



**Advocacy Center**  
for **Democratic Culture**



# СТРАТЕГИЈА | STRATEGY | STRATEGJI 2021 - 2025

ЗАСТУПАЊЕ ADVOCATING NDRYSHIMET  
ПРОМЕНА ЗА CHANGES FOR AVOKUESE PËR  
БОЉЕ ДРУШТВО BETTER SOCIETY SHOQËRIMË TË MIRË

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## 1. Preface

The political and social situation in the north of Kosovo, aligned with the insufficiently developed legal system and problems related to ensuring the rule of law, served as the greatest inspiration for launching various activities of our organization. At the same time, these activities were a response to the identified needs of local communities in the Mitrovica region and throughout Kosovo. Initially, we engaged in a wide range of activities and profiled the organization with a focus on the rule of law.

To define the best course of action, a strategy development process has been initiated. The strategic planning process was an exercise aimed at highlighting the identity of the organization and emphasizing the framework of action based on this identity. During this exercise, in which all ACDC staff participated, all aspects of the work, from the founding of the organization until now, were analyzed. Looking back, at what we have accomplished, makes us proud of the work in which we have invested and it gives us further encouragement to strongly continue. This process helps us in dealing with current and potential future challenges as well as finding ways to deal with them head-on.

According to the new strategic commitment, community and young people are in the spotlight of ACDC, which will be in position as a mediator in ensuring genuine participation of citizens in decision-making processes. This document is redefining the vision, mission, and values of ACDC, reflecting on a ten-year work and strategic commitment for upcoming years. Understandably, the political, social, and economic impulse is a potential determinant of our future program. However, the organization intends to merge and manage existing and new resources in order to make communication between the community and local government easier in the northern municipalities of Kosovo.

## 2. Who we are

Advocacy Center for Democratic Culture - ACDC is a nongovernmental organization founded and registered in December of 2011. It was founded by a group of enthusiasts - civil society activists with long-lasting experience in project managing from different communities in the north of Kosovo.

The purpose of the organization is to support civil activism in the Mitrovica region and all-around Kosovo through organizing educational and cultural activities as well as improving the social life of citizens regardless of age. The organization's work was based on the population's needs from different communities that live in Kosovo.

## 3. How we work

ACDC promotes social activism, mobilization of citizens in public debates, and promotion of sustainable cooperation between the central, local governments, and the community in the process of strengthening the rule of law, democracy, government transparency, interethnic collaboration, education, and work with young people. The organization is committed to developing its activity in achieving an inclusive society in which no one is discriminated against by age, gender, social status, ethnicity, and religion. For this purpose, ACDC participates in community development through training, seminars, and support to different civic initiatives in democratic processes with an emphasis on including vulnerable groups and youth.

Our activities are directed on strengthening democratic culture and dialogue, significantly improving social policy, identification and promotion of citizens' interests, establishing effective mechanisms that would enable civil society organizations to monitor the accountability of local authorities and institutions, creating opportunities for free intercultural exchange, increasing transparency of municipalities and other institutions, fighting corruption, improving the position of young people in northern municipalities, human rights education and finally, due to the pandemic, we are raising awareness about the protection and prevention of the Covid-19 virus.

ACDC's working strategy for the implementation of its programs includes:

- ♣ Counseling services and technical assistance,
- ♣ Capacity building,
- ♣ Advocacy,
- ♣ Research and information,
- ♣ Public, political, and media awareness-raising,
- ♣ Networking and partnership,

- ♣ Involvement of citizens from all communities in decision-making processes,
- ♣ Evaluation and monitoring,
- ♣ Volunteerism,
- ♣ Work with youth,
- ♣ Education.

With over ten years of experience in these areas, ACDC intends to remain as one of the best examples of an organization in the north.

## 4. Vision, Mission, and Values

With its achievements for the past ten years, ACDC has gained credibility among similar organizations in resolving problems for inhabitants of North Mitrovica and in the remaining three municipalities. From the very beginning, we have been guided by programs based on the needs of the citizens and motivated by previous successes ACDC will continue with additional intensity, directed by the strategy 2021 - 2025. The strategy will cover a period of five years and it will show what the organization wants to achieve (vision), how (mission), and what will be our guide (values) through specific goals and tasks which will be incorporated in future programs of the organization. This course is outlined below:

### 4.1 Our vision

The vision of ACDC is to remain a driving force for creating safe environments guided by the rule of law, where responsible institutions and strong civil society will cooperate in developing democratic culture and in that way contribute to societal resilience, where an understanding of difference and equal rights for everyone exists.

### 4.2 Our mission

ACDC is committed to active citizenship and remodeling of the surrounding based on the rule of law and democratic institution through the promotion of organization in all of the communities, to improve the rule of law and enhance life quality of the Mitrovica citizens and beyond.

