



**DEMOCRACY FOR DEVELOPMENT (D4D)**

**FINANCIAL STATEMENT AND INDEPENDENT AUDITOR'S REPORT**

**For the period 01.01.2015-31.12.2015**

Democracy for Development  
Financial Statement and Independent Auditor's Report  
For the period 01.01.2015-31.1.2015

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**Abbreviations used:**

- ISA International Standards on Auditing
- IAS International Accounting Standards
- D4D-Democracy for Development
- NGOs - Non Governmental Organizations

## General information

### Democracy for Development

The **Democracy for Development (D4D)** Institute was established in April 2010 by a group of analysts who increasingly worried that the state-building exercise had neglected democracy. D4D's vision is to promote an active and educated citizenry that participates fully in the public space and utilizes the public arena of representation and decision-making to deliberate and build consensus over resource allocation that is efficient, smart, long-term, and that brings about equitable development. D4D influences specific policy, promotes a cross-sectorial approach to problem solving, and tackles the institutional routine of decision-making by recommending incremental improvements. D4D counteracts the lack of data with a culture of rigorous research, thoughtful analysis, and healthy debate. To make headway, D4D first offers its research findings to interested stakeholders, which is followed by a paper with recommendations, wider national dialogue, advocacy with authorities, and pressure through the media. The main program pillars of D4D are:

1. Elections and Political Parties
2. Governance and Inter-Ethnic Relations
3. Public Interest
4. Data and Research Skills

### Elections and Political Parties

#### Project 1. Election Adjudication (2015)

Through observation of legal cases, analysis of the process, meticulous statistics, institutional map-out, support to the Working Group, D4D aims to have recommendations come out of the Working Group, and build widespread consensus by the institutions involved into bringing about lasting improvement. D4D aimed to support and encourage active involvement of the established working group and maintain it as a permanent vehicle to coordinate, review challenges, discuss obstacles and deliberate on the lessons learned.

#### Project 2. The Higher the Number of Women Engaged, the Better the Elections (2015)

The main goal of the project was to increase women's participation in electoral processes. From dialogues with political entities at central level, to workshops with party branches at local level, to review of electoral strategies and forms, to formal party pledges and development of outreach materials, the activities aimed to offer solutions to some of the key problems related to gender balance in electoral processes. The project is expected to achieve the following results: Political entities are informed and take measures to improve gender balance in electoral processes; Solutions are provided to improve gender balance through regular communication, revision of strategies, forms and procedures; Electoral stakeholders are engaged in promoting women's participation in electoral processes, including voting.

### Governance and Inter-Ethnic Relations

#### Project 1. Responsive and Cost-Effective Policy Making (2015)

The main objective of the project was to draft three policy papers in a proper fashion including public consultations with wide inclusion of all interested groups with special focus on inclusion of vulnerable and marginalized groups and a multi-stage decisions. Apart of the result of the three papers, the objective was to have a broader impact, whereby the process across the board starts to improve. Policy papers and their public discussion over potential

remedies of public problems would open-up policy-making for scrutiny, building consensus, responsibility sharing, promoting national dialogue, improving decision-making, reducing costs and increasing the trust. The main activities included: research and mapping of the current situation, public consultations, policy papers and focus group and launch of the policy papers. Supported by Swiss Cooperation Office in Kosovo.

### **Project 2. Conflict Transformation Program (2015)**

Dialogue and cooperation are a confidence building measure that should ultimately lead to enhanced cooperation between various targeted groups such as students, women, entrepreneurs, etc., from both Kosovo Albanian and Kosovo Serb communities. The overall goal of the project is to promote greater interethnic cooperation between the Kosovo Albanian and Kosovo Serbs and strengthen interethnic trust through establishment of sustainable communication and interaction targeting youth, students, women, businesses and membership groups. The set of proposed activities aims to improve the interethnic relations by encouraging and intensifying opportunities for a constructive communication and cooperation. Supported by National Democratic Institute / USAID.

