

**We are devoted to build better Mitrovica!
Let`s work together!**

2020



2016

**Strategy
2016 - 2020**



ACDC
Advocacy Center For Democratic Culture

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1. Preface

The political and social situation in Northern Kosovo coupled with a flawed legal system and issues with ensuring rule of law served as our greatest inspiration in initiating different activities by our organization. These activities were at the same time the response to the identified needs of the local community in northern Mitrovica and beyond to northern municipalities. Initially, we dealt with a wide range of activities and we profiled the organization, with a focus on rule of law.

In order to define the best courses of action, the process of drafting the strategy was initiated. The strategic planning process was an exercise to highlight the identity of the organization and outline the framework of action based on this identity. Throughout this exercise, in which participated almost all ACDC staff, were analyzed all aspects of the operation of from the time of establishment up to now. Looking back in retrospect at all we had achieved made us proud of the work we put in and gave us further incentive in continuing on strongly. This process helped us address the current and future potential challenges as well as to find ways to confront them head on.

According to the new strategic orientation, the community will be the spotlight of ACDC, as it will be positioned as an intermediary in ensuring genuine participation of citizens in decision making. This document redefines ACDC's vision, mission, and values, reflecting on the work of the recent years and the strategic orientations for the years ahead. Understandably, political, social, and economic momentum is a potential determinant in of our program for the future. However, the organization intends to mobilize and guide existing and emerging resources to facilitate communication between the community and local governments in northern Kosovo municipalities.

2. Who we are

Advocacy Center for Democratic Culture – ACDC is a non-governmental organization founded and registered in December of 2011. It was founded by a group of enthusiastic civil society activists from different communities in northern Kosovo, with extensive experience in civil society and project implementation.

The purpose of the organization is to support citizens' activism in multiethnic Mitrovica region, through organization of educational and cultural activities, as well as the improvement of social life of the population of all ages. The organization's work is based on the needs of the population of Mitrovica region.

3. How we work

ACDC promotes civic activism, mobilization of citizens in public debates and promotion of sustainable cooperation between central and local governments and the community in the process of strengthening the rule of law, democracy, government transparency, inter-ethnic cooperation and education. It is committed in developing its activities for achieving an inclusive society in which no one is discriminated against because of age, gender, social status, ethnicity and religion. For this purpose, ACDC engages in community development through training, seminars and support of various civic initiatives on democratic processes with a particular emphasis on the inclusion of vulnerable groups.

We work mostly in the Mitrovica region on: strengthening the democratic culture and dialogue, making significant improvement of social policies, identification and promotion of the interests of citizens, establishing effective mechanism that would allow civil society organization to monitor the accountability of local governments and institutions and last but not least on the creation of opportunities for free intercultural exchange.

ACDC's working strategies for delivering its programs include:

- Advisory services and technical assistance,
- Capacity building,
- Advocacy,
- Research and information,
- Public, political, and media awareness raising,
- Networking and partnering,
- Community outreach,
- Evaluation and monitoring,
- Voluntarism;

Will this in mind it intends to become the best example organization in Mitrovica and beyond.

4. Vision, Mission and Values

With its achievements in past years, ACDC, has gained credibility among sister organizations for addressing issues of concern of the population of northern Mitrovica and the three other northern municipalities. So far we have been guided by programs designed based on the needs of the citizens, but motivated by past success ACDC intends to continue with added intensity while being guided by the Strategy 2016 -2020. The strategy will cover a five year period, and will show what the organization wants to attain (vision), how (mission) and how it will be guided (Values); through concretized goals and objectives reflected in the future programs of organization. This journey is outlined below:

4.1 Our Vision

The vision of ACDC is: *To be a driving force behind the creation of a safe place guided by rule of law, where accountable institutions and strong civil society cooperate in developing a democratic culture, and contributing to enhance resilience of the society, where there is an appreciation for diversity and equal rights and opportunities for all.*

4.2 Our Mission

ACDC is committed to active citizenry in shaping the environment, governed by the rule of law and democratic institutions by promoting organization in genuine communities, in order to enable better governance and improve quality of life of citizens in Mitrovica and beyond.