### 4.3 Values

ACDC is guided by the fundamental values that characterize every aspect of our work, and we are committed to their development in our activities:

- ♣ **Responsibility and transparency** – Conducted activities, funding source, annual financial report, and audit report are all open to the public and transparent. We are fulfilling our duties on the highest level of ethical conduct, and we are responsible to the public, donors, and our partners.
- ♣ **Inclusiveness** – We respect people, and we are putting them in the center of our work, we appreciate the variety of people and ideas, and we are committed to equality. We are promoting fair treatment for everyone and equal possibilities for endangered groups to be active participants in remodeling the democratic future of our city and beyond.
- ♣ **Cooperation and partnership** - We are determined to create cooperation and relationships with other organizations and individuals with whom we share common values and objectives. We promote effective partnerships based on the exchange of information, knowledge, and experience.
- ♣ **Competence and professionalism** – ACDC is dedicated to quality and competence in its work. We continuously strive to develop and improve the knowledge and competence of our staff to provide an innovative and effective approach to the challenges that we are facing.
- ♣ **Objectivity and impartiality** - Given that we operate under difficult political, social, and economic circumstances, we are determined to be objective and impartial, which makes us unique and just in an actual diverse cultural and ethnic environment.
- ♣ **Confidentiality and Trust** - ACDC, with its commitment, manifests reliability and thus aims to gain trust in society.

## 5. Strategic goals and objectives

The ACDC strategy is built on five strategic goals, in terms of organizational development, and in terms of the scope of interests that will be reflected in the organization's programs. Each goal has tasks that describe in detail how it will achieve the vision and mission of the ACDC, specifically:

### Goals related to organizational development

#### 5.1 Strategic goal no.1 – Increase the sustainability of the organization by using its resources

- ♣ **Objective 1.1** – Increase the possibilities of the organization by enhancing the knowledge of its staff in terms of designing the project proposals and conducting research analyses.
- ♣ **Objective 1.2** – Ensure an adequate permanent space (room for meetings and training) for continuous developing activities of the organization.
- ♣ **Objective 1.3** – Ensure institutional grants for a period covered by the strategy to develop sustainable projects and new programs within the scope of the organization.

#### 5.2 Strategic goal no.2 – Encouraging and advocating for sustainable cooperation between local/central governments and community in decision-making processes and in strengthening the rule of law to improve the lives of citizens as well as reducing corruption on a local and regional level

- ♣ **Objective 2.1** – Increasing the possibilities for interaction with citizens to raise awareness and to promote civic activism and mobilization.
- ♣ **Objective 2.2** – Enhance interaction with the institution on a local and central level to secure sustainable relations between citizens and institutions.
- ♣ **Objective 2.3** - Extend and strengthen networking with local and international civil society organizations
- ♣ **Objective 2.4** - Increase influence and the credibility of ACDC through effective communication with various groups to identify and ultimately meet their needs.
- ♣ **Objective 2.5** – Improve the work of courts and other institutions through training for the employee but also prepare the ones that will be employed in courts.
- ♣ **Objective 2.6** – Cooperation with Ombudsperson and Free Legal Aid Clinic. Development of the Action plan for fighting corruption and Coordination mechanism which will function in north Kosovo.

#### 5.3 Strategic goal no.3 – Efficient managing of human and technological resources

- ♣ **Objective 3.1** – Optimization of resources, organizational structure, and responsibilities within the organization.
- ♣ **Objective 3.2** - Improving programs and engagement, ensuring efficient management of the organization and programs, successfully fulfilling the mission of the organization.
- ♣ **Objective 3.3** - To manage efficiently the finances, fundraising capacities, and ensuring sustainability.

#### 5.4 Strategic goal no. 4 - Youth empowerment

- ♣ **Objective 4.1** - Networking of young people, as well as marginalized groups, through cooperation with the Local Youth Action Council (LYAC) and the formation of youth forums that will connect the inhabitants of the north with the rest of Kosovo.
- ♣ **Objective 4.2** - Improving the position of young people in society. The "Human Rights School" program, where young people will have the opportunity to expand their knowledge on the topic of human rights. Educating young people about public institutions and establishments functioning, as well as the development of particular skills. Support young people through grant programs to launch new and modern conceptual projects

♣ **Objective 4.3** - Work with young lawyers, practical preparation for work in institutions, and taking the bar exam.

♣ **Objective 4.4** - Working with young writers and strengthening intercultural dialogue.

5.5 Strategic goal no. 5 - Support and implementation of programs to combat the consequences of the COVID19 pandemic

♣ **Objective 5.1** - Assistance to economically disadvantaged families and individuals of all communities in North Mitrovica in the form of packages with medical, chemical, and food supplies. Assess the impact of the pandemic on business in the region of northern Kosovo, especially women.

