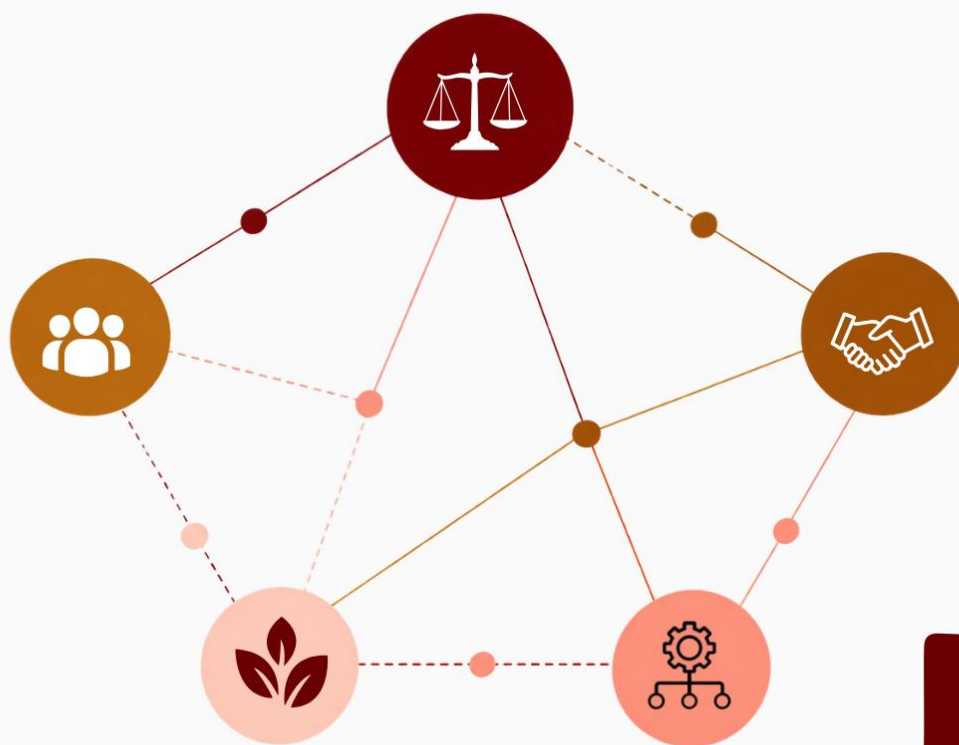


STRATEGY

2026–2031



North Mitrovica
July 2026

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1. INTRODUCTION

1.1. About ACDC

The Advocacy Center for Democratic Culture (ACDC) is a civil society organisation based in North Mitrovica, established in 2011. The organisation began its work in the specific political, institutional and social environment of the north of Kosovo, with the aim of contributing to the protection of human rights, the improving of the rule of law, the development of democratic culture, and the building of an open, tolerant and peaceful society in Kosovo. Over the course of its work, ACDC has gradually built the profile of an organisation that connects research and analytical work with advocacy, cooperation with institutions, and direct work with citizens and local communities.

The organisation's headquarters in North Mitrovica and its long-standing work in the municipalities in the north of Kosovo have determined ACDC's particular focus on the needs and position of the Serb community, the functioning of institutions, the provision of public services, and access to justice in Serb-majority areas in Kosovo. However, the organisation's work is not limited to the north of Kosovo. ACDC cooperates with institutions at the local and central levels, as well as with organisations and representatives of different communities throughout Kosovo, seeking to make the experiences and position of citizens from non-majority communities more visible in public policies and broader decision-making processes.

The rule of law represents one of the organisation's most fundamental and recognisable areas of work. ACDC has monitored the reform and functioning of the judiciary in the north of Kosovo, access to justice, the implementation of laws, transparency in the work of institutions, and the exercise of linguistic and other rights of non-majority communities. The organisation's work has placed particular emphasis on building a functional rule-of-law system in the north of Kosovo and on the integration of judges and prosecutors from the Serb community into the Kosovo judicial system.

An important part of the organisation's work also concerns relations between citizens and the police and other security institutions. ACDC has created space for direct dialogue between citizens and civil society organisations, on the one hand, and police representatives, on the other, concerning security problems, trust, and the transparency of police work in the north of Kosovo. This work reflects the organisation's characteristic approach, which consists of establishing cooperation with institutions when such cooperation can contribute to resolving problems, while at the same time maintaining its readiness to point out inadequate conduct, insufficient representation of communities, or failure to respect citizens' rights.

In addition to the rule of law, over the previous fifteen years ACDC has developed programmes in the areas of human rights, the fight against corruption, electoral processes, civic participation and activism, cooperation between communities, youth work, cultural creativity and, more recently, environmental protection and sustainable development. The organisation conducts research, prepares expert analyses and develops public policy recommendations, while also organising training sessions, public discussions, local initiatives, and other forms of community-based work. In this way, ACDC has gradually developed from a predominantly local organisation into an organisation with the characteristics of a think-and-do tank that produces public policy proposals while, at the same time, working with citizens and institutions on their practical implementation.

1.2. Strategic Continuity and Reasons for Adopting a New Strategy



The current document represents ACDC's third strategy. The first strategy covered the period from 2016 to 2020, while the second set the direction of the organisation's development for the period from 2021 to 2026. The previous strategies followed different stages of ACDC's development: from strengthening the organisational structure and defining its work in the area of the rule of law, through the expansion of programme themes and geographical coverage, to the development of the organisation's research and advocacy role.

Since the adoption of the previous strategy, both ACDC and the environment in which it operates have changed significantly. Political and institutional crises in the north of Kosovo, changes in the functioning of local institutions, the judiciary and the police, deepening distrust between non-majority communities and Kosovo institutions, and the reduced space for dialogue have further increased the importance of organisations that can connect citizens' experiences, expert analysis and responsible advocacy through their work. At the same time, other community needs have also developed, such as greater inclusion of young people in public life, improvement of the position of women and members of sexual minorities, the restoration of contacts among communities, and responses to local environmental problems.

ACDC responded to these changes by expanding its themes, methods and partnerships. This flexibility enabled the organisation to respond to new problems and remain present in the community during periods of sudden political and institutional change. However, the expansion of programme work also raised the issue of its long-term consistency and sustainability. It was observed that individual themes and projects were not always sufficiently integrated into programmes with clearly defined expected long-term results, while priorities were partly shaped by available donor interests and priorities.

Project funding remains a basic prerequisite for the work of a civil society organisation such as ACDC. The challenge therefore does not lie in cooperation with donors or in adapting projects to funding requirements, but in balancing the needs of communities with donor expectations. In the coming period, ACDC intends first to identify more clearly the problems and changes it considers priorities for the citizens and communities with which it works, and then to seek appropriate partners and sources of support for programmes defined in this way.

The new strategy also responds to the organisation's internal development needs. The growth in the scope and diversity of its work has increased the workload of the team and demonstrated the need for a clearer division of roles, better coordination of activities, and more systematic management of institutional memory and organisational knowledge. At the same time, the results of different projects have primarily been monitored in accordance with the requirements of individual donors, which has meant that it was not always possible to consolidate them and reliably demonstrate ACDC's broader contribution to changes in the community, institutional practices and public policies.

For this reason, the development of a functional system of monitoring, evaluation and organisational learning, the improvement of communication, more effective management of human and financial resources, and the diversification of funding sources are integral parts of this strategy. They are not an administrative addition to the programme objectives, but conditions that enable the organisation to fulfil its mission more consistently.

1.3. Purpose and Direction of the Strategy

The new Strategy builds on ACDC's existing organisational identity and links its established areas of work more clearly within a common strategic framework. The organisation's experience shows that the challenges faced by citizens in Kosovo, particularly in the north of Kosovo and in other areas where non-majority communities live, are often interconnected and require an integrated approach.



Access to justice in the north of Kosovo does not depend only on laws, but also on whether citizens understand procedures, can use their language, and trust that institutions will treat them equally. Relations with the police and the judiciary are burdened by political crises, changes in the representation of the Serb community, and long-standing distrust. Civic activism is limited by political polarisation and the perception that decisions are made without any real influence from local communities. ACDC therefore connects cooperation between communities with the resolution of concrete problems, including environmental issues, while viewing social inclusion more broadly than ethnic belonging, so that it also encompasses the position of women, members of sexual minorities, young people, and other vulnerable groups. Environmental problems further connect quality of life, institutional accountability, and local activism.

The Strategy therefore does not organise ACDC's future work as a collection of unrelated topics, but through five interconnected strategic objectives:

1. improving the rule of law, access to justice, and institutional accountability;
2. promoting active citizenship, with a particular focus on the participation of young people in public life and decision-making;
3. strengthening cooperation, dialogue, mutual trust, and the equal participation of different communities and social groups;
4. promoting sustainable development and the responsible management of the environment and local resources;
5. building ACDC's organisational capacities and sustainability.

The first four objectives relate to the social and institutional changes to which ACDC seeks to contribute, while the fifth defines the capacities, systems, and resources that the organisation needs to develop in order to make this contribution more sustainable.

The fundamental change introduced by the Strategy is not a shift from one group of topics to another, but a transition from predominantly project-based planning to a longer-term programmatic approach. Research, analyses, advocacy, training, dialogue, and local initiatives will not be viewed as results in themselves, but as instruments for achieving more clearly defined changes.

The Strategy will serve as a basis for making programme decisions, developing new projects and partnerships, managing human and financial resources, and monitoring the results of the organisation's work. Its purpose is to enable ACDC to preserve its ability to respond rapidly to changes in Kosovo, while placing this flexibility in the service of achieving long-term priorities, with clear accountability to the citizens and communities with which it works.

2. METHODOLOGY AND STRATEGY DEVELOPMENT PROCESS

ACDC's Strategy was developed through a participatory strategic planning process that lasted from April to July 2026. The process involved representatives of the organisation, who jointly analysed ACDC's previous development, its internal capacities, changes in the external environment, and the needs of the communities with which the organisation works.



The objective of the process was not only to develop a new strategic document, but also to establish a shared understanding of the social and institutional changes that ACDC seeks to promote in the coming period and the organisational capacities it must develop in order to contribute to the achievement of these objectives.

The process included a preliminary survey of the organisation's representatives, two initial working sessions in North Mitrovica, intensive multi-day work in Durrës, as well as the subsequent preparation and revision of the draft Strategy through consultations with representatives of the organisation.

2.1. Methodological Approach and Stages of the Process

Strategic planning was designed as a participatory, collaborative and phased process that combined individual assessments, group analysis, structured discussion and joint decision-making.

