s Strategic Plan of the year 2011.
CBM History/Profile

After 12 years of operations aiming to fulfil the vision of "Mitrovica as a safe place" CBM has still a lot to achieve. CBM has provided contributions to solutions to societal challenges which will serve as an exceptional foundation for future development and growth of CBM as a "local organization that identifies and advances joint interests of citizens through facilitation of interethnic dialogue and advocacy, as well as strengthening of civil society toward accountable institutions".

CBM was founded after the devastating war in Kosovo ended. It was initiated in March 2001 by IKV (Interchurch Peace Council) from the Netherlands, together with Mitrovica citizens. Soon, it became an important stakeholder amidst the NGO community, providing advice, facilities or capacity building. CBM as an organization has been gradually growing throughout the years, with active involvement in the fields of peace and community building and has gained a highly respected reputation on both sides of the river. CBM’s reputation as an example of ground-breaking frontline inter-ethnic cooperation is not confined to Mitrovica or Kosovo, but extends beyond.

CBM has also been active in strengthening the role of the civil society, rights of women and youth, media, monitoring the status of human rights in Mitrovica and increasing civic participation in decision making process.

CBM is member to several networks/partnerships/platforms: Pro Peace Platform, CIVIKOS platform, CRYM (Centre for Resources Youth and Media) coalition, RECOM, etc.

CBM will remain committed to providing solutions to societal challenges with the necessary adjustments based on changed context and acquired knowledge and experience.

**CBM’S VISION** is: Mitrovica a safe, diverse place where accountable institutions, civil society and active citizens appreciate differences in a democratic culture.

CBM bases its vision for security and multi-ethnicity on rule of law, equal and sustainable social and economic development, participatory democracy, non-violence, respect and cultural diversity.

**CBM’S MISSION** is: CBM is an interethnic grassroots organization that identifies, encourages and facilitates joint actions of citizens in the Mitrovica region in order to promote cooperation, co-existence and democratic values.
CBM's Long Term Goals:

In order to attain the ideals in the vision, CBM has foreseen the following long-term goals:

- Strengthen the role of community in democratic process;
- Reinforced co-existence in Mitrovica;
- Promotion of democratic values;
- Strengthen the good governance of local institutions in Mitrovica;
- CBM as a grass-root organization provides support to local communities.


- Establish contacts and communication with local authorities in the North;
- Strengthen communication with local authorities in the South;
- Strengthen good governance in Mitrovica North and South;
- Promote and strengthen active citizenship in Mitrovica North and South;
- Strengthen capacities of communities (youth/woman) to better reach new opportunities and improve their life;
- Engage communities in communication, dialogue and cooperation;
- Strengthen the CBM’s volunteer network.

In its operations, CBM will be guided by the principles of:

- transparency and accountability,
- tolerance,
- equal opportunities,
- partnership & cooperation,
- networking, linking and
- sustainability

In order to achieve its mission, CBM will use the following instruments:

- Facilitation of the dialogue between communities;
- Advocacy and lobbying;
- Providing Informal education;
- Capacity building; and
- Re-granting.
Community Building Mitrovica - CBM Values
(Answers to the Question: Why are you proud of CBM?)

✓ Its genuine mission: to bridge
✓ the energy/spirit: diverse, tell what you think different
✓ the commitment of people/staff for positive change
✓ Renovation of parks and playgrounds
✓ being part of Forum for Cities in Transition
✓ meet some incredible people
✓ true and honest goals
✓ improving life of the citizens
✓ daring to tackle issues others are afraid of
✓ small idea can be developed in a big project
✓ we can always be productive
✓ transparency
✓ everyone's voice is heard
✓ CBM staff
✓ People
✓ Commitment to a change
✓ unique and challenging
✓ Ideas being appreciated and accepted
✓ good relationship between staff
✓ good opportunity to connect people from both side of the River Ibar
✓ good reputation of CBM
✓ being involved in the work of a local grassroots organization which already developed and realized a lot of great projects and will realize more
✓ working together with motivate and committed people having a future Vision of Mitrovica
✓ good leadership
✓ grassroots, open, equal
✓ committed and open minded staff
✓ the willingness to try/dare things that others think are impossible
✓ the "human" orientation → what does situation/politics/project do to/for people, irrespective of background
✓ staff/colleague and working atmosphere
CBM History

Community Building Mitrovica (CBM) is a local non-governmental Organization (NGO), based in Mitrovica, Kosovo, which was initiated in March 2001 by IKV (Interchurch Peace Council) from The Netherlands. In the beginning of 2003, our organization has been officially registered as a Kosovar CSO, and since then all staff is working from our office in the south, based in the Confidence Area, led by a local director. Today, CBM as an organization has a history of more than 12 years in the region and has gained respect and credibility among the communities of Mitrovica.