### **Project 3. Forum of Serbian and Kosovar Businesswomen-Bridging the Gap between Institutions (UK) (2015)**

New forms of interaction and co-operation between businesswomen and women from other relevant sectors (politics, civil society, arts and culture, etc.) from Serbia and Kosovo, respectively, ultimately contributing to strengthening of cross-border cooperation and further rapprochement between the two countries. Strengthened cooperation between businesswomen from Serbia and Kosovo leading to establishment of a Women Business Forum, which will serve as a platform for future joint activities and improvement of economic, social and other ties between the two. *Supported by the Embassies of the United Kingdom in Pristina and Belgrade.*

### **Project 4. Implementation of the Belgrade-Pristina Dialogue (2015)**

The project aimed to outline the state of the Pristina-Belgrade dialogue and examine how agreement achieved by the dialogue can address the challenges that Serbs are facing in Kosovo. The project particularly emphasized the need to consider the needs of Serbs living both in Northern and Southern part of Kosovo. Such an approach is essential to properly address problems that influence the life of a minority community and which are vital in the stabilization process in Kosovo. *Supported by the Institute for Foreign Affairs and Trade.*

### **Project 5. Enhanced Policy Dialogue (2015)**

The purpose of the project was to host exchanges of mid-career professionals under the Professional Work Exchange for Enhanced Policy Dialogue Program, supported by the UK Foreign and Commonwealth Office Conflict Prevention Program. It aimed to strengthen collaboration and partnerships between both professionals and organizations in Kosovo and Serbia, working in one of the thematic areas of: government accountability & transparency, human rights protection, independent media, security and justice, and migration policy. *Project was supported by Balkans Trust for Democracy.*

## **Public Interest**

### **Project 1. Let the Real Civil Society Please Stand Up! (2015)**

The main objective of the project was to improve the representation and participation of membership association in public affairs and encourage politicians to seek and represent interests of membership groups. The main strategy was to help political officials to recognize the electoral benefits of representing the interests of membership groups. By corollary, the initiative is to support and encourage membership groups to organize better, mobilize membership, become more visible in the media, in order to pursue their interests with policy-makers more effectively. Within the project, there were three main components: understand and support membership groups; understand and support political representatives and third, match the interests of membership groups and elected representatives. *Project has been supported by Olof Palme International Center.*

### **Project 2. Reforming the University of Pristina Education System (2015)**

Education is among the most vital parts on the development of a country. The University of Prishtina dominates the sector, both in terms of enrollment as well as the supplier of teaching staff for most public and private universities (its graduates get to teach as well as most hold double or triple teaching position). Through the reporting of the bottlenecks we aim to delineate a roadmap to reform higher education. The project aimed to identify ten major bottlenecks in higher education and offer recommendations how to address them. Education is arguably one of the main bottlenecks for any developing country, and especially so for a country with massive youth. *The project has been supported by Heinrich Boll Stiftung.*

### **Project 3. Reforming UP: Incentives 4 Reform (2015)**

This project aims to evaluate current incentive structures, explore ways how to encourage responsiveness of higher education institutions to market forces and seek buy-in from the Ministry to introduce key new features in the new Law on Higher Education and gradually introduce other mechanisms as decisions. The main outcome of the project is to produce a policy paper in two stages, first as a discussion paper without a bias towards particular outcomes, and second, a position paper which defends policy outcomes which were rated most superior given five objective criteria. The project is supported by EYE/Helvetas Swiss Intercooperation Kosovo.

### **Project 4. Tuesday Salon (2015)**

Tuesday Salon initiative aims to create a better understanding of the problems and accumulate creative ideas how to address them, as well as to make a public impact through the editorials and audio podcasts aired at one of the most listened Kosovo radio channel. D4D's Salon initiative brings together experts and analysts, politicians and publicists, businessmen and civil society, ministers and mayors, economists and journalists, intellectuals and academics, artists and activists, students and Members of Parliament, secularists and Islamists, internationals and professionals, former and current decision-makers, to reflect on important issues, exchange views and build consensus among them. Salon's were supported by Friedrich-Ebert-Stiftung, EYE/Helvetas Swiss Intercooperation Kosovo, INDEP.

### **Project 5. Policy Notes on University and Vocational Education (2015)**

The specific purpose of the project is to strengthen the strategic and operational policy planning in central government institutions and line ministries thus contributing to achievement of a wider project objective of improving quality of public policies and to contribute to effective Government decision-making that integrates Kosovo's overall development agenda with the European integration agenda and available resources. The aim was to develop policy notes on university and vocational education.