The process began with a preliminary survey and initial sessions dedicated to assessing the organisation's current position, its programme focus, the breadth of its areas of work, previous results and available capacities. Particular consideration was given to the relationship between programme focus and the breadth of the organisation's work, between its mission and donor opportunities, as well as between ACDC's ambitions and the capacities required to achieve them.

In the next stage, the mission, vision and organisational values were reviewed, after which an analysis of stakeholders, the political and institutional environment, internal strengths and weaknesses, development opportunities and risks was conducted. This part of the process took place through workshops with representatives of the organisation in North Mitrovica and Durrës during April and May 2026.

Based on the findings and conclusions collected, a draft of the Strategy was prepared, defining the strategic and specific objectives, strategic tasks, expected results and organisational development priorities. The drafting process was accompanied by online consultations during May and June 2026, while the final review and revision of the draft were carried out in July 2026 in North Mitrovica.

2.2. From Analysis to Strategic Priorities

The strategic objectives were not defined as a list of existing projects or topics for which funding is available. The process focused on considering the desired changes to which ACDC seeks to contribute in the work of institutions and in public policies, as well as in the position of citizens and communities.

Research, expert analyses, advocacy, educational programmes, dialogue and local initiatives were viewed as means of achieving the objectives, rather than as objectives in themselves.

In parallel with the programme priorities, the organisational structure, human resources, communication, management of financial and technical resources, fundraising, and the monitoring, evaluation and organisational learning system (**MEL – Monitoring, Evaluation and Learning**) were analysed.

2.3. Systematisation and Validation

The results of all stages were systematised and consolidated into the draft Strategy. The draft was then considered and revised in consultation with ACDC. Particular attention was paid to ensuring that the Strategy:



- reflects the organisation's actual identity and experience;
- maintains a realistic balance between programme ambitions and organisational capacities;
- establishes a clearer link between strategic priorities, future projects and available resources.

The Strategy was thus developed as a shared organisational document, based on ACDC's experience, structured analysis, and ideas jointly shaped by representatives of the organisation.

3. CONTEXT ANALYSIS

ACDC's strategic direction is based on an assessment of the external environment, relations with key stakeholders, and the organisation's internal capacities. These three dimensions directly influence the selection of priorities, the manner of work, and ACDC's real ability to contribute to changes in the community and society, as well as in institutions and public policies in Kosovo.

The context of the north of Kosovo is of particular importance, as political, legal, security and social changes directly affect the everyday lives of citizens, the position of the Serb and other non-majority communities, the functioning of institutions, and the space for the work of civil society. In such circumstances, ACDC must simultaneously retain its capacity to adapt, preserve its programme focus, and develop relations with citizens, institutions and partners that enable longer-term impact.

3.1. External Environment

An analysis of political, economic, social, technological, legal and environmental factors was used to assess the external environment (**PESTLE analysis**). Its purpose was to identify changes and trends that may support or limit ACDC's work during the next strategic period.

Political and Institutional Environment

The political environment in Kosovo remains unstable and significantly dependent on relations between Belgrade and Pristina and the dialogue process, as well as on electoral cycles in Kosovo and changes in the functioning of institutions. In the north of Kosovo, these changes have direct consequences for municipal administration, the police, the judiciary, the provision of public services, and the political representation of the Serb community.

Issues of particular importance concern the representation of community representatives in government bodies, the reintegration of members of the Serb community into institutions, including the police and the judiciary, the general level of citizens' trust in the work of institutions, as well as the prospects for establishing the Community/Association of Serb-Majority Municipalities. Prolonged political uncertainty reduces citizens' willingness to participate and makes cooperation between communities and institutions more difficult.

In such an environment, ACDC has the opportunity to connect citizens' experiences with public policies, open dialogue on institutional problems, and monitor the consequences of political and administrative decisions for the position of non-majority communities. At the same time, the organisation must take into account the risk of political turmoil and preserve its independence in relation to institutions, political parties and international actors.



Legal Environment

Kosovo's legal framework contains significant guarantees in the areas of human rights and community rights, the use of official languages, access to justice, and community participation. However, one of the key problems remains the gap between legal provisions and their implementation.

Selective interpretation and implementation of laws, the non-transparent adoption of regulations, complicated procedures, and inconsistent conduct by institutions particularly affect members of non-majority communities. Citizens often do not have sufficient information about their rights, the competences of institutions, and the available protection mechanisms.

It will therefore remain important for ACDC to monitor not only the content of laws, but also their practical implementation in North Mitrovica, other municipalities in the north of Kosovo, and areas in which members of the Serb and other non-majority communities live.

Social Environment

Relations among communities continue to be burdened by political tensions, the legacy of war, language barriers and limited everyday contact. The relationship between the Serb and Albanian communities represents a particular challenge, as does the position of other non-majority communities.

The social context is also shaped by a low level of trust in institutions, weak citizen participation, insufficient representation of certain groups and the departure of young people. Migration, particularly among educated and active young people, reduces the capacities of local communities and further weakens the space for civic action.

Women, members of sexual minorities and other marginalised groups face additional barriers, including limited visibility, insufficient institutional support and restricted space for public participation.

For ACDC, this means that cooperation between communities, social inclusion, youth work and active citizenship should remain interconnected rather than functioning as separate programme streams.

Economic and Donor Environment

Unemployment, economic insecurity and migration represent persistent challenges for local communities. The selective implementation of regulations and political instability further slow economic activity, reduce investment and limit the development of local entrepreneurship.

At the same time, civil society organisations face a reduction of funds, short-term project financing and changing donor priorities. Such a model increases financial insecurity and may encourage organisations to adapt their programmes to available calls for projects, rather than develop them on the basis of their own mission and the needs of communities.

It is therefore important for ACDC to diversify its funding sources, develop contacts with new donors, strengthen its capacities to prepare larger and longer-term projects, and gradually increase the share of institutional and more flexible funding.

Technological and Media Environment

Artificial intelligence, digital tools, social media and remote working open up new opportunities for research, communication, training and project management. They can increase the efficiency of work and facilitate the participation of citizens from different areas.



At the same time, insufficient knowledge of new technologies, the spread of disinformation and risks related to data storage represent serious challenges. In a politically polarised environment, disinformation and negative media campaigns may further damage inter-ethnic relations and jeopardise trust, the safety of participants and the organisation's reputation. ACDC will therefore invest in digital capacities, data security, information verification and the responsible use of new technologies.

Environmental Context

Environmental protection is becoming an increasingly important issue for local communities. In the north of Kosovo, particularly prominent problems include air pollution, the condition of the Ibar River basin, illegal landfills, and the risk of natural disasters.

At the same time, local communities often lack sufficient professional capacities, information and financial resources to respond to these problems systematically. Reduced funding for concrete field activities further limits opportunities for longer-term environmental interventions.

For ACDC, the environment represents both an area of public interest and a field for connecting citizen participation, institutional accountability and cooperation between communities.

Key Implications of the External Environment

In the coming period, ACDC will need to:

- monitor political, legal and institutional changes affecting the north of Kosovo and the Serb community;
- retain the flexibility to respond to crises without losing its strategic focus;
- develop critical but constructive cooperation with institutions;
- connect legal and political analysis with citizens' experiences;
- invest in youth work, civic participation and social inclusion;
- strengthen digital capacities and resilience to disinformation;
- develop more sustainable funding sources;
- connect environmental issues with local activism and institutional accountability.

3.2. Stakeholder Analysis

ACDC fulfils its mission through its relations with citizens, communities, institutions, civil society organisations, the media, experts, international organisations and donors. These stakeholders have different levels of interest, influence and connection with the organisation's work.

Stakeholder analysis was carried out through the **circle of involvement** and **influence and interest matrix** exercises. In this way, direct beneficiaries, direct partners, influential institutional actors and the wider environment in which ACDC operates were distinguished.

Direct Beneficiaries and Communities

Citizens are at the centre of ACDC's direct focus, particularly:



- mladi, uključujući volontere i mlade aktiviste;
- young people, including volunteers and young activists;
- the Serb and other non-majority communities;
- local communities in the north of Kosovo;
- marginalised and underrepresented groups;
- women;
- sexual minorities;
- citizens who need access to legal and institutional information.

These groups should not be viewed only as beneficiaries of activities, but as partners in identifying problems, developing initiatives and assessing the results of the organisation's work.

Key Partners

Stakeholders with a high level of interest and significant influence include:

- local and other civil society organisations;
- international organisations;
- the police;
- judicial institutions;
- external experts;
- local institutions;
- organisations providing free legal aid.

Cooperation with the police and the judiciary is particularly important, as these institutions are directly connected with security, access to justice and citizens' trust. At the same time, such cooperation carries political and reputational risks and must therefore be based on clear principles of independence, transparency and the protection of citizens' rights.

Institutional Stakeholders

Local and central institutions have a high level of influence over the issues that ACDC deals with, but their level of interest in cooperation is not always the same.

Important institutional stakeholders include:

- municipalities and municipal structures;
- local branches of central institutions;
- central government bodies;
- relevant ministries;



- judicial institutions;
- the police;
- the Office of the Language Commissioner;
- the Ombudsperson Institution;
- the Office of Good Governance.

ACDC will cooperate with institutions where there is scope for concrete change, while at the same time monitoring their work and retaining the right to publicly criticise them and advocate accountability.

Civil Society, the Media and the Professional Community

Local civil society organizations from the Serbian and Albanian communities, as well as regional organizations, represent an important part of ACDC's partnership network.. They can contribute to access to communities, the exchange of knowledge, regional networking and joint advocacy.

The media have an important role in informing citizens and presenting the organisation's results, but their level of interest and the quality of cooperation vary. Central media outlets have greater influence, while local media outlets often have a stronger interest in specific community issues.

Cultural centres, educational institutions, researchers and external experts can contribute to programmes of dialogue, education, culture and expert analysis.

Donors and International Partners

International organisations and donors have a high level of influence on ACDC's financial sustainability, as well as on the broader political and institutional environment.

Relevant stakeholders include the European Union, UNMIK, IOM, embassies, international foundations and agencies.

ACDC will seek to develop relationships with donors that extend beyond individual project cycles. The organisation will present to them the needs of communities, changes in the local context and its own longer-term programme priorities, while maintaining its independence in the selection of topics and partnerships.

Wider Stakeholders

The broader environment also includes the following stakeholders:

- the majority community;
- international political and security missions;
- the private sector;
- political parties;
- educational institutions;
- regional networks.

These actors do not necessarily have to be involved in ACDC's work on a daily basis, but they can significantly influence the social context, the availability of resources and the possibilities for achieving the strategic objectives.