4.3 Values

ACDC is guided by basic values that characterize every aspect of our work and we are committed to applying them in the development of our activities:

- **Accountability and transparency** - we are transparent in our work. Actions taken, the origin and use of financial resources to achieve organizations' mission and objectives are open to the public. We fulfill our commitments to the highest level of ethical behavior and are accountable to the public, donors and partners.
- **Inclusiveness** - we respect people and place them at the centre of our work, we appreciate the diversity of people and ideas and are committed to equality. We promote fair treatment of everyone and equal opportunities for vulnerable groups to be active participants in shaping the democratic future of our city and beyond.
- **Cooperation and partnership** - we are determined to create cooperation and relationships with other organizations and individuals with whom we share common values and objectives. We promote effective partnerships based on exchange of information, knowledge and experience.
- **Competence and professionalism** - ACDC is dedicated to quality and competence in its work. We strive continuously to develop and improve the knowledge and expertise of our organization and its staff in order to provide an innovative and effective approach to the challenges that we face.
- **Objectivism and impartiality** - we are determined to be objective and impartial given that we operate under difficult political, social and economic circumstances and it make us special and fair in actual diverse cultural and ethnic environment.
- **Confidentiality and Trust** - ACDC with its commitment manifests reliability and thus aims to gain trust in the society.

5. Strategic goals and objectives

ACDC's strategy is built on three strategic goals in terms of the organization development as well goals in terms of scope of interest which will be reflected in the programs of organization. Each goal within themselves has objectives that describe in greater detail how it will meet and reach ACDC its vision and mission, namely:

ACDC's strategy is built upon three strategic goals. In terms of organizational development and scope of interest the goals and objectives will be reflected in the programs of the organization. Each goal entails within itself objectives that describe in greater detail how it will meet and reach ACDC's vision and mission, namely:

Goals related to organizational development

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

- **Objective 1.1** - Increasing the opportunities of the organization by enhancing the knowledge of its staff in terms of design of project proposals and analysis of research conducted;
- **Objective 1.2** - Ensure an adequate permanent space (room for meetings and training) for continuous development activities of the organization;
- **Objective 1.3** - Ensure institutional grants for a period covered by the strategy in order to develop sustainable projects within the scope of the organization.

5.2 Strategic goal no.2 – *encouraging and advocating for sustainable cooperation between local/central governments and the community in the decision-making processes and in strengthening the rule of law in order to improve the life of citizens.*

- **Objective 2.1** - Increasing the opportunities for interaction with citizens in order to raise awareness, promote civic activism and mobilization;
- **Objective 2.2** - Enhance the interaction with the institutions at local and central level so as to ensure suitable relations between citizens and the institutions;
- **Objective 2.3** – *Extend and strengthen networking with local and international civil society organizations.*
- **Objective 2.4** - Increase influence and the credibility of ACDC through effective communication with various groups in order to identify and ultimately meet their needs.

5.3 Strategic Goal no.3

Managing effectively human and technological resources.

- **Objective 3.1** - Optimization of resources, organizational structure and alignment of responsibilities within the organization;
- **Objective 3.2** - Advancement of programs and engagement, ensuring efficient management of the organization and programs, successfully fulfilling the organization's mission.
- **Objective 3.3** – Efficient financial management, capacity to raise funds and ensure sustainability.

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

ACDC intends to become the best example of an organization with credibility in the community and in public institutions of Mitrovica and other northern municipalities, serving concurrently as a bridge between them. Up to now it has attained that through the mobilization of citizens, intellectuals, journalists and other stakeholders address many phenomena and have an impact on various developments at all levels.

ACDC will continue to be engaged even further in cooperation with the citizens and increase citizen interaction among themselves, with government bodies, public and private sector in order to achieve the primary goals. It aims to grow citizen influence even more by developing successful models of mobilization of citizens. To achieve this goal ACDC has to fulfill certain objectives as follows.

5.1.1 Objective 1.1 - *Increasing the opportunities of the organization by enhancing the knowledge of its staff in terms of design of the project proposals and analysis of research conducted.*

Based on organizational Rules and Regulations, ACDC offers the opportunity to use all available human and office resources for generating projects but at this moment not everybody in the organization can write projects proposals therefore some of the staff needs to be trained in designing it. The same concern continues for analysis of the research conducted by ACDC, also for carrying out of analyzes needs its capacity building. During the past years of operation, ACDC is profiled in specific areas as the rule of law, anticorruption, human rights, democratization and transparent institution and education. Over the years, the organization will continue to be engaged in raising domestic competence and professional capacity through training programs for existing staff and hiring of external expertise for short periods. Increased professional competence will be one of the fundamental commitments of the organization on the way to becoming the leading organization in Mitrovica and beyond.

5.1.2 Objective 1.2 - *Ensure an adequate permanent space (room for meetings and training) for continuous development activities of the organization.*

Lack of facilities for organizing meetings makes impossible to develop activities consistently and over the long term thus ACDC aims to find funding for providing such space.

5.1.3 Objective 1.3 - *Ensure institutional grants for a period covered by the strategy in order to develop sustainable projects within the scope of the organization.*

ACDC strives to apply for intuitional grants in order to strengthen the organization and in order to develop consistent activities in the respective fields of interest.