### **Project 6. National Democracy Education Action Plan (2015)**

The project aimed to develop the National Democracy Education Action Plan for the Republic of Kosovo. Main components of the project included two collaborative workshops with key stakeholders and segments of civil society. The NDEAP should be used by the authorities and civil society as a roadmap to deepen democratic values starting at a very early age.

## **Data and Research Skills**

### **Project 1. Use of Indicators to Improve Accountability and Promote Regional Competition – Portal I4D (2015)**

This project aimed to instigate competition among countries in the Western Balkans for performance of public authorities through the use of our upgraded platform ([www.indicators4development.org](http://www.indicators4development.org)). Our collection of data for standardized indicators for six regional countries would enable comparison of their performance, expecting to put in motion public shame in countries lagging behind others. Countries of the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia) aim to join the European Union (EU) and successful performance of some countries can mobilize additional efforts among laggard countries. Project was supported within the activities of Think Tank Fund of Foundation Open Society Institute.

## **Organizational Development (2015)**

Organizational development grants aim to provide support for improvement in the three specific areas of think tank activity and operation: quality of research products; communications and advocacy capacities and internal development and governance. The grants aims to strengthen the capacities of the organization in the quality of outputs and research products; developing a communication and outreach strategy; training for staff and other civil society representatives; improve internal governance through regular board meetings and strategic planning. The project is supported by Open Society Institute through the activities of Think Tank Fund.

## **Independent Auditor's Report For the Management of "Democracy For Development"**

We have audited the financial statements of "Democracy for Development" (D4D). Financial Statements included Balance Sheet for the period of January-December 2015, Income Statements for the period of January-December 2015 and a summary of important accounting policies and other explanatory notes.

### *Management responsibility for Financial Statements*

The management is responsible for fairly presenting and preparing financial statements in accordance with International Standards of Financial Reporting (ISFR). The management responsibility consists of: a) design, implementation, and conducting proper internal control for preparing and presenting fair financial statements that are free of material mistakes regardless of fraud or error, and b) selecting and implementing proper accounting policies and accounting evaluations that are reasonable in certain circumstances.

### *Auditor's responsibility*

Our responsibility is to express an opinion based on the audit of presented Financial Statements. We have conducted the audit in accordance with International Standards of Audit (ISA). These standards require us to follow ethical requirements and plan, as well as conduct an audit to collect reasonable assurance that the financial statements are free of any informational mistakes. The audit includes conducting procedures to gather evidence regarding values and disclosures on financial statements. Audit procedures are selected depending on auditor's judgement, including risk evaluation of mistakes in the financial statements, regardless of fraud or error.

An audit also includes evaluation of the relevance and appropriateness of used principles of accounting and the evaluation of general presentation of financial statements.

We believe that the evidence we gathered during our audit gives us a reasonable and solid base to build our opinion.

### *The opinion*

Total incomes of NGO "D4D", received by donors is 232,215.48 Euro and total expenses incurred during the period 01.01.2015-31.12.2015, is 244,006.63 Euro.

Based on our opinion, financial statements of "D4D" present a fair view of all material aspects, also presents fair results of operations, the cash flow for the calendar year that ends on 31 December 2015, and are harmonized with International Financial Reporting Standards.

"Univerzum Audit" Sh.p.k.

Prishtina, April 2016

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Besa Berisha –Statutory Auditor



**INCOME STATEMENTS**

**Jan-Dec.15**

**INCOME**

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**Program Grants**

<b>National Democratic Institute (NDI)</b>	40,615.61
<b>Swiss Federal Department for Foreign Affairs (FDFA)</b>	33,846.16
<b>Think Tank Fund / Open Society Institute (TTF)</b>	36,693.47
<b>Olof Palme International Center (OPIC)</b>	31,364.52
<b>United Kingdom Embassy (UK)</b>	11,757.82
<b>Foundation for Open Society Institute (FOSI)</b>	11,609.30
<b>Strategy and Development Consulting (SDC)</b>	11,156.00
<b>Helvetas (Education)</b>	10,000.00
<b>Heinrich Boll Stiftung (HBF)</b>	9,905.00
<b>International Foundation for Electoral Systems (IFES)</b>	8,685.00
<b>United Kingdom Embassy (UK - 2)</b>	6,526.20
<b>Balkans Trust for Democracy (BTD)</b>	3,051.77
<b>Friedrich Ebert Stiftung (FES)</b>	2,562.93
<b>Institute for Foreign Affairs and Trade (IFAT)</b>	2,528.00
<b>Helvetas (Tuesday Salons)</b>	2,400.00
<b>Council for a Communities of Democracies (CCD)</b>	2,155.48
<b>Swiss Cooperation Office - Kosovo (SCO-K)</b>	4,475.72
<b>Program Grants - (INDEP, Budapest Institute)</b>	2,882.50