Strategic Approach to Stakeholders

In the coming period, ACDC will adapt its approach to different groups more systematically:

- direct beneficiaries will be more actively involved in programme planning and assessment;
- key partners will be involved in the joint development and implementation of initiatives;
- institutions will be the focus of cooperation, advocacy and monitoring;
- donors will be engaged through longer-term strategic communication;
- the media and the professional public will contribute to the dissemination of information about activities and results;
- stakeholders with high influence and lower interest will be informed in a targeted manner and engaged when necessary.

3.3. SWOT Analysis

The SWOT analysis provides an integrated overview of ACDC's internal strengths and weaknesses, together with opportunities and threats from the external environment. Its purpose is to show what the organisation can build on in its further development and which risks it must mitigate.

Strengths

ACDC's most important strengths are:

- the experience and knowledge of its staff;
- good relations within the team;
- cooperation with institutions;
- recognition and presence in the community;
- good visibility on social media;
- its geographical position in North Mitrovica;
- work with young people and the promotion of their participation;
- experience in connecting communities;
- a well-developed partnership network;
- experience in green initiatives;
- flexibility and the ability to adapt to change;
- the ability to connect research, advocacy and work with citizens.

ACDC's particular value stems from its local presence and knowledge of the situation in the north of Kosovo, combined with its well-developed links with civil society, central institutions, international organisations and regional partners.

Weaknesses

The most important internal weaknesses are:

- an insufficiently clear division of tasks and responsibilities;
- a lack of long-term projects and more stable funding;
- insufficient diversification of funding sources and donors;
- a shortage of experts in certain specialised areas;
- limited capacities for preparing more complex projects, particularly European Union projects;
- a mismatch between the workload and the available resources or remuneration;



- an excessive number of different topics and the risk of programme dispersion;
- insufficiently developed cooperation with certain civil society organisations;
- an excessive administrative burden;
- an insufficiently developed monitoring, evaluation and organisational learning system;
- insufficiently systematised management of knowledge and documentation.

These weaknesses do not indicate a need for ACDC to abandon its existing areas of work, but rather to define its priorities more clearly and strengthen the internal systems that support their implementation.

Opportunities

The most important development opportunities are:

- the use of artificial intelligence and new technologies;
- greater citizen participation;
- the expansion of advocacy activities;
- the development of new ideas and programme approaches;
- regional networking;
- contacts with new donors;
- greater interest among young people;
- professional development of the team;
- the development of environmental programmes;
- ACDC's role as a link between the local and central levels;
- the development of cooperation between communities;
- the promotion of local entrepreneurship and social initiatives;
- cooperation with experts and academic institutions.

A particular opportunity for ACDC lies in the organisation's ability to bring local problems from the north of Kosovo into the broader institutional and public sphere, while also making information and policies from the central level more understandable and accessible to citizens.

Threats

The most important threats are:

- political change and instability;
- non-transparent changes to laws and their selective implementation;
- economic changes and a reduction in available funding;
- the spread of disinformation;
- negative media campaigns;
- ethnic tensions;
- migration;
- the departure of skilled professionals and young people;
- complex and politically sensitive cooperation with the police;
- reduced willingness of institutions to cooperate;
- team overload;
- the risk of staff turnover;
- increased security risks;
- dependence on project funding.



Strategic Conclusions of the SWOT Analysis

The SWOT analysis confirms that ACDC has strong programme experience, a local presence, expert knowledge and a well-developed network of relationships. The organisation has a solid foundation for further development and can strengthen its role in connecting citizens, communities, institutions and donors.

At the same time, the next stage of development requires:

- a clearer division of tasks;
- more realistic workload planning;
- greater use of external expertise;
- strengthening capacities for the development of large and long-term projects;
- donor diversification;
- the development of a functional MEL system;
- reducing the administrative burden;
- clearer programmatic linking between different areas of work;
- more careful management of relations with the police, institutions and other politically sensitive stakeholders.

The next strategic period should therefore not be primarily focused on further expanding the number of topics, but on better management of existing programmes, strengthening internal capacities, and more consistently linking ACDC's work with citizens' needs and the long-term changes to which the organisation seeks to contribute.

4. ORGANISATIONAL IDENTITY

ACDC's organisational identity is based on its long-standing work in North Mitrovica and other areas in Kosovo, its knowledge of the needs of the Serb and other non-majority communities, and its ability to bring together citizens, institutions and civil society organisations around issues of public interest.

During the previous strategic periods, ACDC developed programmes in the areas of the rule of law, active citizenship, cooperation between communities, social inclusion, youth work and sustainable development. The expansion of themes and working methods has not changed the organisation's fundamental purpose of contributing to a society in which citizens can exercise their rights, influence decisions that affect them, and participate equally in public life.

The new Strategy therefore does not introduce a new organisational identity, but defines more precisely the common purpose of ACDC's different programmes. The mission, vision and values provide the basis for selecting programme priorities, developing partnerships, relations with citizens and institutions, and considering new projects and funding sources.

4.1. Mission

The mission defines why ACDC exists, with whom and for whom it works, the changes to which it seeks to contribute, and the way in which it operates.

ACDC bases its work primarily on the needs of citizens and communities in Kosovo, with a particular focus on the north of Kosovo and the Serb and other non-majority communities. At the same time, the organisation cooperates with institutions at the local and central levels, civil society organisations, experts



and international partners, because changes in the areas of access to justice, public policies and social relations cannot be achieved through the actions of only one group of stakeholders.

The rule of law remains a central part of ACDC's identity, but it is not viewed separately from active citizenship, dialogue and cooperation between communities, social inclusion and sustainable development. Access to justice and institutional accountability are linked to citizens' ability to understand their rights and influence decisions. Trust among communities is developed through continuous dialogue and cooperation on concrete problems. Social inclusion requires the visibility and equal participation of women, sexual minorities, young people and other groups facing discrimination or limited access to public life.

ACDC pursues these objectives by linking research and expert analyses with advocacy, education, dialogue and practical community initiatives.

ACDC's Mission

ACDC works with citizens and institutions in Kosovo, with a particular focus on the north of Kosovo and non-majority communities, to improve the rule of law, active citizenship, dialogue and cooperation between communities, social inclusion, and sustainable development through research, advocacy, education, and local initiatives.

4.2. Vision

ACDC's vision describes the social changes to which the organisation seeks to contribute in the long term. It is not a picture of the position of the organisation itself, but of the desired situation in communities and institutions in Kosovo.

At the centre of the vision are equal rights, institutions that are accountable to citizens, and a society in which diversity is not a reason for exclusion or division. For ACDC, democratic culture does not imply only the existence of laws and institutions, but also a genuine opportunity for citizens to participate in public life, demand accountability, and cooperate with members of other communities and social groups.

The vision also recognises that social and institutional stability cannot be sustainable without a responsible approach to the environment and local resources.

ACDC's Vision

ACDC's vision is an open and inclusive society in Kosovo where everyone enjoys equal rights, institutions are accountable to citizens, diversity is appreciated, and relations among communities are based on cooperation, understanding, and mutual respect, with a responsible approach to the environment.

4.3. Organisational Values

Organisational values determine the way in which ACDC fulfils its mission. They are applied in relations within the team, work with citizens and communities, cooperation with institutions and partners, the implementation of research, and the management of financial and other resources.

Programme priorities and working methods may be adapted to changes in the environment, but the values represent lasting standards according to which ACDC makes decisions and assesses the quality of its own work.

Accountability and Transparency



ACDC manages the resources entrusted to it responsibly, clearly explains its decisions, and provides accurate information about the organisation's work, funding and results. Transparency entails openness towards citizens, partners and donors, while respecting confidentiality and the protection of personal data.

Inclusiveness and Consociationalism

ACDC respects different identities, experiences and needs and seeks to include citizens who are underrepresented in public and institutional life. This value entails a genuine opportunity for different communities and social groups to influence activities and participate in decision-making, together with effective representation and the protection of the rights of non-majority communities.

Cooperation and Partnership

ACDC develops relationships based on mutual respect, shared responsibility and clearly defined roles. The organisation develops partnerships with citizens, civil society, institutions and international stakeholders when such cooperation can contribute to the exercise of rights and the resolution of concrete problems.

Competence and Professionalism

ACDC's work is based on expert knowledge, thorough preparation, the responsible implementation of activities and continuous learning. The organisation uses verified methods and data, develops the capacities of its team, and engages external experts when it does not have the appropriate internal expertise for a particular task.

Objectivity and Impartiality

ACDC bases its analyses, positions and recommendations on facts, legal standards and citizens' experiences. The organisation does not adapt its findings to the interests of political parties, institutions or donors.

Impartiality does not mean the absence of a value orientation. ACDC consistently advocates human rights, equality, non-discrimination and institutional accountability.

Confidentiality and Trust

ACDC protects the personal data, identity and safety of persons participating in research, consultations and other activities. The trust of citizens, staff and partners is built through consistent conduct, respect for commitments undertaken, and the responsible handling of sensitive information.

4.4. Organisational Identity as a Decision-Making Criterion

The mission, vision and values will not have only a declarative function. ACDC will use them when assessing new programmes, partnerships, donor opportunities and public engagements.

When considering new initiatives, the organization will assess whether they:

- respond to the needs of the citizens and communities with which ACDC works;
- contribute to at least one strategic objective;



- respect the organisational values;
- can be implemented professionally and with the available capacities;
- do not undermine the organisation's independence and credibility or the trust of communities;
- produce a result that goes beyond the mere implementation of project activities.

In this way, organisational identity becomes a practical framework for maintaining ACDC's programme focus and consistency of work throughout the strategic period.

5. STRATEGIC OBJECTIVES

The results of the strategic planning process showed that, in the coming period, ACDC does not plan a fundamental change to its identity or the abandonment of its existing programme areas. The organisation has significant experience, well-developed partnerships and credibility, which provide a solid foundation for further development.

At the same time, the analysis indicated the need for greater strategic focus, stronger links between different programme areas, and more systematic management of organisational development. ACDC's future development will therefore not be directed primarily towards increasing the number of topics and activities, but towards improving the quality, sustainability and long-term impact of existing programmes.

Particular importance will be given to linking programme decisions more consistently with the needs of the citizens and communities with which ACDC works, while preserving the flexibility needed to respond to changes in the political, institutional and social environment. The new Strategy therefore establishes a common development direction that connects programmes, partnerships, organisational capacities and resources.

The strategic objectives were defined on the basis of an analysis of previous work, changes in the external environment and the needs of communities. They provide a framework for directing programmes, projects, partnerships and the organisation's internal development during the next strategic period.

The objectives are not formulated as a list of topics or activities, but as changes to which ACDC seeks to contribute. Research, expert analyses, education, advocacy, dialogue and local initiatives represent means of achieving those changes.