5.2 Strategic goal no.2 – *Encouraging and advocating for sustainable cooperation between local/central governments and the community in the decision-making processes and in strengthening the rule of law in order to improve the life of citizens.*

ACDC with its performance so far has succeeded in implementing cooperation on specific issues between the community of Mitrovica and the northern municipalities with municipal authorities but aims that further activities result in a platform of cooperation which will ensure consistency in community involvement in decision making and strengthening the rule of law in central and local level. In addition ACDC aims to geographically expand its activities since the main area of interest Rule of Law is in a top priority of central and local government.

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

ACDC has so far developed very successful activities, managed to have sufficient influence locally and enjoy the support from citizens and different groups, which resulted in a far more powerful ACDC, motivated to further deepen the cooperation and interaction with citizens through focusing initiatives in the community, volunteering structure, enabling citizens to self-organized and so on.

One of the key commitments of the organization will be to facilitate communication between citizens and institutions. ACDC will use all connections with community groups to promote citizen action through the provision of adequate tools and platforms activism. Along with promoting active citizenship, the organization will cooperate with all relevant institutions (including central level) for the design and implementation of public policies, ensuring that those policies (decisions, documents, etc.) take into account the needs and demands of citizens and the citizens are active in decision-making processes.

5.2.2 Objective 2.2 - *The interaction with the institutions at local and central level so as to ensure suitable relations between citizens and the institutions.*

ACDC, supported by strategic partners, has managed to lay a fruitful cooperation with northern Mitrovica and three other northern municipalities by supporting activities to municipalities in regard to enforcement of rule of law, monitoring of local government and other relevant institutions which lack human capacity. With central level being member to the Consultative Council for Communities at the Office of the President of Kosovo since July 2014 and member of the Inter-Ministerial Working Group of Dealing with the Past and Reconciliation, since 2012.

During coming years ACDC will be engaged in supporting and being an active critic of various processes to further strengthen the monitoring of policies of local and central authorities.

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

Since its creation, ACDC, attempts to cooperate with other civil society organizations which share common values and objectives. In this regard ACDC since the beginning of 2013 became a local partner to CSSP Berlin Center for Integrative Mediation in the project Mediation Center Mitrovica where mediation services are provided to citizens and legal entities. Since May 2014, ACDC is also a member of Democracy in Action, founded by the Kosovo Democratic Institute (KDI) who as a partner monitored the parliamentary elections in northern Kosovo and also launched public campaign aimed to enhance citizen's participation in the elections. In addition ACDC is also a member to the Conflict Prevention Forum established in the beginning of 2013 and which is composed of seven (7) Civil Society Organizations from northern Kosovo.

ACDC, in the upcoming five years will strive to strengthen its network through enriching activities with different civil society organizations working in the same areas of interest and being even more open in finding innovative ways of communication and networking throughout the territory of Kosovo and beyond. Furthermore, establishment of effective mechanism that would allow civil society organization to monitor the accountability of local governments and institutions will be in focus of the organization.

5.2.4 Objective 2.4 - *Increase influence and the credibility of the ACDC organization through effective communication with various groups in order to identify their needs.*

ACDC through cooperation and communication with various community groups, has achieved credibility in municipalities, civil society, community and minorities, schools and faculties, especially law students, women's groups, police etc. The indisputable evidences of the success are already implemented projects.¹ ACDC will continue with the increased commitment to identify the needs of the community by using all the applied means and advance them for a more sustainable communication. In this regard the organization will develop a platform, through which it will provide concrete actions to work and legitimacy of the organization development towards community groups, civil society, media, public authorities and other relevant parties.

¹ "Strengthening the Rule of Law through Education and Cooperation of Law Students," "Empowering students and active citizens in launching initiatives to improve the situation in the society and creating local policies," "Informing citizens about the agreement on the integration of the judiciary," "Empowering women through increased awareness about women's property rights," "The inclusion of citizens in monitoring the implementation of the Agreement on integration and justice," "Increasing Employment of Young People in Northern Kosovo," "Mediation Center Mitrovica (MCM), Strengthening of cooperation of K-Albanian and K-Serbian young lawyers," "International Roma Day," "Mediation Center Mitrovica (MCM)," "Strengthening of cooperation of K-Albanian and K-Serbian young lawyers," "Insufficient mechanisms to combat alcoholism," and "Affirmation of Cultural Resources in Mitrovica."