**5.1 Strategic goal no. 1** – Increase the sustainability of the organization by capitalizing on its values

ACDC strives to remain one of the best examples of an organization with credibility in the community, public institutions in Mitrovica, and other municipalities and at the same time serve as a bridge between them. So far, ACDC, through the involvement of citizens, intellectuals, journalists, and other stakeholders, has managed to solve many problems in the community and had an impact on various processes at all levels. ACDC will continue its cooperation with citizens and increase the interaction of citizens both among themselves and with state bodies, public and private sector to achieve the elementary goals. The goal is to increase the influence of citizens through the development of successful models of citizen mobilization. To achieve this goal, ACDC must fulfill the following tasks:

**5.1.1 Objective 1.1** - Increasing the organization's ability to improve the knowledge of its staff in terms of writing project proposals and analyzing the conducted research

Based on the organization's regulations, ACDC offers opportunities to use all available human and business resources to generate projects, but at this time, in the organization, not all members can write project proposals, therefore several staff members need to be trained in creating projects. The same case is with the analysis of research conducted by ACDC, so it is also necessary to build research skills and data processing skills, qualitative and quantitative. Over the past years, the ACDC has profiled itself in specific areas such as the rule of law, the fight against corruption, human rights, democratization, transparency of institutions, education, and youth work.

In the coming years, the organization will continue to engage in raising competencies and professional capacity through training programs for existing staff and hiring external experts for a certain period. Increased expertise will be one of the fundamental commitments of the organization on its way to remaining one of the leading organizations in Mitrovica and beyond.

**5.1.2 Objective 1.2** - Provide adequate permanent space (meeting and training space) for the continuous development of the organization's activities

The lack of space for organizing meetings prevents the development of activities consistently and in the long run, and therefore the ACDC aims to find funds to provide such space.

**5.1.3 Objective 1.3** - To ensure institutional grants for the period covered by the strategy in order to develop sustainable projects within the organization

ACDC seeks to apply for institutional grants in order to strengthen the organization and develop consistent activities in relevant areas of interest.

**5.2 Strategic goal no. 2** –Encouraging and advocating for the creation of sustainable cooperation between local/central authorities and communities in the decision-making process and strengthening the rule of law in order to improve the lives of citizens.

ACDC has managed to achieve cooperation in some areas between communities and municipal authorities in northern Kosovo but seeks to ensure that further activities result in a platform for cooperation that will ensure consistent community involvement in decision-making processes and strengthen the rule of law at central and local levels. In addition, the ACDC aims to geographically expand its activities to other parts of Kosovo, as the areas of the rule of law and the issue of youth are top priorities for both central and local authorities.

**5.2.1 Objective 2.1** - To increase opportunities for interaction with citizens in order to raise awareness and promote civic activism and mobilization.

ACDC has so far developed very successful activities, managed to achieve sufficient influence at the local level, and enjoys the support of citizens of different groups, which resulted in a much stronger ACDC

motivated to further deepen cooperation and interaction with citizens by focusing on community initiatives, volunteering structure, enabling citizens to self-organize, etc.

One of the key obligations of the organization will be to facilitate communication between citizens and institutions. ACDC will use all links with community groups to promote citizen action by providing adequate instruments and platforms for activism. Along with promoting active citizenship, the organization will work with all relevant institutions (including the central level) to design and implement public policies, ensuring that these policies consider the needs and requirements of citizens and that citizens are active in the decision-making process.

**5.2.2 Objective 2.2** - Interact with institutions at the local and central levels to ensure appropriate relations between citizens and institutions.

ACDC, in cooperation with its strategic partners, has managed to establish multi-year cooperation with municipalities in northern Kosovo, supporting municipal activities regarding the implementation of the rule of law, monitoring the work of local self-government and other relevant institutions that lack the capacity to implement all laws. At the central level, he has been a member of the Advisory Council for Communities at the Office of the President of Kosovo since July 2014 and a member of the Inter-Ministerial Working Group for Dealing with the Past and Reconciliation since 2012.

In the coming years, ACDC will continue its engagement in the field of support and will remain an active critic of various processes in order to strengthen oversight of local and central government policy.

**5.2.3 Objective 2.3** - Expand and strengthen networking with local and international civil society organizations.

Since its inception, the ACDC has collaborated with other civil society organizations that share common values and goals. In this sense, since the beginning of 2013, ACDC has become a local partner of CSSP to the Berlin Center for Integrative Mediation in the project "Mediation Center in Mitrovica", which provides mediation services to citizens and legal entities. Since May 2014, ACDC has become a member of Democracy in Action, founded by the Kosovo Democratic Institute (KDI), which in partnership with us monitors the parliamentary elections in northern Kosovo and launched a public campaign aimed at improving citizen participation in elections. In addition, the ACDC is a member of the Conflict Prevention Forum established in early 2013 and composed of seven (7) civil society organizations from northern Kosovo.

Over the next five years, ACDC will seek to strengthen its network by enriching its activities with different civil society organizations working in the same areas of interest and more open in finding innovative ways to communicate in networking in Kosovo and beyond. Moreover, the establishment of effective mechanisms that will enable civil society organizations to monitor the accountability of local authorities and institutions will be the focus of the organization.

**5.2.4 Objective 2.4** - Increase the impact and credibility of ACDC through effective communication with different groups to identify their needs

Through cooperation and communication with various groups in the community, ACDC has gained credibility in municipalities, civil society, the community, among minorities, schools, and colleges, especially among law students, women's groups, the police, etc. Undisputed evidence of success are already implemented projects<sup>1</sup>.