The Strategy defines four programme objectives focused on social and institutional changes and one organisational objective intended to provide the capacities, systems and resources required for their achievement. The objectives are interconnected, because improving the work of institutions requires the active participation of citizens, while cooperation between communities, social inclusion and sustainable development require simultaneous action at the level of communities, institutions and public policies.

5.1. Strategic Objective 1: Improving of the Rule of Law, Access to Justice and Institutional Accountability



ACDC will contribute to improving the rule of law in Kosovo, with a particular focus on the equal application of the law and the exercise of the rights of members of the Serb and other non-majority communities.

Although the legal framework in Kosovo contains broad guarantees of human rights and community rights, in practice citizens face the inconsistent application of regulations, complex administrative procedures, insufficient availability of information and limited access to legal and institutional protection. The inconsistent implementation of the right to the language use further complicates access to institutions for citizens from non-majority communities.

In the north of Kosovo, these problems are also linked to long-standing political tensions, institutional changes, the low level of trust of the Serb community in Kosovo institutions, and the insufficient representation of members of the local community in certain institutions. The formal existence of rights and protection mechanisms therefore does not always mean that they are genuinely accessible and effective for citizens.

ACDC will connect the direct experiences of citizens with analyses, research, monitoring of the work of institutions and advocacy. The organisation will identify barriers to the exercise of rights, document inconsistent or discriminatory conduct, and develop recommendations for improving legislation, public policies, procedures and institutional practices.

Particular attention will be paid to access to justice and free legal aid, the protection of language rights, the transparency and accountability of institutions, and their capacities to respond equally to the needs of citizens from different communities. ACDC will cooperate with the judiciary, the police, local administrations, independent institutions, civil society organisations and legal experts, while maintaining a critical approach to institutional practices.

Cooperation with the police and other law enforcement institutions represents both a necessity and a challenge. The police have a key responsibility for security and the protection of citizens' rights, but their work in the north of Kosovo is burdened by community distrust and controversy. ACDC will therefore develop structured formats of communication on local security needs, police conduct, community representation, the use of official languages, mechanisms for filing complaints and institutional accountability.

The organisation will continue to monitor democratic and electoral processes as an integral part of accountable governance. Election observation, informing citizens, analysis of electoral rules and monitoring of electoral processes should contribute to transparency and the equal political representation of communities.

Desired Change

Citizens, particularly members of the Serb and other non-majority communities, have a better understanding of their rights, have full access to information in a language they understand, and use legal and institutional protection mechanisms more effectively. Institutions apply laws more consistently, act more transparently and respond more accountably to the needs of citizens and communities.

Specific Objectives

5.1.1. Improving Access to Justice and Legal Aid

ACDC will improve citizens' awareness of their rights, the competences of institutions, legal procedures and available protection mechanisms. The organisation will connect citizens with providers of free legal aid, legal experts and other relevant institutions and organisations.



5.1.2. Contributing to the Equal Application of the Law and the Protection of the Rights of Non-Majority Communities

ACDC will monitor the implementation of laws and public policies and document cases of inconsistent, selective or discriminatory conduct by institutions. Particular attention will be paid to language rights, institutional representation, access to public services, and the protection of the rights of the Serb and other non-majority communities.

5.1.3. Increasing the Transparency and Accountability of Institutions

The organisation will monitor the work of institutions, access to public information, the implementation of procedures, and action taken on requests, complaints and recommendations from citizens and civil society. The findings will be used to develop concrete recommendations and advocate changes in institutional practices.

5.1.4. Improving Relations between Citizens and the Police and the Judiciary

ACDC will support structured dialogue between citizens and institutions on security, access to justice, trust, community representation, the use of official languages and available mechanisms for the protection of rights.

5.1.5. Developing Evidence-Based Public Policies

ACDC will conduct research and expert analyses on the rule of law, access to justice, human rights and community rights, security, and the work of institutions. Recommendations will be based on legal analysis, reliable data and citizens' direct experiences.

5.1.6. Contributing to the Transparency of Democratic and Electoral Processes

The organisation will monitor relevant electoral processes, contribute to informing citizens about electoral rights and procedures, and analyse the impact of elections on the political representation of communities and the functioning of institutions.

Strategic Tasks

ACDC will:

- research barriers to the exercise of rights and access to institutions;
- monitor the implementation of laws, public policies and institutional procedures;
- provide accessible information in different languages about rights and protection mechanisms;
- connect citizens with free legal aid and other forms of expert support;
- organise consultations, public debates, forums and advocacy meetings with institutions;
- develop analyses and recommendations on the state of human and minority rights;
- monitor institutional responses to recommendations and citizens' requests;
- advocate the consistent implementation of language rights and equal access to public services;
- develop structured formats for dialogue between citizens and the police, the judiciary and local institutions;
- cooperate with legal experts, providers of free legal aid, the media and civil society organisations;
- monitor electoral processes and their impact on the participation and representation of communities.

Expected Results



By the end of the strategic period, ACDC will have a more developed and systematic programme for monitoring the rule of law, access to justice and institutional accountability. The organisation's analyses and recommendations will be based more regularly on the experiences of citizens from the north of Kosovo and other areas.

Citizens will have better access to information, legal aid, institutions and services. Problems in the implementation of language rights, institutional representation and access to services will be documented more systematically.

More stable channels of communication will be developed between citizens, the police, the judiciary and other institutions. Institutional responses to recommendations, complaints and citizens' needs will be monitored more regularly, while ACDC will demonstrate more clearly the concrete changes to which it has contributed through research, advocacy and cooperation with communities and institutions.

5.2. Strategic Objective 2: Promoting Active Citizenship, with a Particular Focus on Youth Participation in Public Life and Decision-Making

ACDC will contribute to creating conditions in which citizens, particularly young people from different communities, participate more actively in public life, launch initiatives and influence decisions that shape their living conditions.

Citizen participation in Kosovo is often limited by political tensions, distrust of institutions, a lack of information and the perception that individuals have no real influence on decisions that directly affect them. In the north of Kosovo, these problems are further intensified by prolonged institutional uncertainty, restricted space for dialogue and the dominance of politically imposed issues over citizens' concrete needs.

Young people are particularly affected by these circumstances. The lack of space for activism, limited inclusion in decision-making processes, restricted opportunities to develop initiatives and the departure of young people from local communities reduce their capacity to influence social development. Many young people are interested in participation, but often lack support, practical skills, resources and access to institutions.

ACDC will therefore view active citizenship as the ability of citizens to identify a problem, organise themselves, develop a proposal, launch an initiative, communicate with institutions and monitor whether their actions have led to concrete change. Education will serve as a starting point for practical action in the community.

Particular focus will be placed on programmes that connect young people from the Serb, Albanian and other communities. Multi-ethnic camps, civic activism training, cultural and educational programmes and joint local initiatives will be used as spaces for acquiring knowledge, building relationships and developing concrete ideas.

At the same time, ACDC will also work with other citizens and informal groups that have limited opportunities to participate in public life. Support will include mentoring, connections with experts and institutions, assistance with advocacy and support for the implementation of local initiatives.

Particular attention will be paid to the quality of participation. Attendance at an event or consultation will not in itself be considered a sufficient result. ACDC will seek to ensure that citizens and young people are involved early enough to influence the content of decisions, that their proposals are documented, and that institutions provide reasoned responses to the initiatives and recommendations addressed to them.



Desired Change

Young people and other citizens have more knowledge, confidence, space and practical support to launch initiatives and participate in decision-making. Their proposals become more visible in the public sphere, while institutions involve citizens more frequently and meaningfully in processes that affect life in their communities.

Specific Objectives

5.2.1. Strengthening the Knowledge and Skills of Young People and Citizens for Public Engagement

ACDC will develop practical capacities for civic activism, advocacy, organising initiatives, communication with institutions and monitoring the results of civic action.

Particular focus will be placed on young people who have not previously been involved in the work of civil society organisations, political parties or formal consultative mechanisms.

5.2.2. Supporting Youth and Local Civic Initiatives

The organisation will provide mentoring, expert support, connections with partners and institutions and, where possible, financial or technical support to initiatives that respond to the concrete needs of communities.

Priority will be given to initiatives with a clearly defined problem, a realistic plan and the potential to produce a visible result in the local community.

5.2.3. Increasing the Participation of Young People from Different Communities

ACDC will develop programmes that bring together young people from the Serb, Albanian and other communities through camps, training, cultural and educational activities and the joint resolution of local problems.

The objective of these programmes will not be limited to enabling participants to become acquainted with one another, but will also include the development of concrete joint initiatives and more lasting forms of cooperation.

5.2.4. Improving Citizen Participation in Public Policy Development

ACDC will examine citizens' views and needs, translate them into concrete proposals and advocate their inclusion in local and central policies.

Particular emphasis will be placed on involving citizens in the early stages of decision-making, before decisions have already been made.

5.2.5. Developing Sustainable Mechanisms for Cooperation between Citizens, Civil Society and Institutions

The organisation will work to establish regular and tailored channels of communication between citizens, civil society organisations and institutions.

The objective is for individual consultations and public events to develop into more stable formats through which community needs are continuously collected, considered and translated into institutional responses.

Strategic Tasks



ACDC will:

- organise practical programmes of civic education, civic activism and advocacy;
- develop multi-ethnic camps and other programmes for young people from different communities;
- organise cultural, educational and social activities that encourage joint youth action;
- provide mentoring and support to youth and local civic initiatives;
- connect informal groups of citizens with civil society organisations, experts and institutions;
- involve citizens and young people in research, consultations and the definition of programme priorities;
- organise public discussions, consultations and thematic forums on local policies and community needs;
- collect and systematise citizens' proposals and monitor institutional responses;
- use digital tools to inform, consult and mobilise citizens;
- document examples of successful initiatives and use them for further learning and advocacy;
- monitor whether supported initiatives continue to function after project support has ended.

Expected Results

By the end of the strategic period, a greater number of young people and citizens will be directly involved in identifying problems, developing proposals and implementing local initiatives. ACDC will have a more developed model of support for civic action that will not be limited to individual training sessions or events, but will include mentoring, networking and monitoring of results.

Young people from different communities will have more opportunities to cooperate through camps, cultural and educational programmes and joint initiatives. Their participation will not be measured only by the number of participants, but also by the number of ideas they have developed, initiatives they have implemented and contacts maintained after the completion of activities.

Proposals from citizens and young people will be more visible in the public sphere and more frequently presented to institutions. ACDC will monitor more systematically whether institutions respond to proposals and recommendations, whether they involve citizens in decision-making processes and whether supported initiatives lead to concrete changes in local policies, practices or quality of life.