The overall aim of CBM was to facilitate contact and dialogue between citizens in the whole of the Mitrovica municipality. The staff consists of dedicated citizens – both Serbs and Albanians – who grew up in this region and want to restore the previous confidence and friendship. By supporting many concrete projects which address the direct needs of the local communities, CBM contributes to this aim.

CBM is an interethnic grassroots organization that identifies, encourages and facilitates joint actions of citizens in the Mitrovica region in order to promote cooperation, co-existence and democratic values. It has continuously worked to empower communities to work together and establish the means for peaceful co-existence. CBM has provided facilitation and mediation for interethnic dialogue as well as advocacy with and for those promoting peace and social integration.

CBM has worked throughout the entire region and has initiated numerous links between people, strengthening the position of women, supporting freedom of speech, working to strengthen civil society and working with youth in addressing their concerns and problems such as violence in schools, reforms and the human rights. Among many other efforts, CBM has advocated for transparency and accountability of Kosovo’s government institutions among others by establishing the advocacy group Mitrovica Monitoring Team (MMT) and promoting active citizenship CBM has also taken an active part in mediating between the government institutions from both sides of Mitrovica and serving as a bridge for meeting the needs of citizens.

CBM has acknowledged the actual needs of communities in conflict-realities and thus its projects have not only in the best interests of the communities of concern, but were also developed by different stakeholders, assuring community ownership.

CBM as an organization has been gradually growing throughout the years, with active involvement in the fields of peace and community building and has gained a highly respected reputation on both sides of the river. CBM’s reputation as an example of ground-breaking frontline inter-ethnic cooperation is not confined to Mitrovica or Kosovo, but extends beyond the Balkan region.
Summary of general capacities and key features of CBM

CBM is active in strengthening the role of civil society, multi-ethnic cooperation, rights of women and youth and monitoring of human rights in Mitrovica. In achieving these goals CBM would need additional support for organizational development. It will only be achieved after CBM is institutionally strengthened further, and then reinforce its action plans that lead to the sustainability of the organization and to the achievement of its mission.

CBM will continue its work through different project interventions in the below areas but not limited to:

- strengthening the communities in Mitrovica region;
- strengthening good governance and civic participation in decision making in local level;
- promoting and strengthening active citizenship;
- advocacy and lobbying in Kosovo and EU;
- promoting human rights and strengthening the role of woman in society;
- promoting involvement of youth and strengthening voluntarism;
- strengthening cooperation and networking among civil society organisations, institutions and other stakeholders in Mitrovica, Kosovo and Western Balkans region.

Most important principles/messages for team work in CBM

- Considering ideas from all team members
- Team results
- Creating our own culture
- Make a change (history)
- Celebrate results
- Give feedback
- Taking the risk
- Walking on each other shoes
- Listening each other
- Practice open mindedness
- Function like a family
- Sharing personal histories
- Flexible rules of functioning
- Sharing experiences
### SWOT Analysis of CBM – October 2013