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**232,215.48**

**Project Expenses**

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IFAT		233.00
INDEP		210.04
UK Embassy (Bridging the Gap)		6,711.95
FES		2,014.43
HBF		9,936.30
SDC		7,028.97
IFES		9,980.29
BTD (Indicators4Development)		6,676.33
BTD (Enhanced Policy Dialogue)		412.17
FOSI		11,117.70
TTF - OSI		23,352.33
NDI		50,419.12
SCO-K		12,691.86
OPIC		36,013.76
Swiss FDFA		51,735.02
UK (Women Leaders)		7,320.72
Embassy of Netherlands (Elections Trends)		7,362.64
Other		790.00
	<b>Total</b>	<b>244,006.63</b>
<b>Net Income</b>		<b>-11,791.15</b>

**BALANCE SHEET**

**Dec 31, 15**

**ASSETS**

**Current Assets**

**Checking/Savings**

Petty Cash D4D	704.99
Acc. 1117001246020119	45.53
Acc. 1117001246010128	1,113.14
Acc. 1117001246030110	12,979.78
Acc. 1185001246020114	23,331.47
Acc. 1117001246080162	9,999.00
Acc. 1117001246040198	12,339.05
Acc. 1185001246000132	1,026.91
Acc. 1185001246010123	5.53
Acc. 1117001246070171	16.84
D4D 1117001246050189	<u>6,863.59</u>

**Total Checking/Savings**

68,425.83

**Total Current Assets**

68,425.83

**TOTAL ASSETS**

**68,425.83**

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Other Current Liabilities**

**Inome Tax/ Pension contribution for Decemer 2015**

2,447.56

**Total Other Current Liabilities**

2,447.56

**Total Current Liabilities**

2,447.56

**Total Liabilities**

2,447.56

**Equity**

**Unrestricted Net Assets**

77,769.42

**Net Income**

-11,791.15

**Total Equity**

65,978.27

**TOTAL LIABILITIES & EQUITY**

**68,425.83**

## CASH FLOW

	<u>Jan - Dec 15</u>
<b>OPERATING ACTIVITIES</b>	
Net Income	-11,791.15
Adjustments to reconcile Net Income to net cash provided by operations:	
Income Tax/ Pension contribution	<u>2,447.56</u>
Net cash provided by Operating Activities	<u>-9,343.59</u>
Net cash increase for period	-9,343.59
Cash at beginning of period	77,769.42
Cash at end of period	<u><b>68,425.83</b></u>

## **REPORT DETAILS**

### **CHAPTER 1.**

#### **Procedures performed and Factual Findings**

We conducted our audit in accordance with procedures which D4D Institute has agreed with S.E "Univerzum Audit" to verify the income and expenditure for the period January 2015 to December 2015.

*These procedures include checks, paying special attention:*

- Documentation, presentation and record keeping of expenses and revenues of the Project;
- The appropriateness of expenditures and revenues of the Project;
- Management of cash and bank and their harmonization.
- Accounting and financial reporting of income and expenses for projects

#### *Scope of the audit work*

#### **Income and expenses Warrant / Program**

We have verified all funds received by the D4D , and expenditure of these funds on a project basis, and if those funds are spent in accordance with the budget approved by the budget lines and whether based on evidence.

#### *Conclusion*

During our investigation, we have determined that all funds are spent based on the approved budget by attending all regular procedures, and costs of these funds are made under Project and budget lines previously approved. Also we have found that all transactions are recorded in the accounting system by projects that you belong and are proven with supporting documentation.

#### *Findings*

There are no findings to report.