With increased commitment, ACDC will continue to identify community needs using all means and promoting sustainable communication. In this regard, the organization will develop a platform through which will provide concrete actions for the work and legitimacy of the organization's development towards social groups, civil society, media, public authorities, and other relevant parties.

**5.2.5 Objective 2.5** - Improve the work of courts and other institutions through employee training, but also prepare those who will become so.

We take cooperation with the established courts in the north of Kosovo very seriously and we have implemented several projects to improve the work of institutions. With the help of the UNMIK administration, we have solved the problem of interpreters in the courts and thus facilitated the resolution of court disputes. The newly formed courts in northern Kosovo had a shortage of interpreters and staff to deal with already accumulated cases. To solve the existing problems, ACDC designed the project and diligently followed the training of translators and support staff. The ACDC will continue to monitor the work and needs of the legislatures and will provide wholehearted support in addressing them.

**5.2.6 Objective 2.6** - Cooperation with the Ombudsman and the Office for Free Legal Aid. Development of an anti-corruption action plan and a Coordination Mechanism that will operate in northern Kosovo.

<sup>1</sup> "Strengthening the rule of law through education and cooperation of the law students", "Empowering students and active citizens in launching initiatives to improve society and create local policies", "Informing citizens about the agreement on judicial integration", "Empowering women through raising awareness of property women's rights", "Civic Inclusion in Monitoring the Implementation of the Agreement on Justice Integration", "Increasing Youth Employment in Northern Kosovo", "Mitrovica Mediation Center (MCM) Strengthening Cooperation between Kosovo Albanians and Kosovo Serbian Young Lawyers", "International Roma Day", "Mitrovica Mediation Center (MCM)", "Strengthening Cooperation between Kosovo Albanians and Kosovo Serbs"

With the help of partner organizations, we helped establish the Free Legal Aid Office, which is a response to the needs of all citizens of the northern part of Kosovo. The office operates in the territories of 4 municipalities and ACDC will in the coming period try to facilitate its functioning and will continue to support its work so that all citizens still have access to the necessary legal assistance. We have established cooperation with the Office of the Protector of Citizens and have been actively participating in its promotion since its establishment in the north of Kosovo. In addition, the ombudsman is involved in several ACDC projects that aim to demonstrate existing mechanisms and facilitate access to information of public importance, making society more resistant to corruption and the work of institutions more transparent. With the cooperation of the two mentioned institutions and local self-governments, ACDC is actively working on the development of the Action Plan for the fight against corruption and the establishment of the Coordination Mechanism for the fight against corruption in northern Kosovo in order to turn the fight against corruption for the benefit of all citizens. In addition, the ACDC supports the drafting of a law on "whistleblowers" that will protect citizens who point out illegal actions.

### **5.3 Strategic goal no. 3 - Efficient management of human and technological resources**

The framework for the effective management of ACDC's human and technological resources is set out in the Rules and Regulations, a document detailing the rules and procedures applicable to all ACDC employees as well as the financial policies and procedures which all of the employees in the organization must comply with. ACDC undertakes that the efficiency of the organization will be realized through the process of resource optimization, which will affect the organizational structure and the scope of responsibilities within the organization. Among the basic directions of this strategic goal will be to move forward with programs through increased engagement, ensuring efficient management of the organization and programs, successful fulfillment of the organization's mission and financial management that will bring fundraising capacity and ensure long-term sustainability.

#### **5.3.1 Objective 3.1 - Optimization of resources, organizational structure, and alignment of responsibilities within the organization**

Optimizing the organization's existing resources will be the first step towards effective human and technological resources management. In this regard, the organization will update the task description for all ACDC members who need to adapt to possible changes and review the internal allocation of responsibilities and more adequate capacity allocations. ACDC will continue to work with experts from various fields to achieve the goals of the organization.

#### **5.3.2 Objective 3.2 - To improve programs and engagement, ensuring efficient management of the organization and programs, successfully fulfilling the organization's mission.**

All projects, initiatives, and actions will be designed and implemented considering the needs of the population covered by the goals of the organization. Accordingly, the review and evaluation of actions, during the process of implementation of activities, will be conducted in order to maintain and ensure that they contribute to meeting the objectives of the organization.

This requires regular updating of the organization's strategy and an ongoing process of documenting work, impact, results, and meeting the strategic goals defined in this document.

#### **5.3.3 Objective 3.3 - Effective financial management, capacity building of staff to find new opportunities for financing projects of interest to citizens, and ensuring the sustainability of the organization**

Part of the resource optimization process will be an integral part of the financial management of the organization. Through the evaluation and revision of resources in this component, we aim at more efficient financial management and capacity building in fundraising that will be led to a longer institutional and monetary sustainability of the organization. In addition to the general position, ACDC has a fundraising strategy for staff and organization, embedded in the document "Rules and Regulations".

The ACDC intends to harness the credibility gained to influence and ensure a more balanced allocation of donor funds to achievement-based civil society organizations and the sensitivity of activities.