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated, professional and ethnically mixed staff;</td>
<td>Lack of long term projects and financial sustainability;</td>
</tr>
<tr>
<td>Good public image, reputation and credibility;</td>
<td>Balance short term vs long term thinking;</td>
</tr>
<tr>
<td>Knowledge of situation, actors and external factors;</td>
<td>Need for better planning of time and resources;</td>
</tr>
<tr>
<td>Mutual respect between CBM and Beneficiaries;</td>
<td>Lack of Communication Strategy;</td>
</tr>
<tr>
<td>Clear mission;</td>
<td>Lack of PR-Human Resources;</td>
</tr>
<tr>
<td>Original (unique) projects;</td>
<td>Relations with policy makers in North Mitrovica;</td>
</tr>
<tr>
<td>Learning by doing (learning from our experiences);</td>
<td></td>
</tr>
<tr>
<td>Good communication and cooperation with civil society;</td>
<td></td>
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<tr>
<td>Well positioned and connected for reaching diverse beneficiaries;</td>
<td></td>
</tr>
<tr>
<td>Ability to adapt to different circumstances;</td>
<td></td>
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<tr>
<td>Innovative and daring approach;</td>
<td></td>
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<tr>
<td>Part of relevant networks;</td>
<td></td>
</tr>
<tr>
<td>Positive experience;</td>
<td></td>
</tr>
<tr>
<td>Impact of CBM in community;</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of agreements between Kosovo and Serbia;</td>
<td>Political context - Interruption of dialogue</td>
</tr>
<tr>
<td>Relations and dialogue between Kosovo and Serbia;</td>
<td>Lack of Rule of Law</td>
</tr>
<tr>
<td>EU Integration process;</td>
<td>Tense and unstable security situation</td>
</tr>
<tr>
<td>Interest of donors in Mitrovica;</td>
<td>Bad policies + competing authorities</td>
</tr>
<tr>
<td>Socio-economic needs;</td>
<td>Pollicisation of the past</td>
</tr>
<tr>
<td>Integration of North in EU Accession Process;</td>
<td>Too hasty implementation of agreements</td>
</tr>
<tr>
<td>Better opportunities for cooperation with local institutions and population in the North;</td>
<td>Socio economic situation</td>
</tr>
<tr>
<td>Authorities in the South are open for cooperation with civil society;</td>
<td>Effect of multiple projects for the same target groups</td>
</tr>
<tr>
<td>Young population in Kosovo and Mitrovica region;</td>
<td>Bad public image of civil society in the North</td>
</tr>
<tr>
<td>Decentralisation process;</td>
<td>2 municipalities in one city</td>
</tr>
<tr>
<td>Growing culture of local voluntarism and internships;</td>
<td>Lack of implementation of decentralisation process</td>
</tr>
<tr>
<td></td>
<td>Interruption of EU Integration Process</td>
</tr>
</tbody>
</table>
# Current Projects of CBM (2013-2014) – General Project Overview

## Programme: Bridging the Divide

<table>
<thead>
<tr>
<th>Name of the project</th>
<th>Timeframe</th>
<th>Type of the project</th>
<th>CBM staff involved</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Conference of the Cities in Transition</td>
<td>2012-2013</td>
<td>International/Regional/National</td>
<td>Project Manager – Milos</td>
<td>Funds needed for 2014-2015</td>
</tr>
<tr>
<td>Bridges not Walls CBM and UP - Partnership</td>
<td>2013-2016</td>
<td>Regional and National</td>
<td>Coordinator – Aferdita -5% Remzige and Labinot</td>
<td>to review in 2015</td>
</tr>
<tr>
<td>Youth Academy for Dialogue and Cooperation CBM-French-German-SER</td>
<td>2012-2013</td>
<td>Regional Europe</td>
<td>Coordinator- Aferdita -5% Project Officer – Milivoje</td>
<td>Funds needed for 2014-2015</td>
</tr>
<tr>
<td>Youth Exchange German-French- experience Kosovo-Netherland-France</td>
<td>Pilot 3 months (2013)</td>
<td>Regional Europe</td>
<td>Coordinator –Aferdita</td>
<td>-</td>
</tr>
<tr>
<td>Book Festival</td>
<td>Pilot 3 months Sept-Nov 2013</td>
<td>Regional</td>
<td>Project manager- Aferdita Project Assistant- Milos Florentina – next steps</td>
<td>To review</td>
</tr>
</tbody>
</table>