## **Bank Accounts**

During the audit procedures, we verify whether the bank accounts and petty cash are managed and used according to the rules of a and whether those accounts are maintained and harmonized.

### ***Conclusion***

During the verification of the bank account and the cash we have found that all withdrawals and payments transactions are authorized and signed by the responsible persons.

### ***Findings***

There are no findings to be reported.

## **Internal control system**

We have evaluated the adequacy and effectiveness of the overall system of internal controls to monitor spending at all levels and other financial transactions, paying particular attention to the adequacy and effectiveness of controls and documentation about their transactions.

### ***Conclusion***

During our investigation, we have found that within the organization there is an internal control where the monitoring program and the expenditure of several levels, by controlling all accounting transactions, payments through bank and cash, supporting documentation of all transactions.

### ***Findings***

There are no findings to be reported.

## **CHAPTER 2**

### **Basis of preparing accounting policies and disclosures**

#### **2.1 Basis of preparation**

The financial statements are prepared in accordance with the laws of the Republic of Kosovo in force and provide an overview of the D4D Institute.

#### **2.2 Reporting currency**

The reporting currency of the D4D Institute is the currency of the European Union (Euro).

#### **2.3 Significant Accounting Policies**

A summary of the significant accounting under which financial statements are prepared are as follows:

##### **2.3.1 Cash**

For the purpose of reporting these financial statements, cash and money equivalents are considered to be cash on hand and in banks.

##### **2.3.2 Revenue recognition**

Grant revenue is recognized as revenue in the period when they are received. At the end of the remaining amount of money is recognized as the excess of revenues over expenses.

##### **2.3.4 Recognition of expenses**

The expenditure is done when they happened.

##### **2.3.4 Tax**

D4D was established as a Non-Governmental Organization with the non-profit beneficiary status under the Regulations of the Republic of Kosovo no. 2009/03L134.

##### **2.3.5 Assets**

All assets purchased as inventory and equipment, are recognized as an expense at the time of their purchase.

## Disclosure of expenses

### Expense

<b>Total - IFAT</b>	<b>233.00</b>
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<b>Total - INDEP Salon</b>	<b>210.04</b>
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- **United Kingdom Embassy (Bridging the Gap between Institutions)**

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#### Activity 1.1 - Capacity Buildin

Lecturer (4 trainings x 2 days)	165.00
Interpreter (Serb-Alb) 2 transl	139.00
Refreshments (tea, coffee, wate	154.73
Accomodation in Kosovo (4 night	315.00
Meals	608.30
	1,382.03

#### **Total Activity 1.1 - Capacity Buildin**

#### Activity 2.2 Business fairs in

Transportation to Serbia	500.00
	500.00

#### **Total Activity 2.2 Business fairs in**

#### Activity 3.1 Conference in Serb

Interpretation during conferenc	172.20
	172.20

#### **Total Activity 3.1 Conference in Serb**

#### Activity 3.2 - Regular Forum Me

Refreshments	115.05
	115.05

#### **Total Activity 3.2 - Regular Forum Me**

#### Management Costs for TSC and D4

Project Coordinator D4D	2,120.00
Project Assistant D4D	1,722.80
Management Costs & FinancesD4D	699.87
	4,542.67

#### **Total Management Costs for TSC and D4**

<b>Total - United Kingdom Embassy (Bridging the Gap between Institutions)</b>	<b>6,711.95</b>
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• <b>FES Salon</b>		
<b>2. OP/ED</b>		636.19
<b>1. Project Coordinator</b>		1,378.24
<b>Total - FES</b>		<b>2,014.43</b>

• **Heinrich Boll Stiftung (Reforming the University of Pristina Education System)**

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**1. Honorare**

1.1 Project Coordinator		3,252.83
1.3 Editing		963.00
1.4 Interviews		836.00
1.6 Translation of the paper i		480.00
1.7 Interpretation during prese		200.00
1. Honorare - Other		1,799.70