5.3. Strategic Objective 3: Strengthening Cooperation, Dialogue, Mutual Trust and Equal Participation of Different Communities and Social Groups

ACDC will contribute to the development of a society in which members of different ethnic communities and social groups have more space for mutual contact, cooperation and equal participation in public life.

Relations among communities in Kosovo continue to be strongly shaped by political disputes, the legacy of war, language barriers, separate public spaces and limited everyday contact. These challenges are particularly pronounced between the Serb and Albanian communities, while political and institutional instability in the north of Kosovo further reduces the space for dialogue and increases mutual distrust.

Contact among communities often takes place within short-term projects and relies on a limited number of people who are already active in civil society. Such an approach may enable meetings and an exchange of views, but does not necessarily lead to more lasting cooperation, broader citizen involvement or changes in wider relations.



For ACDC, the objective is not the absence of disagreement or the creation of a semblance of consensus, but the ability of people from different communities and social groups to communicate, cooperate on issues of common interest and participate equally in social and institutional life, while respecting different identities, experiences and views.

ACDC will contribute to this objective through two interconnected dimensions of its work. The first includes promoting cooperation between communities, namely building trust and joint action by the Serb, Albanian and other communities. The second concerns social inclusion and the equal participation of women, sexual minorities, young people and other groups facing discrimination, exclusion or limited access to public life and institutions.

The organisation will place particular importance on programmes that enable repeated contact, joint work and concrete results. Dialogue will not be limited to a general exchange of views, but will be linked to issues that directly affect citizens' lives, such as security, public services, education, culture, the environment, the position of young people and the development of local communities.

At the same time, ACDC will seek to include in its programmes people who have no previous experience in inter-ethnic initiatives and to reduce dependence on a narrow circle of professional participants. Cultural and educational programmes, public campaigns, research, advocacy and local initiatives will be used as different means of building trust and changing local practices.

Desired Change

Members of the Serb, Albanian and other communities have more opportunities for meaningful contact, cooperation and joint action. Their mutual trust and willingness to cooperate on issues of common interest gradually increase.

Women, sexual minorities, young people and other underrepresented groups have greater visibility, safety and opportunities to influence public policies, institutional practices and decisions that directly affect them.

Specific Objectives

5.3.1. Improving Dialogue, Trust and Cooperation between Communities

ACDC will develop programmes that enable continuous and safe contact between members of the Serb, Albanian and other communities.

Dialogue will be linked to concrete topics and common interests, while particular attention will be paid to including people who are not regular participants in civil society projects.

5.3.2. Developing Joint Initiatives that Connect Different Communities

ACDC will support cultural, educational, civic, youth and environmental initiatives in which participants from different communities jointly identify a problem, develop a solution and participate in its implementation.

The success of these initiatives will be assessed according to the quality of cooperation, the results achieved and the continuation of contact after the activities have ended.

5.3.3. Improving the Social Inclusion and Equal Participation of Women

ACDC will contribute to greater participation by women in public debates, civic initiatives, civil society organisations and decision-making processes.



Particular attention will be paid to women from non-majority communities and smaller areas, who may simultaneously face gender, ethnic, economic and political barriers.

5.3.4. Improving the Position and Public Participation of Members of Sexual Minorities

The organisation will contribute to reducing discrimination, social isolation and institutional barriers faced by members of sexual minorities.

ACDC will support safe formats for networking, information and empowerment, advocacy for the rights of sexual minorities, and the development of the capacities of institutions and civil society for non-discriminatory and sensitive work.

5.3.5. Strengthening the Capacities of Local Actors for Inclusive Work and the Protection of Human Rights

ACDC will work with civil society organisations, the media, cultural and educational institutions, local institutions and informal groups on the development of inclusive programmes and more responsible practices.

Support will include recognising discrimination, protecting participants, responsible public communication and applying an approach that takes into account ethnicity, gender, sexual orientation, age and other relevant characteristics.

Strategic Tasks

ACDC will:

- organise continuous dialogue programmes between the Serb, Albanian and other communities;
- develop safe spaces for discussion of politically and socially sensitive issues;
- organise public events, debates and forums on inter-ethnic relations and dialogue;
- support cultural, educational, youth and civic initiatives that connect different communities;
- conduct research and expert analyses on relations among communities, ethnic distance and discrimination;
- prepare recommendations and public policy proposals concerning the rights of marginalised groups;
- develop public campaigns and content that promote dialogue, cooperation and successful examples of joint action by participants from different communities;
- promote greater participation by women in public life, civic initiatives and decision-making;
- develop support, information and advocacy programmes for the rights of sexual minorities;
- involve local organisations, the media, cultural centres, educational institutions and other institutions in the development of inclusive practices;
- monitor whether activities lead to continued contact, joint initiatives and changes in relations among communities and in institutional practices.

Expected Results

By the end of the strategic period, ACDC will have developed programmes that link cooperation between communities with concrete forms of joint action. A greater number of citizens from the Serb, Albanian and other communities will participate in initiatives in different areas that do not end with a single meeting, but create a foundation for more lasting cooperation.



Contact between participants from different communities will be more meaningful and more frequently focused on jointly addressing problems. ACDC will collect data on mutual trust, ethnic distance and barriers to cooperation and use them to develop programmes and recommendations.

Women, sexual minorities, young people and other underrepresented groups will be more visible in programmes, public debates and local initiatives. Their needs and experiences will be more systematically incorporated into research, advocacy activities and public policy proposals.

Organisations, media outlets, cultural and educational institutions, and other institutions with which ACDC cooperates will have more developed capacities for inclusive and non-discriminatory work. Progress will be monitored through the continuity of cooperation, the number and results of joint initiatives, the representation of different groups, and concrete changes in local and institutional practices.

5.4. Strategic Objective 4: Promoting Sustainable Development and Responsible Management of the Environment and Local Resources

ACDC will contribute to a more responsible approach to the environment and the management of local resources, with a particular focus on environmental problems that directly affect citizens' quality of life in the municipalities in the north of Kosovo.

Environmental issues in Kosovo often remain overshadowed by political, institutional and security issues, although they directly affect citizens' health, safety and everyday lives. In the north of Kosovo, particularly prominent problems include air pollution, the condition of the Ibar River basin, illegal landfills, inadequate waste management and insufficient maintenance of public spaces.

Addressing these problems is made more difficult by unclear institutional competences, insufficient cooperation between the local and central levels, limited availability of information and a lack of professional and financial capacities. Citizens are often insufficiently informed about which institutions are competent, how they can participate in decision-making and how they can demand accountability for a failure to take measures.

ACDC will develop environmental protection as an issue connected with active citizenship, institutional accountability and dialogue. The organisation will not seek to replace specialised environmental organisations, but to connect citizens' needs, expert knowledge, local initiatives and advocacy.

Particular importance will be given to problems that simultaneously affect several communities and can become a basis for practical cooperation. Water, air and soil pollution, waste management and the use of shared resources do not follow ethnic boundaries. Environmental initiatives can therefore bring together citizens from different areas around clearly defined and jointly recognised problems.

ACDC will avoid reducing its work in this area to one-off clean-up actions or campaigns without clear follow-up. Education, communication and local actions will be connected with researching problems, developing recommendations, preparing local plans, advocating institutional measures and monitoring their implementation.

Particular attention will be paid to involving young people, local activists and informal groups in identifying problems and developing solutions. Their participation will not be limited to volunteering in pre-designed activities, but will also include planning initiatives, communicating with institutions and monitoring results.



Desired Change

Citizens have a better understanding of environmental problems and participate more actively in addressing them, while local and central institutions plan more transparently, act in a more coordinated manner and implement environmental protection and shared resource management measures more accountably.

Meaningful and sustainable green initiatives are developed in the north of Kosovo, based on local needs, expert data and cooperation among citizens, institutions and organisations from different communities.

Specific Objectives

5.4.1. Strengthening Citizens' Knowledge and Participation in Addressing Local Environmental Problems

ACDC will improve citizens' knowledge of the state of the environment, the competences of institutions and opportunities to participate in decision-making.

Particular focus will be placed on young people, local activists and citizens who have not previously participated in environmental or other civic initiatives.

5.4.2. Developing and Supporting Local Green Initiatives

The organisation will support practical initiatives focused on concrete problems, including waste management, the protection of water and public spaces, pollution reduction and the responsible use of local resources.

Priority will be given to initiatives with a clearly defined problem, a realistic plan, defined responsibilities and the potential to produce a result that continues after the completion of an individual activity.

5.4.3. Improving Institutional Accountability for Environmental Protection

ACDC will monitor the conduct of competent institutions, the availability of information, the implementation of regulations and responses to problems reported by citizens.

The organisation will advocate a clearer division of responsibilities, better coordination between the local and central levels and more transparent decision-making on matters affecting the environment.

5.4.4. Developing Local Environmental Policies and Action Plans

ACDC will contribute to research, consultations and the preparation of local environmental action plans based on citizens' actual needs and available expert data.

Particular attention will be paid to ensuring that the plans contain concrete measures, competent institutions, deadlines and a method for monitoring implementation.

5.4.5. Connecting Environmental Protection with Cooperation between Communities

The organisation will promote joint environmental initiatives by citizens from different communities where they share the same problems or use the same natural and public resources.

Such activities will focus on practical cooperation and joint advocacy, rather than merely the symbolic gathering of participants from different areas.

Strategic Tasks



ACDC will:

- map priority environmental problems in the north of Kosovo;
- develop accessible information on the competences of institutions and citizens' rights in the area of environmental protection;
- organise consultations with citizens, young people, experts and institutions;
- support local civic and youth green initiatives;
- involve young people in the planning and implementation of environmental actions;
- contribute to the preparation of local environmental action plans in the municipalities in the north of Kosovo;
- organise meetings and public debates between local and central institutions;
- develop recommendations for improving environmental policies, institutional coordination and the implementation of regulations;
- monitor institutional responses to reported problems and adopted recommendations;
- connect organisations, informal groups and citizens from different communities around shared environmental issues;
- integrate sustainability principles into ACDC's other programmes and internal practices.

Expected Results

By the end of the strategic period, ACDC will have a clearly developed programmatic approach to environmental protection and sustainable development, linked to its work on active citizenship, institutional accountability and the promotion of inter-ethnic cooperation.

Citizens and local groups will have better access to data and information on environmental problems and the competences of institutions. A greater number of young people will be involved in the development and implementation of local initiatives, while their activities will have clearer objectives, responsible actors and a method for monitoring results.

ACDC will contribute to the development of local environmental plans and recommendations addressing concrete problems in the municipalities in the north of Kosovo. Cooperation between local and central institutions will be promoted more regularly, while their action on initiatives and recommendations will be monitored more systematically.