## Programme: Good Governance

<table>
<thead>
<tr>
<th>Name of the project</th>
<th>Timeframe</th>
<th>Type of the project</th>
<th>CBM staff involved</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring Project Public Participation IKV and CBM Partnership</td>
<td>2011-2013</td>
<td>Local/M. North/M.South</td>
<td>Prog. Officer North-Milivoje Prog. Officer South-Florentina</td>
<td>Funds needed for 2014-2015</td>
</tr>
<tr>
<td>My Need my Decision</td>
<td>May 2012/July 2013</td>
<td>Local</td>
<td>Prog.Officer – Florentina</td>
<td>Funds needed for 2013-2014</td>
</tr>
<tr>
<td>Scenario exercise CBM and IKV</td>
<td>Sept 2013-June 2014</td>
<td>Local/M. North/M. South</td>
<td>P. Coordinator- Natasa -50% P. Assistant – Vetone</td>
<td>To be reviewed</td>
</tr>
<tr>
<td>Debate Club Mitrovica CBM and Debate Center</td>
<td>Ongoing</td>
<td>Mitrovica</td>
<td>Besnik -</td>
<td></td>
</tr>
<tr>
<td>Partnership</td>
<td>Timeframe</td>
<td>Type of the project</td>
<td>CBM staff involved</td>
<td>Status</td>
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<tr>
<td>-------------------------------------------------</td>
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<tr>
<td>EULEX Media Campaign CBM-facilitation</td>
<td>2011-2013</td>
<td>Local National</td>
<td>Project Officer – Milos- 5% Exec. Direct- Aferdita -0.1%</td>
<td>Funds needed for 2014-2015</td>
</tr>
</tbody>
</table>

**Programme : Human Rights**

<table>
<thead>
<tr>
<th>Name of the project</th>
<th>Timeframe</th>
<th>Type of the project</th>
<th>CBM staff involved</th>
<th>Status</th>
</tr>
</thead>
</table>
| Human Rights Education       | 2010-2013  | Regional National   | Project Manager – Vetone  
P. Assistant – Milos -20-30%  
Aferdita - 5% | Funds needed for 2014-2015   |

**Programme : Economic Development**

<table>
<thead>
<tr>
<th>Name of the project</th>
<th>Timeframe</th>
<th>Type of the project</th>
<th>CBM staff involved</th>
<th>Status</th>
</tr>
</thead>
</table>
| WOMINOVATION                 | 2010-2013  | National            | Project Manager – Vetone  
Aferdita - 5% | Funds needed for 2014          |
| B2B- Woman CBM and RDA - Partnership | 2 months Pilot | National   | Aferdita - 5% | Testing partnership |
| Local Partnerships Economic Area | Pilot  | National and Regional | - | - |

**CBM Institutional Development**

<table>
<thead>
<tr>
<th>Name of the project</th>
<th>Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mott Foundation</td>
<td>2013</td>
<td>Funds needed for 2014-2015</td>
</tr>
</tbody>
</table>
CBM Capacity Building Needs

CBM’s main challenges include keeping its capacity up to speed with the fast moving pace of its reputation; currently, this challenge indicates several needs: a need for better time and staff management, innovation, organisational change and capacity building/expertise. The CBM staff expressed the following topics/areas that need to be addressed aiming at further strengthening their capacities to better achieve the mission of CBM.

Areas:
1. Team Leadership
2. Time management
3. Albanian Language skills

Purpose: To ensure proper distribution of work and staff management
Means: Trainings, Manuals, Language Courses

Areas:
1. Preparation of project proposals
2. Auditing and accounting
3. Procurement and Office work

Purpose: To ensure timely understanding of updates related to financial management
- Updates related to Laws and other procedures
- Update internal financial rules of CBM
Means: Trainings & Manuals

Commitment 1: Besnik and Nemanja will review the internal financial rules of CBM and propose necessary amendments by 20 November 2013

Areas:
1. Planning and preparing budget for project proposals
2. Filing and organising
3. Time planning – management
4. Preparation of analysis
5. Serbian language skills

Purpose: - to better understand budget preparation for project proposals
- better organise files and documents
- to ensure better distribution of work

Means: trainings and language course

Commitment 2: Besnik and Nemanja will provide basic financial training on budget preparation and eligibility of costs to CBM staff during November and December 2013 (2-4 hours per week)
Areas:  
1. Public relations- promotion of CBM  
2. Administration/HR  
3. Sustainable fundraising /long-term  
4. Finance – updates  

**Purpose:** to have a member staff to deal with PR , to better promote and represent CBM  
to have standardised HR procedures ( reporting and approval)  
to have updated internal CBM financial rules and procedures  
to get familiar with Legal-Financial framework and procedures  

**Means:** Trainings & Manuals

Areas:  
1. Fundraising – preparing project proposals  
2. Administration  
3. Preparation of policy analysis  
4. Time planning  

**Purpose:** to prepare project proposals  
to better organise documents and time  
to improve writing skills  

**Means:** trainings, workshops, manuals

**Commitment 3.** Milivoje, Florentina and Natasa will prepare a summary of donors and their funding objectives- (Donor’s List). The focus will be on donors providing funds for strengthening the democracy, supporting good governance, education and woman issues in Mitrovica. The first draft document will be prepared by 20th of November. List of Donors will be finalised by 1st December 2013.