**Total 1. Honorare**

7,531.53

**2. Refreshments**

2.1 Study		349.17
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**Total 2. Refreshments**

349.17

**3. Rent**

3.1 Conference room		120.00
3.2 Translation equipment		180.00

**Total 3. Rent**

300.00

**4. Administration cost**

4.1 Office Materials		109.80
4.2 Bank Fees, audit		55.80

**Total 4. Administration cost**

165.60

**5. Publicatiion desing and prin**

5.1 Printing of publication in		708.57
5.2 Printing of publication in		354.29
5.3 Printing of publication in		177.14
5.6 Publication layout and desi		350.00

**Total 5. Publicatiion desing and prin**

1,590.00

<b>Total -Heinrich Boll Stiftung (Reforming the University of Pristina Education System)</b>		<b>9,936.30</b>
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- **Strategy and Development Consulting (NDS Policy Notes)**

Expert fee	7,028.97
<b>Total - Strategy and Development Consulting (NDS Policy Notes)</b>	<b>7,028.97</b>

- **International Foundation for Electoral Systems**

<b>1.DIRECT LABOR (Labor &amp; Benefi</b>	
Project Manager (100%)	4,885.01
Project Assistant (60%)	1,400.01
<b>Total 1.DIRECT LABOR (Labor &amp; Benefi</b>	<b>6,285.02</b>
 <b>2. CONSULTANTS</b>	
Consultant - Interpretation	275.00
<b>Total 2. CONSULTANTS</b>	<b>275.00</b>
 <b>3. FURNITURE &amp; SUPPLIES</b>	
IT Equipment	273.00
<b>Total 3. FURNITURE &amp; SUPPLIES</b>	<b>273.00</b>
 <b>4. OFFICE EXPENSES</b>	
Communication Expense	140.00
Office Supplies	60.20
Other Office Costs (Finance and	716.25
<b>Total 4. OFFICE EXPENSES</b>	<b>916.45</b>
 <b>5. SPECIAL EVENT EXPENSES</b>	
Breakfast Briefing with the Med	27.21
Meetings	114.20
Printing of Manual	65.96
Regional workshops	1,779.80
Tuesday Salon	131.70
<b>Total 5. SPECIAL EVENT EXPENSES</b>	<b>2,118.87</b>
 <b>6. OTHER DIRECT COSTS</b>	
Translation	111.95
<b>Total 6. OTHER DIRECT COSTS</b>	<b>111.95</b>
<b>Total - International Foundation for Electoral Systems</b>	<b>9,980.29</b>

- **Balkans Trust for Democracy (Indicators4Development)**

<b>1. Human Resources</b>	
1.1 Executive Director/Editor	677.62
1.3 Financial officer	310.58
<b>Total 1. Human Resources</b>	988.20
<b>2. Activities</b>	
2.2 Data Collection	1,925.41
2.3 Thematic Workshops	1,178.00
2.4 Project supplies	293.13
2.5 Meetings with stakeholders	261.79
2.6 Printing of indicators / ou	942.00
<b>Total 2. Activities</b>	4,600.33
<b>3. Administration</b>	
3.1 Telecommunication	675.00
3.2 Rent	300.00
3.3 Utilities	112.80
<b>Total 3. Administration</b>	1,087.80
<b>Total -Balkans Trust for Democracy (Indicators4Development)</b>	<b>6,676.33</b>

- **Balkans Trust for Democracy (Enhanced Policy Dialogue)**

<b>Office cost</b>	412.17
<b>Total - Balkans Trust for Democracy (Enhanced Policy Dialogue)</b>	<b>412.17</b>

- **Foundation for Open Society Institute (Indicators4Development)**

<b>B.1. Personnel</b>	
1.1 Project Manager	2,421.01
<b>Total B.1. Personnel</b>	2,421.01

**B.2. Administration**

2.1 Rent	50.00
2.2 Telephone/fax	310.00
2.3 Office Supplies	275.84
2.4 Service and Maintenance	164.25

**Total B.2. Administration** 800.09

**B.3. Contracts, Consultants, an**

3.1 Upgrade/develop portal	2,857.00
3.2 Data/indicators collection	4,318.00
3.4 Training to cross-border pa	312.10

**Total B.3. Contracts, Consultants, an** 7,487.10

**B.4. Travel**

4.1 Travel expenses for the dia	89.50
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**Total B.4. Travel** 89.50

**B.5. Other**

5.1 Dialogue with regional part	320.00
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**Total B.5. Other** 320.00

**Total -Foundation for Open Society Institute (Indicators4Development)** **11,117.70**

• **Think Tank Fund / Open Society Institute (Organizational Development)**

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**B.1. Personnel**

1.1 Executive Director	5,898.00
1.2 Senior Manager	1,343.80
1.3 Communications	1,314.00
1.4 Finance Manager	1,046.42
1.5 Data Analyst	1,161.33