Joint initiatives and advocacy activities will be developed in areas where citizens from different communities share the same environmental problems. Progress will not be measured only by the number of actions and participants, but also by changes in institutional conduct, the implementation of local plans and concrete environmental improvements.

5.5. Strategic Objective 5: Building ACDC's Organisational Capacities and Sustainability

During the next strategic period, ACDC will improve its organisational structure, human resources, internal systems and financial sustainability in order to plan its programmes on a longer-term basis, implement them more efficiently and monitor more clearly the achievement of the results to which it contributes.

During the previous years, the organisation developed a broad range of activities and significant experience in the areas of the rule of law, active citizenship, youth work, cooperation between communities, social inclusion and environmental protection. Such programme breadth enabled ACDC to respond to the different needs of communities and develop cooperation with numerous local, institutional and



international partners. At the same time, it increased the demands placed on the team, internal coordination and organisational systems.

The analysis of internal capacities indicated the need for a clearer division of responsibilities, better coordination of programme, financial and administrative work, more systematic human resources management and greater reliance on organisational knowledge. Overlapping tasks, a lack of specialised expertise and dependence on short-term project funding represent particular challenges.

ACDC will therefore develop more functional internal systems that enable clearer decision-making, more efficient coordination, better resource management and greater accountability for results. The objective is not to create additional administration, but to establish procedures and work processes that correspond to the organisation's size, programmes and actual needs.

The organisation will invest in the professional development of staff, the development of the human resources management function, the engagement of external expertise for specialised tasks, and more systematic preservation and exchange of organisational knowledge. At the same time, it will improve monitoring, evaluation and organisational learning, strategic communication, digital capacities and data protection.

Financial sustainability will be based on a clearer link between strategic priorities and project decisions, the diversification of funding sources and the development of longer-term partnerships. New projects will not be assessed only according to the availability of funds, but also according to their relevance to the mission, community needs and the capacities of the team.

Desired Change

ACDC functions as a more clearly organised, programme-focused and financially resilient organisation, with more precisely defined responsibilities, developed professional capacities and functional systems for planning, implementation, monitoring and communication of results.

Key processes depend less on individuals, resources are planned more realistically, and organisational and programme decisions derive more consistently from the mission, strategic objectives and community needs.

Specific Objectives

5.5.1. Improving the Organisational Structure, Management and Division of Responsibilities

ACDC will define more clearly the roles of staff and associates, lines of responsibility, decision-making processes and the coordination of programme, financial, administrative and management functions.

Particular attention will be paid to reducing overlapping tasks, distributing workloads evenly and ensuring continuity of work in the event of changes in team membership.

5.5.2. Developing Human Resources, Professional Capacities and Organisational Knowledge

The organisation will plan recruitment, induction, professional development, performance monitoring and staff development more systematically.

ACDC will develop mechanisms for preserving and transferring knowledge and will engage external experts for specialised tasks when the existing team does not have the appropriate capacities or sufficient time.

5.5.3. Developing the Monitoring, Evaluation and Organisational Learning System



ACDC will establish a system that enables the monitoring of results at the level of the entire Strategy, rather than only individual projects.

Monitoring and evaluation findings will be used to adapt programmes, make management decisions and assess the organisation's contribution to changes in communities, institutions and public policies.

5.5.4. Improving Strategic Communication and the Visibility of Results

The organisation will link its communication more clearly to strategic objectives, the needs of target groups and programme results.

Communication will not focus only on presenting implemented activities, but also on explaining the problems addressed by ACDC, presenting findings and recommendations, and demonstrating the changes to which the organisation has contributed.

5.5.5. Strengthening Programme and Financial Sustainability

ACDC will develop programmes based on its mission, strategic objectives and the documented needs of communities, and will then seek appropriate funding sources for them.

The organisation will diversify its donors, develop multi-year partnerships and assess new project opportunities according to their strategic relevance, financial justification and the team's capacities for implementation.

5.5.6. Improving Digital and Technical Capacities and Data Protection

ACDC will use digital tools for more efficient project management, internal cooperation, research, data analysis and communication.

Their use will be based on rules concerning data protection, confidentiality, digital security and human review of content and outputs.

Strategic Tasks

ACDC will:

- review the organisational structure, job classification system and job descriptions;
- improve the coordination of programme, financial and administrative functions;
- develop a human resources management and performance monitoring system;
- invest in professional development and engage external expertise when needed;
- improve the management of documentation and organisational knowledge;
- develop a monitoring, evaluation and organisational learning system at the level of the Strategy;
- link communication with strategic objectives and programme results;
- establish clearer criteria for assessing new projects and partnerships;
- develop more diverse and longer-term funding sources;
- improve digital systems, data protection and the responsible use of new technologies.

Expected Results

By the end of the strategic period, ACDC will have a more functional organisational structure, more clearly defined responsibilities and better aligned programme, financial and administrative work processes.



Team members will have clearer roles, better opportunities for professional development and a more realistically distributed workload. The organisation will use external expert support more systematically, while documentation, knowledge and key procedures will be more accessible to the entire team.

A functional monitoring, evaluation and organisational learning system will be developed, while programme results will be documented more clearly and presented to target groups, partners and donors.

New projects and partnerships will be assessed more consistently according to strategic priorities, community needs and the organisation's capacities. ACDC will have a more diversified financial base and a greater ability to sustain key organisational functions and longer-term programmes.

6. DEVELOPMENT OF ORGANISATIONAL CAPACITIES

Achieving ACDC's strategic objectives requires an organisation with appropriate human, professional, technical and management capacities. Organisational development is therefore not separate from programme work, but represents a prerequisite for consistent and long-term action in the areas of the rule of law, active citizenship, cooperation between communities and sustainable development.

During the previous period, ACDC developed diverse programmes and significant experience in working with citizens, institutions, civil society and international partners. However, the growth in the number of projects and programme topics increased the demands placed on the team and the organisation's internal systems. Tasks were often allocated according to immediate project needs, which meant that the same team members participated in project development, the implementation of activities, research, administration, communication and reporting.

Such a manner of work provides flexibility, which is important in the changing political and institutional environment in Kosovo. In the long term, however, it may lead to overlapping responsibilities, uneven workloads, dependence on the knowledge of individuals and insufficient space for strategic planning and professional development.

ACDC will therefore improve its organisational structure, the division of responsibilities, human resources development, workload management, internal coordination and digital systems. The objective is not to create additional administration, but to establish clear and applicable mechanisms that enable the team to work more efficiently, share knowledge more effectively and assume greater accountability for results. Programme and financial planning will be linked to the development of the organisation's capacities.

6.1. Organisational Structure and Division of Responsibilities

ACDC will define more clearly the roles of staff and associates, lines of responsibility and decision-making processes. For key programme and organisational functions, it will be determined who coordinates the process, who participates in implementation and who approves final decisions. A clearer division of responsibilities should reduce situations in which several team members work on the same task without a clearly designated lead.

The organisational structure will be reviewed periodically in line with the expansion of activities, the scope of work and available resources. Changes will not depend only on the requirements of individual projects, but also on the long-term functions required for the implementation of the Strategy.



6.2. Human Resources Development

ACDC will plan the development of team members' knowledge and skills more systematically. Professional development will be linked to the strategic objectives and the needs of job positions, rather than only to available training and project opportunities.

Priority areas of development will include:

- research and public policy analysis;
- advocacy and work with institutions;
- community work and participatory methods;
- project and financial management;
- monitoring, evaluation and organisational learning;
- communication and fundraising;
- digital tools and data protection;
- work on politically and socially sensitive issues.

The organisation will also improve induction processes for new staff and associates. Human resources development will also include more regular discussions on performance, workload, staff needs and opportunities for professional development.

6.3. Workload Management and Engagement of Expert Support

Activity planning will be linked to a realistic assessment of the time, knowledge and resources required for their implementation. Before developing new projects or deciding to submit an application, ACDC will assess whether the human, professional and organisational capacities required for their high-quality implementation can be secured.

The organisation will not proceed from the assumption that all tasks must be carried out by the existing team. External experts will be engaged for legal and other expert analyses, evaluations, design, technical solutions, research and other specialised tasks when the appropriate capacities are not available within the organisation.

Such an approach should reduce staff overload and enable team members to focus on the functions in which they can make the greatest contribution.

6.4. Knowledge Management and Internal Coordination

ACDC will develop a system in which documentation, data, contacts, methodologies and experience from projects represent a shared organisational resource.

Methods for storing and organising documentation, recording decisions and exchanging information will be improved. Following major programmes and activities, lessons learned, successful approaches and problems to be avoided in future work will be recorded.

Regular team meetings will serve to coordinate activities, as well as to:

- exchange programme insights;



- monitor community needs;
- link different projects to the strategic objectives;
- consider risks and workload;
- facilitate joint learning and the adaptation of approaches.

6.5. Digital and Technical Capacities

Digital tools will be used for more efficient planning, project management, team collaboration, data collection and analysis, and communication with citizens and partners.

ACDC will improve the rules for:

- storing and organising electronic documentation;
- managing access to digital systems;
- protecting personal and research data;
- the secure use of online platforms;
- creating backups and preserving institutional memory.

Particular attention will be paid to the protection of data collected through research and work with members of politically, socially or security sensitive groups.

Artificial intelligence and other new tools can contribute to the efficiency of research, administration and communication, but their use must include human review, the protection of confidential data and clearly defined responsibility for the final results.

6.6. Expected Development Result

By the end of the strategic period, ACDC will have a more functional organisational structure, more clearly allocated responsibilities and human resources that are better aligned with programme priorities.

Workloads will be planned more realistically, while external expert support will be used when the existing team does not have the required capacities. Key processes will depend less on individuals, while documentation, knowledge and lessons learned will be stored more systematically and made available to team members.

Digital systems and data protection rules will enable more efficient and secure work, while organisational development will be more directly linked to the implementation of the strategic objectives.

7. MONITORING, EVALUATION AND ORGANISATIONAL LEARNING (MEL)

ACDC will develop a monitoring, evaluation and organisational learning system that enables results to be monitored at the level of the entire Strategy, rather than only within individual projects.

Previous monitoring has largely been shaped by donor requirements and project indicators. Such an approach enables orderly reporting on implemented activities, the number of participants, publications



produced and immediate results, but does not always show clearly enough the changes to which ACDC has contributed in communities, the work of institutions and public policies.

In the coming period, the MEL system will link all five strategic objectives and enable the results of different projects to be viewed as part of the organisation's broader programme performance. Its purpose will not be to create additional administration, but to identify successful approaches, weaknesses, unintended consequences and the need for programme adjustments in a timely manner.