### **5.4 Strategic goal no. 4 - Youth empowerment**

We put the problems of young people at the very top of our priorities by understanding the situation in which they find themselves in a multiethnic environment. We are committed to improving cooperation between young people from all communities in Kosovo, their training in various fields, and the development of opportunities for business initiatives. We need to include young people as bearers of future events in Kosovo in the work of all institutions with the aim of better development of the entire society.

**5.4.1 Objective 4.1** - Networking of young people, as well as marginalized groups through youth councils, groups, and forums from the north and the rest of Kosovo

We connect young people from different communities and groups in Kosovo with the support of local youth councils and youth organizations whose strengthening we wholeheartedly advocate. ACDC has coordinated the establishment of Local Youth Action Councils in the municipalities in the north, and in the coming period, we will strive to connect these organizations in youth forums and provide them with the necessary support. In the coming period, ACDC will continue to help to connect young people through meetings and conferences where they will have the opportunity to present all the problems and differences, social, cultural, and geographical, to overcome them.

**5.4.2 Objective 4.2** - Improvement of the position of young people in society. The "Human Rights School" program, where young people will have the opportunity to expand their knowledge on the topic of human rights. Education of youngsters about the function of public institutions, and establishments, and the development of particular skills. Supporting young people through grant funds to launch their conceptual projects.

The "Human Rights School" program was developed with the support of a partner organization and aimed to train young people about all the rights we should all have, regardless of race, religion, or nation, and how to exercise them. Dozens of young people have gone through this program and ACDC will do its best to make this program one of the regular activities of ACDC, to train as many people as possible, and to educate as many young people as possible on this important topic. The plan for the next period is for the people who have passed the training to get another level of knowledge and to become lecturers on this topic. Since we have put the needs of young people at the very top of our priorities, we have developed several projects intending to introduce young people to the way public institutions, local and central, work. In addition, we are developing a training program for young people in which they will have the opportunity to be trained in some of the skills needed to work in the civil sector, but for further development (project writing, public speaking skills, analysis, etc.). In addition, we are working with a partner organization (CDF) on a project that will support young people through grant loans so that young people can realize their business and creative ideas. In this way, we want to support young people in realizing their ideas and create the job they want.

**5.4.3 Objective 4.3** - Work with young lawyers, practical preparation for work in institutions.

As the problem of judicial integration is a problem that is not easy to solve, we decided to take the initiative in this area. We have included young lawyers from the north of Kosovo in the internship program to show them the diversity of the system and prepare them for work in institutions. The program began at ACDC and later continued in courts and prosecutors' offices and included familiarization with Kosovo law, the functioning of courts and prosecutors' offices, and trial simulation exercises where young lawyers had the opportunity to try out the roles of judges, prosecutors, and lawyers. This program is already yielding results, and several dozen young people have continued their work in courts and prosecutors' offices, and our goal is to continue this cooperation in order to facilitate their adjustment period and prepare them for future challenges and thus facilitate the integration of the judiciary. With this approach, we have managed to overcome differences in systems and prepare young people for the bar exam and work in Kosovo institutions.

**5.4.4 Objective 4.4** - Work with young writers and strengthening intercultural dialogue.

ACDC deeply believes that culture is of utmost importance for connecting young people, and with this project, we have connected young writers from all communities and groups in Kosovo to exchange ideas and inspire each other for future works. We plan to make this project one of the regular activities because it is proven to be fruitful cooperation between young people from different communities.

**5.5 Strategic goal no. 5** – Dealing with COVID 19

The new situation affected the entire region, and ACDC adapted to the newly formed circumstances. We complied with all the prescribed measures and functioned accordingly. Due to the general closure, we noticed the need of a certain group of people for help, and we helped them to overcome the current situation.

**5.5.1 Objective 5.1** - Assistance to economically disadvantaged families and individuals of all communities in North Mitrovica in the form of packages with medical, chemical, and food supplies.

We have implemented a project called "United Against Pandemic" with partner organizations. The goal was to provide the necessary assistance to vulnerable families and individuals due to the situation. Packages of medical, food, and chemical content were distributed in the territory of northern Kosovo. In addition, we conducted extensive research on how the pandemic affected the work of people from northern Kosovo, especially women. We believe that united we will overcome the difficulties that have arisen and that the continuation of these projects will not be necessary for the future.

## **6. Programs of the Organization**

ACDC's primary areas of interest are the rule of law, youth empowerment, democracy, transparency of government, interethnic cooperation, and education. The NGO ACDC is particularly focused on contributing to the building of an efficient rule of law system in northern Kosovo and its integration into the Kosovo justice system, but no less importance is given to other programs. Consequently, our future programs and activities will be in line with these interests, while based on fundamental values such as the rule of democratic principles, full neutrality, work with young people, cooperation with public institutions and civic groups, promoting democracy ACDC will continue cooperation with institutions, similar in nature to local, regional, and international ones.