**Total B.1. Personnel** 10,763.55

**B.2. Materials**

2.1 Subscription to research po	279.35
2.5 Printing of D4D notebooks	392.00
<b>Total B.2. Materials</b>	671.35
 <b>B.3. Training and Events</b>	
3.5 Brekafast briefings with st	750.60
3.8 Annual Board Meeting	688.50
3.9 Strategic Planning Retreat	826.90
<b>Total B.3. Training and Events</b>	2,266.00
 <b>B.4. Contracts and Consultants</b>	
4.4 Annual Survey Questions	1,933.00
4.7 Podcasts	250.01
4.8 Website development and int	662.56
4.10 External area expertize Rr	1,947.20
<b>Total B.4. Contracts and Consultants</b>	4,792.77
 <b>B.5. Travel</b>	
5.2 Airfare tickets for board m	2,194.87
5.3 Car travel for one board me	100.00
5.4 Travel costs for strategic	158.40
5.5 Cooperation and coordinatio	391.01
<b>Total B.5. Travel</b>	2,844.28
 <b>B.6. Overhead Costs</b>	
<b>Total - TTF1</b>	23,352.33

- **National Democratic Institute (Conflict Transformation Program)**

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**OFFICE OPERATION COSTS**

**Salaries and Benefits**

1. Program Manager	19,034.76
2. Finance Manager	3,708.00
3.Executive Director	3,480.00
<b>Total Salaries and Benefits</b>	26,222.76

**Office rent and utilities**

a. Rent	1,050.00
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b. Utilities	472.13
<b>Total Office rent and utilities</b>	<u>1,522.13</u>
<b>Office supplies and equipmen</b>	
a. Office supplies	671.78
<b>Total Office supplies and equipmen</b>	<u>671.78</u>
<b>Communications</b>	
a.Ofiice Telephone	647.62
<b>Total Communications</b>	<u>647.62</u>
<b>Office travel costs</b>	
a.Local	194.36
<b>Total Office travel costs</b>	<u>194.36</u>
<b>Total OFFICE OPERATION COSTS</b>	29,258.65
<b>Contractual Services</b>	
<b>a. Contractual labor</b>	
1. Outreach and peer-to- peer	6,206.62
2.Translation	743.67
3.Honoraria/Speaker/	786.94
<b>Total a. Contractual labor</b>	<u>7,737.23</u>
<b>b.Other Contractual Services</b>	
5.Interpretation equipment	180.00
<b>Total b.Other Contractual Services</b>	<u>180.00</u>
<b>Other administrativ costs</b>	
d. Bank Charges	47.25
e. Meetings	48.77
<b>Total Other administrativ costs</b>	<u>96.02</u>
<b>Total Contractual Services</b>	8,013.25
<b>ACTIVITY</b>	
<b>Activity 2</b>	
Participants travel to retreat	432.00
Participants travel	67.65
Lodging	2,300.00
Per Diem	735.50
Refreshments	417.96

Project Supplies	118.50
<b>Total Activity 2</b>	<u>4,071.61</u>
Activity 3	
<b>Staff travel</b>	40.00
<b>Total Activity 3</b>	<u>40.00</u>
Activity 4	
Participants travel	849.80
Staff travel	153.20
Per Diem	1,248.70
Refreshments for follow-up	301.62
<b>Total Activity 4</b>	<u>2,553.32</u>
Activity 5.	
Hall rent for small meetings	315.00
Participants travel	339.40
Staff travel	183.80
Per Diem	445.20
Refreshments for follow-up	31.72
<b>Total Activity 5.</b>	<u>1,315.12</u>
Activity 8	
Hall rent	200.00
Participants travel	276.80
Lodging	2,700.00
Staff travel	157.10
Project Supplies	953.27
Per Diem	880.00
<b>Total Activity 8</b>	<u>5,167.17</u>
<b>Total ACTIVITY</b>	<u>13,147.22</u>
<b>Total - National Democratic Institute (Conflict Transformation Program)</b>	<b>50,419.12</b>