ACDC will distinguish the immediate results of its work from the broader social and institutional impact to which it contributes. The organisation can be directly accountable for the quality of research, training, dialogue, local initiatives and recommendations, but changes in the work of institutions, public policies or relations among communities also depend on numerous external factors. ACDC's contribution will therefore be assessed on the basis of the available evidence.

7.1. Strategy Monitoring Framework

For each strategic and specific objective, the following will be defined:

- expected results;
- a limited number of indicators;
- baseline values, where available;
- target values or the expected direction of change;
- data sources and collection methods;
- monitoring frequency;
- responsibilities for data collection and analysis.

The indicators will be sufficiently specific to enable progress to be monitored, but their number will not exceed what the organisation can monitor reliably and regularly.

Annual Action Plans will contain more immediate activity and result indicators, while the strategic MEL framework will focus on broader programme and organisational changes.

7.2. Monitoring Results and Contributions to Change

ACDC will continue to collect basic data on the number of activities, participants, publications and media reports, but these will not constitute sufficient evidence of success.

Greater importance will be given to data showing:

- whether citizens have used the knowledge acquired or launched initiatives;
- whether institutions have responded to recommendations and requests;
- whether recommendations have influenced procedures, practices or public policies;
- whether channels of communication between citizens and institutions have continued to function;
- whether cooperation between communities has continued after the completion of activities;
- whether underrepresented groups have had a genuine role in planning and decision-making;
- whether local initiatives have produced visible change;
- whether research and analyses have been used in public, professional or institutional dialogue.



When a result cannot be reliably presented in numerical terms, qualitative data, case studies and documented examples of contributions to change will be used.

7.3. Data Sources and Methods

Data will be collected by combining different sources and methods, including:

- project and programme records;
- surveys before and after activities;
- interviews and focus groups;
- feedback from participants and partners;
- consultations with citizens and target groups;
- monitoring institutional responses;
- analysis of public documents, decisions and policies;
- monitoring the media and public discourse;
- periodic assessments of partnerships and local initiatives.

Particular attention will be paid to the experiences of citizens from the north of Kosovo, members of the Serb and other non-majority communities, as well as groups that are less represented in the work of civil society organisations.

ACDC will not assess community needs exclusively on the basis of the views of regular partners, project participants or the professional community. Where possible, consultations will also include citizens who have no previous experience with ACDC's programmes.

7.4. Data Disaggregation and Protection

Where relevant, voluntary and safe, data will be disaggregated by sex, age, level of education, place of residence, ethnicity and other characteristics required to assess equal access to programmes.

Data disaggregation will help ACDC determine whether programmes genuinely reach their target groups or rely on a small number of participants who are already active and available.

At the same time, data on ethnicity, sexual orientation, political views, security and experiences with institutions may pose risks to participants.

ACDC will therefore apply the principle of data minimisation, informed consent, secure storage of documentation and restricted access to sensitive information.

The public presentation of results will not enable participants to be identified where this could endanger their privacy, safety or position within the community.

7.5. Evaluation of Programmes and the Strategy

In addition to regular monitoring, ACDC will conduct evaluations of significant programmes and partnerships when it is necessary to assess their relevance, quality, efficiency, sustainability or contribution to change in greater depth.



Evaluations may be conducted internally or entrusted to external experts. External evaluation will be given preference when an independent assessment or specialised expertise is required, or when a programme covers politically and socially sensitive issues. A review of the implementation of the Strategy will be conducted at the

midpoint of the strategic period, while a final evaluation will be conducted at the end of the period.

7.6. Organisational Learning

Data collection has value only if the findings are used to improve the organisation's work. ACDC will therefore establish regular processes through which the team reviews the results achieved, successful and unsuccessful approaches, changes in community needs and the need for programme adjustments.

Organisational learning will include:

- documenting successful and unsuccessful approaches;
- exchanging experiences among team members;
- using findings to develop new projects;
- adapting working methodologies;
- reviewing activities that do not produce the expected results;
- identifying new needs and risks;
- sharing relevant knowledge with partners and communities.

ACDC will promote a culture in which deviations from the plan or the failure of an individual activity do not have to be concealed, but are analysed in order to improve future work. Programme adjustments will be based on data and documented experiences, rather than only on individual impressions.

7.7. Responsibilities for MEL

Responsibility for MEL will not be limited to one person or to the final reporting stage. Programme teams will be responsible for the quality and timely submission of data from their respective areas, while the Monitoring, Evaluation and Learning Coordinator will consolidate the data and prepare periodic reviews of the implementation of the Strategy.

ACDC's management will use the findings of the MEL system when:

- setting annual priorities;
- assessing new project opportunities;
- allocating human and financial resources;
- deciding whether to continue, adjust or conclude programmes;
- presenting results to communities, partners and donors.

7.8. Expected Development Result

By the end of the strategic period, ACDC will have a functional and applicable MEL system that links project results with the organisation's strategic objectives.



The organisation will have more reliable data on who participates in its programmes, what changes occur, how institutions respond to initiatives and which approaches achieve more sustainable results.

The findings will be used regularly for programme planning, resource management and adapting the organisation's work to changes in Kosovo and in the communities with which ACDC cooperates.

The organisation's success will be presented more clearly through documented changes, institutional responses, citizens' experiences and lessons learned, rather than only through the number of activities implemented.

8. STRATEGIC COMMUNICATION AND VISIBILITY

Communication will be directly linked to ACDC's strategic objectives and will be used to support research, advocacy, community work and relations with institutions.

ACDC will base its communication less on presenting individual project activities and more on clearly explaining the problems it addresses, the findings it produces, the positions it advocates and the changes to which it contributes. In this way, the organisation will strengthen its recognition as a relevant and reliable actor in the areas of the rule of law, active citizenship, cooperation between communities and sustainable development.

Particular attention will be paid to communication with citizens in the north of Kosovo, the Serb and other non-majority communities, institutions, the media, partners and donors. Content will be adapted to different target groups and distributed through the channels that these groups actually use.

Communication will not represent only the final promotion of implemented activities, but will be planned from the beginning of a programme, together with its objectives, target groups and expected results.

8.1. Strategic Approach to Communication

Communication activities will be linked to the programme priorities and expected results of the Strategy. When planning communication, ACDC will define:

- who the message is intended for;
- which problem, finding or recommendation is being communicated;
- what response or change the communication should encourage;
- which channel and format are most appropriate for the target group;
- how the reach and effect of the communication will be assessed.

Such an approach should enable communication to become an integral part of advocacy, informing citizens, community mobilisation and relations with institutions.

8.2. Communication of Programme Results

ACDC will present the following more clearly and systematically:

- findings from research and expert analyses;
- recommendations for institutions and public policies;



- citizens' experiences and needs;
- the results of local and youth initiatives;
- institutional responses to advocacy proposals;
- examples of cooperation between communities;
- the changes to which the organisation has contributed.

Complex legal, political and institutional content will also be presented in shorter and more accessible formats, so that it is understandable to citizens who are not part of an expert audience.

In addition to publishing results, ACDC will also monitor their use, namely whether they have been reported by the media, considered by institutions, used by partner organisations or recognised by target groups.

8.3. Target Groups, Languages and Channels

The communication approach will be adapted to different audiences. Citizens will receive clear and practical information, institutions will receive concise recommendations and evidence, and the media will receive timely and verifiable findings, while broader programme results and changes in the community will be presented to partners and donors.

ACDC will use different communication channels, including:

- the website and social media;
- publications, summaries and visual content;
- media appearances and press releases;
- direct consultations and events in communities;
- partnership networks and direct communication with citizens and target groups.

Communication channels will be selected in accordance with the habits, language and access possibilities of individual target groups, rather than only according to their general popularity or reach.

In accordance with the topic and audience, content will be available in Serb, Albanian and English. Linguistic accessibility should enable equal access to information.

8.4. Communication Identity and Internal Coordination

ACDC will improve the consistency of content published on its website and social media and presented in publications and public appearances. Programme areas, key messages and results will be presented in a way that enables the public to understand more easily what the organisation does and for whom its work is intended.

Project teams and the communications coordinator will cooperate from the beginning of activity development. This will ensure that communication is based on reliable data, aligned with programme objectives and prepared in a timely manner.

Internal coordination should prevent uncoordinated communication about individual projects and enable different content to jointly build a clear organisational identity.



8.5. Responsible Communication

Work on topics that are sensitive in political, security and social terms requires careful and responsible communication. ACDC will take into account:

- the accuracy and verifiability of information;
- a clear distinction between facts, analytical assessments and the organisation's positions;
- the protection of confidentiality and personal data;
- the safety of participants and partners;
- the avoidance of discriminatory and stigmatising language;
- the possible consequences of the public exposure of individuals and groups.

Particular attention will be paid to communication on inter-ethnic relations, the police and security, institutional disputes, the rights of sexual minorities and other topics that may provoke political pressure or negative campaigns or endanger participants.

The speed of publication will not take precedence over accuracy, safety and ethical principles.

8.6. Expected Development Result

By the end of the strategic period, the community will recognise ACDC's programmatic identity more clearly, while the citizens and communities with which the organisation works will have better access to relevant information, analyses and opportunities for involvement.

The results of the organisation's work will be presented more systematically and adapted to different target groups. Communication will contribute to a greater extent to public dialogue, advocacy, institutional change and citizen involvement, rather than being reduced to recording implemented activities.

Detailed communication objectives, target audiences, key messages, channels, responsibilities and indicators will be elaborated in the separate ACDC Communication Strategy, as an accompanying document to this Strategy.

9. FINANCIAL SUSTAINABILITY AND RESOURCE MOBILISATION

ACDC's sustainability depends on the organisation's ability to direct its human, financial, professional and technical resources towards strategic priorities and secure diverse, predictable and sustainable sources of funding.

In the coming period, ACDC will seek to reduce the dependence of programme decisions on individual donor calls. The organisation will first define the problems it wishes to address and the changes to which it wishes to contribute, and will then seek donors whose priorities are aligned with its mission and strategic objectives. Such an approach will not exclude flexibility.

Political, institutional and security changes in Kosovo, particularly in the north of Kosovo, may require programme adjustments and responses to emerging community needs. Nevertheless, each new project opportunity will be assessed according to its strategic relevance, the demands it places on the team and its potential to produce a result that extends beyond the duration of an individual project.



9.1. Resource Management

ACDC will link resource planning with annual programme priorities, existing project commitments and the team's actual capacities.

When planning new activities, the organisation will take into account:

- staff time and workload;
- the external expert support required;
- programme, administrative and financial costs;
- the costs of communication, monitoring, translation and data protection;
- technical and digital resources;
- security and reputational risks.