### **6.1 Rule of Law Program**

This program has in the past monitored and will continue to monitor the implementation of the Brussels Agreement in the field of rule of law. This mainly concerned the Access to Justice Agreement, which supports the implementation of Kosovo legislation and the functioning of a unified judicial system in northern Kosovo, and the establishment of the Basic Court and the Basic Prosecutor's Office in the Mitrovica region under the Law on Kosovo Courts, as well as the integration of Serbian judges and prosecutors into the judicial system of Kosovo. We continue to work on this program, although the bodies have formed, we believe that it is important to monitor their work and point out potential shortcomings to improve the overall functioning of the judicial system. We understand our share in the establishment of the Office for Free Legal Aid as a great success, but also as an obligation, and we will continue to provide all possible support so that this institution can continue to operate smoothly in the north of Kosovo. ACDC believes that this is an institution of importance for all citizens like all others, and we want to include it in further work and cooperation.

Strengthening the rule of law will remain one of the most important programs of this organization in the years to come, and it will be a trademark of ACDC compared to other civil society organizations. ACDC will continue to promote civic activism and the process of raising legal culture to improve the lives of citizens of the Mitrovica region and beyond.

### **6.2 Program on Democracy**

By applying democratic principles in its project activities<sup>23</sup>, ACDC strives to influence the development of democratic culture and dialogue, significantly improve social policies by promoting civic engagement in policy-making at the local level, strengthening the role of civil society, identifying and promoting the interests of citizens, establishing effective mechanisms that will enable organizations of civil society to monitor the accountability of local authorities and institutions. The current situation in the Mitrovica region still has much to do in terms of democracy and therefore ACDC will continue with an even greater commitment to promote democratic principles as universal values in the coming period and to continuously work to create a democratic society as a working reality in the region and beyond.

### **6.3 Program on Transparent governance**

ACDC, through "Civil Society for Transparent Governance in Northern Kosovo", a project aimed at encouraging good governance at the local level in northern Kosovo by increasing the transparency of local governments, held training for civil society organizations from northern Kosovo to build capacity for monitoring and reporting on local government transparency and anti-corruption, establishing a Forum for Transparency of Civil Society with (8) civil society organizations from northern Kosovo, training for representatives of local governments and civil society organizations on transparent governance, reporting on transparency/corruption index, establishing Anti-Corruption Forum, by developing local anti-corruption plans and raising awareness about anti-corruption and the importance of transparent governance, through public campaigns and promotional activities, public media campaigns, managed to raise awareness and knowledge about transparent governance at the local level. All this would not be possible without the cooperation with the Anti-Corruption Agency, the Ombudsman Institution and the municipalities in the northern part of Kosovo defined through the Memorandum of Cooperation. Undisputed evidence of this success are the projects realized so far. ACDC will use the achievements so far in terms of mechanisms, instruments, and partners to influence transparent governance on a daily basis and not as a one-off event. The ACDC will continue to further promote the principles of transparency in any future activity over five years as well as be part of the "Civil Society Transparency Forum", and will play an observer role in overseeing the work of municipal and central authorities. In addition, the ACDC is a member of the Democracy in Action Working Group, which is made up of NGOs from all over Kosovo and monitors elections in Kosovo.

2 "Justice and People in Northern Kosovo", "Citizen Participation in Monitoring the Implementation of the Agreement on Justice Integration", "Monitoring of Judicial Reforms in Northern Kosovo", "Mitrovica Mediation Project Center", Raising Awareness and Citizen Participation in the Judicial System, "Strengthening rule of law in northern Kosovo through education and cooperation of law students", "Strengthening cooperation between Kosovo Albanians and Kosovo Serb young lawyers", "Empowering women through improved awareness of women's property rights" conference "Raising awareness of citizens of the Justice Sector Agreement"

3 "Civil society for transparent governance in northern Kosovo", "anti-corruption campaign in northern Kosovo"

The area for which the ACDC is in charge is in the north of Kosovo and the task is to monitor the election campaign, the voting process itself as well as announcing the results. All types of elections, both local and parliamentary, are monitored, and the ACDC takes its responsibilities seriously and reports diligently on the situation at polling stations, party headquarters, and campaign venues. Recognizing the complexity of the political situation in Kosovo, the ACDC will continue its work and monitor all electoral processes in the future.

#### **6.4 Interethnic cooperation program**

ACDC has developed projects that encourage multiethnic cooperation by looking at ethnic diversity as an advantage of Mitrovica society and the region. In this regard, ACDC has developed projects to "strengthen the cooperation of young Kosovo Albanian and Kosovo Serb lawyers" which aimed to improve the networking of young lawyers from different communities in Kosovo, promoting the importance of cooperation. In addition, the ACDC developed the "International Roma Day" project, which had social and educational consequences. ACDC aims to include ethnic cooperation as a key component in the organization's strategy to enrich other programs and strengthen democratic values in the society of the Mitrovica region. In addition to these activities, we direct most of our projects in an interethnic context and try to improve cooperation both in terms of youth and business cooperation. In the last 10 years, we have had a lot of joint projects with partners from the majority community in Kosovo, so we are trying to transfer that to the beneficiaries of our activities and training. We deeply believe and advocate that the cooperation of all communities in Kosovo can and will contribute to a better life for all citizens. Regarding the region, we have had a lot of successful cooperation and we plan to continue and expand that cooperation both on the territory and outside the borders of Kosovo.