Areas:  
1. Web Communication  
2. PR training  
3. CBM Brochures  
4. Professional promotion -marketing  

**Purpose:** to increase the CBM visibility in Kosovo and region  

**Means** – Trainings and manuals
Areas:
1. Improve Culture of volunteering

Purpose: Better use of interns and volunteers in CBM
Means: additional mentoring by CBM staff

Areas:
1. Time Management
2. HR management
3. Fund Raising
4. Proper Planning
5. Office management
6. Deputy director
7. PR strategy – expert
8. CBM representation
9. Evaluation of CBM staff – need to revise evaluation forms and procedures
10. Database of documents

Purpose: to further strengthen CBM and its position
to ensure institutional and financial sustainability of CBM

Means: Trainings and mentoring

Commitment 4. CBM will ensure an external hard disk to secure back-ups of most important documents for CBM. Staff will be informed on the use of this additional hardware. CBM staff will make sure that they save all important documents at this disk by 20 November 2013.

Commitment 5. Jan will provide basic training on web communication for CBM staff during November-December 2013.
Commitments from the CBM workshop, October 2013:

**Commitment 1:** Besnik and Nemanja will review the internal financial rules of CBM and propose necessary amendments by 20 November 2013.

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**Commitment 5:** Jan will provide basic training on web communication for CBM staff during November-December 2013.
Assessment of the needs for Capacity Building of CBM team

All staff members had the opportunity to express their needs to further upgrade their knowledge and skills so to better achieve the CBM objectives and do their job professionally. Further, CBM staff was focused on strategic projection of their needs in term of capacity building considering the need for fund raising and being engaged in areas of interest to the citizens in Mitrovica region but also broader in Kosovo and WB region.

<table>
<thead>
<tr>
<th>#</th>
<th>Area</th>
<th>Participants</th>
<th>Tentative-Necessary resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Training and mentoring on preparation of project proposals.</td>
<td>All CBM staff members</td>
<td>10-15 Short Term Expert days + 3000 Eur Lump Sum</td>
</tr>
<tr>
<td>2.</td>
<td>Training on Human resources management and time planning.</td>
<td>CBM Core staff</td>
<td>10 -15 Short Term Expert days + 2000 Eur Lump Sum</td>
</tr>
<tr>
<td>3.</td>
<td>Training on Public Relations Preparation of the CBM Communication Strategy.</td>
<td>All CBM staff members</td>
<td>20-30 Short Term Expert days + 3000 Eur Lump Sum</td>
</tr>
<tr>
<td>4.</td>
<td>Training on Financial Management</td>
<td>CBM Financial management staff</td>
<td>10 Short Term Expert days + 2000 Eur Lump Sum</td>
</tr>
<tr>
<td>5.</td>
<td>Training and Mentoring on Research Methodologies and preparation of Policy Analysis.</td>
<td>CBM Core staff</td>
<td>10 -15 Short Term Expert days + 2000 Eur Lump Sum</td>
</tr>
<tr>
<td>6.</td>
<td>Development of the Internal Assessment procedures for evaluation of the projects and CBM staff.</td>
<td>CBM Core staff</td>
<td>10-15 Short Term Expert days + 2000 Eur Lump Sum</td>
</tr>
<tr>
<td>7.</td>
<td>Training and Manuals on Human Rights Education for citizens</td>
<td>CBM Core staff</td>
<td>10 -20 Short Term Expert days + 3000 Eur Lump Sum</td>
</tr>
<tr>
<td>8.</td>
<td>Training on Living library methodology (optional)</td>
<td>All CBM staff members</td>
<td>10-15 Short Term Expert days + 3000 Eur Lump Sum</td>
</tr>
</tbody>
</table>