New project initiatives will be considered in relation to the team's existing capacities, but also in relation to the possibility of providing, through the budget, additional staff, associates and experts required for their high-quality implementation.

ACDC will seek to include the costs of core organisational functions, including management, finance, communication, MEL, programme development and digital systems, in project budgets to an appropriate extent.

9.2. Fundraising Based on Strategic Priorities

Fundraising will be linked to ACDC's five strategic objectives. The organisation will develop project ideas based on the documented needs of citizens and communities, previous experience and the desired social and institutional changes.

For priority programme areas, ACDC will develop core programme concepts that can be adapted to different donor interests without departing from their fundamental purpose.

Donor priorities will be regularly monitored and considered in relation to ACDC's strategic objectives, the needs of target groups and opportunities to develop the organisation's programmes and capacities. Priority will be given to opportunities that are clearly linked to ACDC's mission and strategic direction and for whose high-quality implementation the appropriate human, professional and organisational capacities can be secured.

9.3. Diversification of Funding Sources

ACDC will seek to combine different sources of support, including:

- bilateral and multilateral donors;
- European Union funds;
- international foundations;
- institutional and multi-year grants;
- partnerships with local, regional and international organisations;
- joint project implementation and subcontracting.



The organisation will seek to reduce its dependence on a single donor, a single programme area or a single funding model. Particular attention will be paid to sources that enable multi-year planning, the development of organisational capacities and the coverage of operating costs.

9.4. Criteria for Assessing New Project Opportunities

Before deciding to develop a project idea, prepare an application or participate in a partnership proposal, ACDC will assess:

- alignment with the mission and strategic objectives;
- the existence of a clearly identified need in the community;
- relevance to the target groups and areas in which ACDC operates;
- the expected social or institutional change;
- the available human and professional capacities;
- the feasibility of the timeframes and budget;
- the coverage of programme and organisational costs;
- alignment with ACDC's values;
- political, security, ethical and reputational risks;
- the possibility of using and sustaining the results after the funding has ended.

Project opportunities that are aligned with ACDC's strategic directions, contribute to the development of the organisation's programmes and capacities, and allow the necessary resources to be secured for their high-quality implementation will be considered particularly significant.

9.5. Relations with Donors and Partners

ACDC will develop longer-term relationships with donors based on regular communication, high-quality reporting and the clear presentation of community needs, programme results and changes in the community.

Donors will be informed about the specific characteristics of work in the north of Kosovo and in the Serb and other non-majority communities, including the political, institutional, linguistic and security circumstances that may affect programme implementation.

Partnerships with other organisations will be developed when they provide complementary expertise, access to target groups, regional connections or greater potential for advocacy and programme impact. The responsibilities, resources and expected contributions of partners will be clearly defined.

ACDC will not enter into partnerships solely to fulfil the formal requirements of calls for projects.

9.6. Responsibilities and Monitoring of Financial Sustainability

ACDC's management will be responsible for the strategic direction of resource mobilisation and final decisions on developing project proposals, submitting applications and entering into partnerships.



Programme teams will participate in identifying needs, developing programme concepts and defining expected results. The finance and administration function will assess budget justification, eligible costs, financial obligations and risks.

For larger project applications, it will be clearly determined who leads the process, who prepares the programme content, who develops the budget, who verifies compliance with the conditions of the call for projects and who approves the final version.

Financial sustainability will be monitored through a limited number of indicators, including:

- the number and diversity of active donors;
- the share of the largest donor in the total budget;
- the share of multi-year and more flexible funding;
- the coverage of core organisational functions;
- the ratio of contracted commitments to the team's available capacities;
- the percentage of new projects linked to the strategic objectives;
- financial predictability for the next six and twelve months.

9.7. Expected Development Result

By the end of the strategic period, ACDC will have a more systematic and proactive approach to resource mobilisation, a more diversified funding structure and a clearer link between programme priorities, project decisions and budget planning.

The organisation will plan its human and financial capacities more realistically, reduce its dependence on individual donors and increase its ability to fund core organisational functions and longer-term programmes.

New projects will be developed based on the mission, strategic goals and documented needs of the communities, while their possible impact on the quality of work and long-term sustainability of ACDC will be assessed when deciding on financing conditions and applying.

10. IMPLEMENTATION, MONITORING AND PERIODIC REVIEW OF THE STRATEGY

The Strategy will provide the main framework for ACDC's programme and organisational decision-making throughout its period of validity. Its objectives will be linked to annual planning, the development of projects and partnerships, the allocation of resources and the assessment of the results of the organisation's work.

ACDC will implement the Strategy through Annual Action Plans, programme and project activities, organisational development processes and cooperation with citizens, institutions, civil society, experts and international partners. New projects and significant initiatives should be clearly linked to at least one strategic and specific objective.

Implementation will be sufficiently flexible to enable the organisation to respond to political, institutional and security changes in Kosovo, particularly in the north of Kosovo. Flexibility will apply to the selection of methods, partners, activities and timeframes, but will not entail continually changing programme priorities in accordance with available donor calls.



10.1. Annual Operational Planning

At the beginning of each year, ACDC will prepare an Action Plan through which the strategic and specific objectives, as well as the strategic tasks, will be translated into priority annual results, activities, timeframes, responsibilities, required resources and progress indicators.

The Annual Action Plan will cover the work of the organisation as a whole, rather than only the obligations arising from individual projects. Activities funded from different sources will be linked to common programme objectives and expected results in order to provide a clearer overview of ACDC's overall contribution.

Annual planning will take into consideration:

- the needs of citizens and communities;
- changes in the political, institutional and social environment;
- results and lessons learned from the previous year;
- existing project and partnership commitments;
- available human and financial capacities;
- opportunities for cooperation and the mobilisation of additional resources;
- key programme, security and organisational risks.

The annual budget will be prepared on the basis of the Annual Action Plan. It will present the funds required to implement the planned activities and serve as a basis for fundraising.

10.2. Responsibilities for Implementation

ACDC's management will be responsible for the overall implementation of the Strategy, the approval of annual priorities and decision-making on significant programme, financial and organisational changes.

For each strategic objective, a person responsible for coordination and progress monitoring will be designated. This will not mean that one person independently implements all measures, but that there is clearly established responsibility for connecting activities, results and data at the level of the objective.

The Annual Action Plan will identify:

- the persons responsible for individual activities;
- team members involved in implementation;
- persons responsible for approving key decisions;
- partner organisations and institutions;
- external experts, where their engagement is required.

Progress will be reviewed at least once every three months as part of regular meetings of the management and programme team. The reviews will cover results achieved, delays, risks, workload and the need to adjust plans or resources.

10.3. Selection of Programme and Project Priorities



ACDC will not be able to implement all strategic tasks with the same intensity during each year. Annual priorities will be determined according to the importance of the problems for target groups, the organisation's ability to make a concrete contribution and the availability of the required capacities, resources and partnerships.

New project opportunities will be assessed according to:

- alignment with the mission and strategic objectives;
- the existence of a documented need in the community;
- relevance to the target groups and areas in which ACDC works;
- the expected social, institutional or organisational change;
- the team's actual capacities and workload;
- the appropriateness of the timeframes and budget;
- possibilities of monitoring the results and their sustainability;
- political, security, ethical and reputational risks.

Project opportunities will be assessed according to their alignment with ACDC's mission and strategic priorities, the needs of target groups, their potential contribution to change and the possibility of securing appropriate capacities for their high-quality implementation, rather than only according to the availability of funding.

10.4. Partnerships in Strategy Implementation

ACDC will implement the Strategy in cooperation with citizens, local civil society organisations, institutions, experts, the media, informal groups, educational and cultural institutions and international partners.

Partnerships will be based on a shared vision and values, complementary capacities, a clear division of responsibilities and contribution to the achievement of the strategic objectives. Local organisations and communities will not be viewed only as beneficiaries or formal partners, but as actors participating in defining problems, developing solutions and assessing results.

Cooperation with institutions, including the police, the judiciary and municipalities, will be directed towards concrete changes, while preserving ACDC's independence and its ability to critically monitor and publicly comment on their work.

10.5. Monitoring Progress and Using Findings

Progress in the implementation of the Strategy will be monitored in accordance with the established monitoring, evaluation and organisational learning system.

Data on results achieved, institutional responses, citizens' experiences, the functioning of partnerships and organisational capacities will be used for:

- adapting annual plans;
- improving programme approaches;
- deciding whether to continue, modify or conclude individual activities;
- allocating human and financial resources;



- communicating results to communities, partners and donors.

Monitoring will not be limited to determining whether activities have been implemented, but will also assess whether they have produced the expected results and the changes to which ACDC has contributed.

10.6. Risk Management and Adaptation

The Strategy will be implemented in an environment in which political tensions, security crises, institutional changes, inter-ethnic relations and changes in donor priorities may significantly affect the planned work.

ACDC will regularly monitor risks relating to:

- the political and security situation;
- the accessibility and willingness of institutions to cooperate;
- inter-ethnic relations and the space for public participation;
- political tensions and pressures;
- the safety of staff, associates and participants;
- financial stability and the availability of funds;
- the overload or departure of team members;
- the protection of confidential and personal data;
- the organisation's reputation and the trust of communities.

Key risks will be assessed and mitigation measures defined for major programmes and Annual Action Plans.

When circumstances change significantly, ACDC may adapt activities, timeframes, formats and partnerships. Such changes will be documented and explained.

Strategic and specific objectives will be changed only when there is clear evidence that community needs, working conditions or the organisation's capacities have changed to an extent that requires a broader revision of the Strategy.

10.7. Annual, Mid-Term and Final Review

Progress in the implementation of the Strategy will be formally reviewed once a year, as part of the review of the previous year's results and the preparation of the Action Plan and budget for the following year.

The annual review will include consideration of:

- progress towards strategic and annual results;
- realised and unrealised priorities;
- data and lessons learned from the MEL system;
- changes in the needs of citizens and communities;
- changes in the external environment;
- organisational and financial capacities;
- key risks and required adjustments.



At the midpoint of the strategic period, a more comprehensive review will be conducted to assess the relevance of the strategic objectives, progress towards the expected results, the quality of programme approaches, financial and organisational sustainability, and the need to adjust priorities or measures.

At the end of the Strategy's period of validity, a final assessment of the results and the contribution to the changes achieved will be conducted. Its findings will provide the basis for the development of the next strategic document.

10.8. Expected Implementation Result

The Strategy will be integrated into annual planning, project development, the selection of partnerships, resource allocation and the monitoring of ACDC's results.

Programme and organisational decisions will be linked more consistently to the mission, strategic objectives and community needs. Annual plans will enable adaptation to changes in the environment without losing the long-term strategic direction.



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