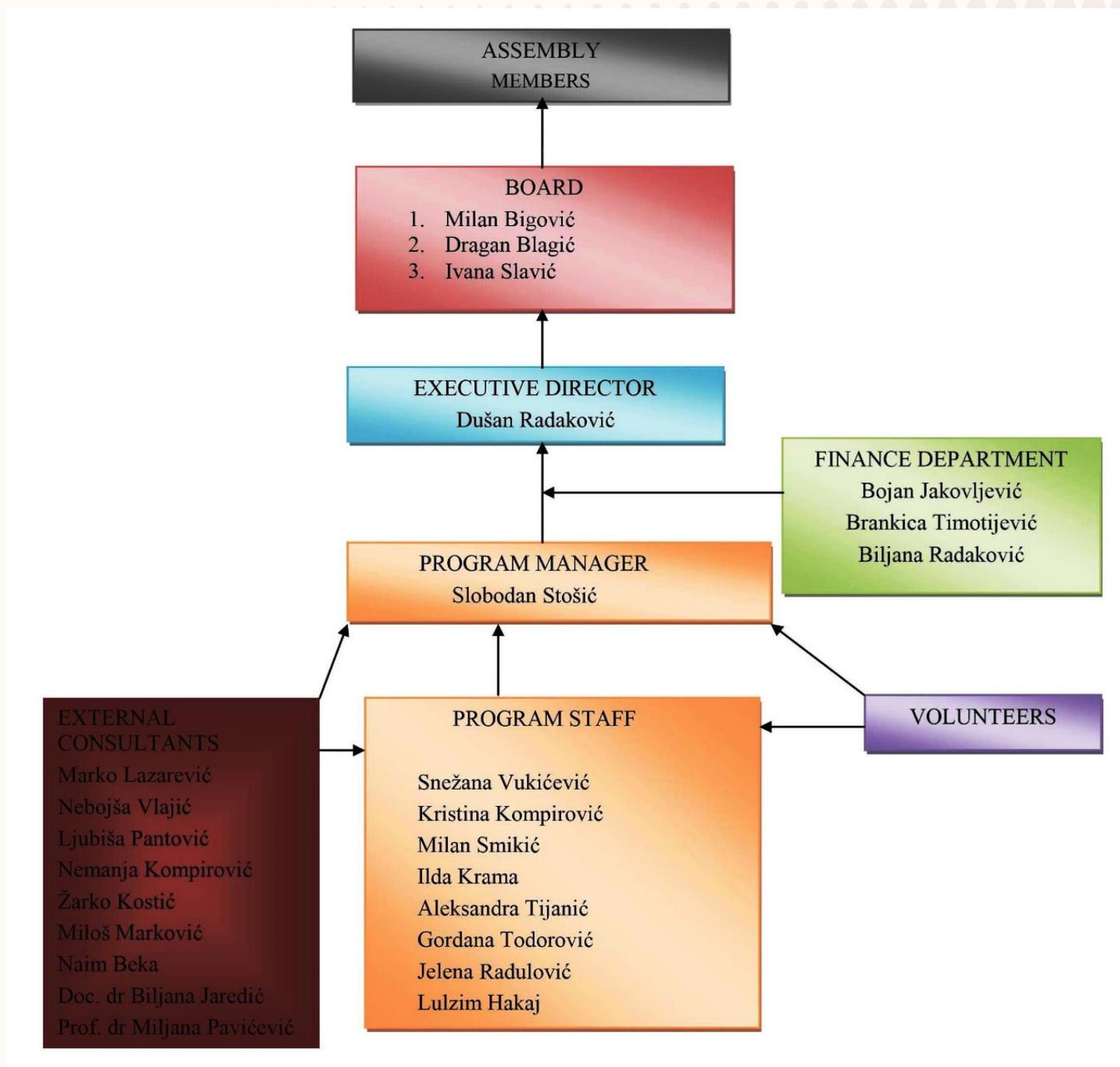
#### **6.5 Education program**

ACDC, developed project<sup>4</sup>, ideas applied research, training, debates, internships in its educational programs to build and prepare the capacity of young people for the labor market. The main focuses are on training law students and young lawyers from the north of Kosovo on the legal system and Kosovo legal practice, as well as training young people in new skills that they will need for further development. For the implementation of these projects, ACDC had the support of legal experts, court institutions, the Faculty of Law, local and international experts. A very important segment in the education program is the Human Rights School. This project is implemented with the support of the Community Development Fund (CDF) and aims to raise awareness and knowledge of young people about human rights. The ACDC plans to make the Human Rights School one of the organization's ongoing activities so that as many people as possible receive training. In addition, the plan is for young people to continue their training in the field of human rights after graduating from the School and eventually become lecturers at the School of Human Rights. In that way, they will be able to pass on the acquired knowledge to the generations to come.