• **Swiss Cooperaiton Office - Kosovo (Policy Papers)**

<b>1. Direct project costs accordi</b>	
1.1 Focus group	732.94
1.2 Policy Papers	3,000.00
1.3 Senior Editing & Expertise	1,110.00
1.4 Public debates	568.30
1.5 Evaluations	660.00
1.6 Final Report & Lessons Lear	534.80
1.7 Collection of Guidelines	882.00
<b>Total 1. Direct project costs accordi</b>	<b>7,488.04</b>
 <b>2. Project personnel costs</b>	
2.1 Project Coordinator	4,174.69
<b>Total 2. Project personnel costs</b>	<b>4,174.69</b>
 <b>3. General admin costs</b>	
3.1 Admin costs	1,029.13
<b>Total 3. General admin costs</b>	<b>1,029.13</b>
<b>Total -Swiss Cooperaiton Office - Kosovo (Policy Papers)</b>	<b>12,691.86</b>

**Olof Palme International Center (Membership groups)**

<b>1.0 Travel</b>	571.29
<b>2.0 Food</b>	4,696.35
<b>3.0 Conference Room</b>	1,304.00
<b>4.0 Translation</b>	1,142.65
<b>5.0 Expert</b>	4,571.32
<b>6.0 Materials</b>	1,979.74
<b>7.0 Information</b>	105.00
<b>8.0 PM</b>	16,727.81
<b>9.0 Admin</b>	
Rent	1,000.00
Telecommunications	860.55
Operat Costs (Office Supplies)	1,773.75
Utilities	1,188.74
Bank Fees	92.56
<b>Total 9.0 Admin</b>	<b>4,915.60</b>
<b>Total -Olof Palme International Center (Membership groups)</b>	<b>36,013.76</b>



• **Swiss Federal Department for Foreign Affairs (Election Adjudication)**

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**1. Personnel**

1.1 Program Manager	13,730.77
1.2 Chief Analyst	9,130.23
1.3 Finance Officer	1,328.62

**Total 1. Personnel** 24,189.62

**2. Contractual Services**

2.4 Intern	857.51
2.6 Web Maintenance	596.04

**Total 2. Contractual Services** 1,453.55

**3. Activities**

3.1 Case Observation	3,856.96
3.2 Workshops (Working Group)	1,919.20
3.3 Events/Roundtables	418.00
3.4 Meetings	109.60
3.5 Focus Group	700.00
3.7 Legal Support	4,984.25
3.8 Outreach (media/civil socie	800.00
3.11 Translation	3,590.22
3.13 Local Transport	169.79
3.14 Travel	227.64
3.15 Publications	4,955.72
3.16 Newspapers	447.70

**Total 3. Activities** 22,179.08

**4. Administration**

4.1 Office Rent	1,100.00
4.2 Internet	434.00
4.3 Telephone	1,022.00
4.4 Overhead @ 3%	1,356.77

**Total 4. Administration** 3,912.77

**Total Swiss Federal Department for Foreign Affairs (Election Adjudication)** **51,735.02**

• **United Kingdom Embassy (New Generation of Women Leaders)**

Forum Supporting Activities	1,774.44
Thematic discussions	1,725.30
conference/seminars	520.00
Project Coordinator	1,803.00
Project Assistant	380.00
Office management costs	777.23
Accountant	340.75
<b>Total -United Kingdom Embassy (New Generation of Women Leaders)</b>	<b>7,320.72</b>

• **Embassy of the Kingdom of Netherlands (Elections Trends)**

1.1 Project Manager	700.00
1.2 Chief Analyst	700.00
1.3 Research Assistants	644.52
1.4 Publications (lay-out)	1,239.10
1.5 Publications (print)	2,100.00
1.6 Translation	1,210.00
1.7 Paper launch	496.50
1.8 Administration	272.52
<b>Total - Embassy of the Kingdom of Netherlands (Elections Trends)</b>	<b>7,362.64</b>

**Other**

	240.00
Other	550.00

<b>Total Other</b>	<b>790.00</b>
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<b>Total Expense</b>	<b>244,006.63</b>
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