ACDC will continue this practice in the future by implementing various programs to build the capacity of local authorities, civil society organizations, and youth in priority areas, designed to respond to the local and regional needs of all communities.

4 "Affirmation of Cultural Resources in Mitrovica"; "Increasing Youth Employment in Northern Kosovo"; "Strengthening THR Rule of Law in Northern Kosovo through Education and Cooperation of Law Students"; "Organizational Capacity Building of USAID / ACT CSO Scholars"

## 7. Organizational structure



## 8. Strategic partners

ACDC has signed memoranda with the Anticorruption Agency, Ombudsman Institution, Faculty of International Business in Mitrovica, Public International Law and Policy Group (PILPG), BIRN, CSSP Berlin Center for Integrative Mediation, in order to continue with the activities in defined programs. Furthermore, being part of the "Transparency Civil Society Forum" helped the organization to expand the network of associates/partners and facilitate the enlargement of the geographical scope of Organizational activities.

Whereas in terms of financial support, ACDC is grateful to USAID/ATRC, British Embassy in Pristine, US Embassy in Kosovo, National Endowment for Democracy (NED), Swiss Cooperation Office Kosovo (SCOK), US State Department, KFOS- SOROS Foundation, Community Development Fond – CDF, Foundation (KCSF) without whom could not be possible to achieve the objectives of the projects. Therefore, ACDC believes that the achieved results will be evidence and reference to provide further support for the ongoing implementation of the Strategy.

## **8. Financial management**

ACDC will be using this strategy to increase fundraising programs/activities and find resources to implement them. The main donors that are operating in Kosovo are oriented toward supporting local strategies of civil society that are in line with government priorities/goals, which have objectives aligned with the EU policies, contributing to the process of EU accession process. Recently, project support programs by the international community have been reduced, priorities have changed based on the needs on the central and local level, therefore, ACDC should practice new tools and mechanisms to ensure co-financing projects by providing consultancy services to the institutions or NGO'S dealing with the rule of law. In addition, ACDC will promote and demonstrated volunteerism as a guiding principle in the implementation of activities. As regards the financial management of the organization, ACDC has a financial department consisting of two persons who are guided by financial regulations which are incorporated within the "Rule and Regulations" manual.

## **9. Monitoring and evaluation**

The ACDC's Strategy covers the period 2021-2025. This strategy is developed through a participatory planning process that involved the staff of our organization at the executive, advisory, programmatic and financial levels. It contains five strategic goals, seventeen objectives, and six programs in which the organization will focus its activities.

Monitoring and evaluating the progress of the strategy will be discussed by the organization's board in a continuous to assess the accomplishment of the objectives based on success indicators which will be defined on the project basis.

The strategy document will serve as a baseline and the progress will be measured against it. Since most of the activities/programs will be supported by donors, obliges ACDC to report on achievements for each activity supported by the relevant donor.

The board of organization will review the strategy at the end of each calendar year during which the obstacles in the implementation process of the strategy will be identified with the purpose of finding ways to overcome them.

# Annex 1.

## SWOT

|          |                                    | Strength  | Weaknesses   |
|----------|------------------------------------|---|--|
| Internal |                                    | Fully equipped workrooms (computers, scanners, printers, video projector)                             | Lack of strategic planning<br>Lack of training space (hall)  |
|          |                                    | Harmony, collegiality at work, teamwork   | Lack of offices (ownership)  |
|          |                                    | Diversity of occupations of employees   | Lack of capacity of individual staff in writing project proposals and analysis of conducted research |
|          |                                    | A car with RKS plates, which allows access to the entire territory of Kosovo                          |  |
|          |                                    | Commitment to work<br>Active organization   |  |
|          |                                    | Young, experienced, and creative staff  |  |
|          |                                    | Good organizational structure (clear roles and responsibilities)                                      |  |
|          |                                    | Good relations and cooperation with donors, police, citizens, media, Agency for Gender Equality, etc. |  |
|          |                                    | Exclusivity to be the only organization dealing with the Rule of Law in the North                     |  |
|          |                                    | Strong network with other organizations in the region   |  |
|          | Communication with all communities |   |  |
|          |                                    | Possibilities   | Threats  |
| External |                                    | Local staff from the north (familiar with the situation)  | Lack of EU funds   |
|          |                                    | Memorandum of Understanding with the Anti-Corruption  | Unstable political situation   |
|          |                                    | Agency Memorandum of Understanding with the Ombudsman   | Prejudices of Kosovo citizens towards NGOs   |
|          |                                    | Cooperation with Kosovo institutions at the central level   | Slow implementation of the Brussels Agreement  |
|          |                                    | Citizens' trust   | A large number of NGOs   |
|          |                                    |   | Duplication of the same activities with other organizations  |
|          |                                    |   | Lack of judicial culture   |
|          |                                    | Lack of financial resources   |  |
|          |                                    | Limited space for advocacy  |  |