5.3 Strategic goal no.3 - *Managing effectively human and technological resources.*

The framework for efficient management of human and technological resources of the ACDC is set by “Rules and Regulations,” document which in detail outline rules and procedures applicable to all ACDC staff members, as well as financial policies and procedures with which compliance is required at all times by all in the organization. ACDC pledges that efficiency of the organization will be realized through process of optimization of resources, which will affect the organizational structure and scope of responsibilities within the organization. Among the fundamental direction of this strategic goal will be to move forward with the programs through increased engagement, ensuring effective management of the organization and programs, successfully fulfilling the mission of the organization and financial management that will bring capacity fundraising and ensure long-term sustainability.

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

Optimizing the existing resources of the organization will be the first step to efficient management of human and technological resources. In this regard, the organization will updated the terms of reference for all staff meant for adjustment to the possible changes and rethink the internal division of responsibilities and more adequate capacity allocation. ACDC will continue cooperation with experts from various fields to achieve the objectives of the organization.

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

All projects, initiatives and actions will be designed and implemented taking into account the needs of the population encompassed in the organization's goals. Consequently, review and evaluation of the actions during the process of implementation of activities will be carried in order to reflect and ensure that they are contributing to the fulfillment of the goals of organization.

This requires regular update of the organization's strategy and the permanent process of documenting the work, impacts, results and fulfillment of strategic objectives defined by this document.

5.3.3 Objective 3.3 – *Efficient financial management, capacity to raise funds and insure sustainability.*

Part of the optimization process of resources will be the component of financial management of the organization. Through evaluation and revision of resources in this component, we aim at more efficient financial management and capacity building for fundraising that will be translated into longer institutional and financial durability of the organization. In addition to the general attitude, ACDC has the fundraising strategy for staff and the organization incorporated in the “Rules and Regulations” document.

ACDC further intends to use the gained credibility to influence and ensure more balanced allocation of donor funding for civil society organizations based on the achievements and sensitivity of activities.

6. Programs of the Organization

NGO ACDC's primary areas of interest are Rule of Law, Democracy, Government Transparency, Inter-ethnic cooperation and Education. NGO ACDC is particularly focused on contributing in the building of an effective Rule of Law system in northern Kosovo and its integration in the Kosovo judiciary system but no less importance will be devoted to other programs. Accordingly, our future programs and activities will fall in line with the aforementioned interests, whilst being based on principled values such as the rule of democratic principles, full impartiality, cooperation with public institutions and citizen groups to promote democracy and cooperation with institutions of similar nature, as local, regional and international.

6.1 Rule of Law Program

The most important program in which the organization is engaged and is still continuing is monitoring of the Brussels agreement in the field of rule of law. Mainly it has to do with Agreement for Access to Justice which provides the support for the implementation of Kosovo legislation and functioning of the unitary system of justice in northern Kosovo, and the establishment of a Basic Court and one Basic Prosecution Office for the Mitrovica region in accordance with Kosovo's law on courts as well as integration of Serbian judges and prosecutors in Kosovo's justice system.

This activity is exercised in partnership with BIRN (Balkan Investigative Reporting Network). The scope of activities related to this topic are extensive and diversified. Proofs of the engagements so far in this regard are numerous implemented projects.²

Straighten the rule of law will be the most important program of the organization in the years to come and will represent the distinguishing feature of ACDC compared with other civil society organizations. It will continue to promote civic activism in raising the legal culture in order to improve the lives of citizens of Mitrovica region and beyond.

6.2 Program on Democracy

By applying democratic principles in their project³ activities ACDC strive to influence development of the democratic society and institutions through strengthening the democratic culture and dialogue , significant improvement of social policies by promoting citizen engagement in local policy making process, strengthen the role of civil society, identification and promotion of the interests of citizens ,establishment of effective mechanism that would allow civil society organization to monitor the accountability of local governments and institutions. The current situation in Mitrovica region leaves the lot to wish for in terms of democracy, therefore ACDC will continue with even greater commitment to promote democratic principles as a universal value in the coming years and work continuously in making democracy a working reality in Mitrovica and beyond

² "Justice and the People in the North of Kosovo", "Involvement of the citizens in monitoring of implementation of the Agreement on integration and judiciary", "Monitoring Judicial Reform in North Kosovo", "Mediation Center Mitrovica project", "Increasing awareness and participation of citizens in the judicial system", "Strengthening the Rule of Law in Northern Kosovo through Education and Cooperation of Law Students", "Strengthening of cooperation of K-Albanian and K-Serbian young lawyers", "Empowering Women through Enhanced Awareness of Women Property Rights" conference "Increasing Awareness of Citizens of the Justice Sector Agreement", "People and Justice".

³ "Increasing awareness and participation of citizens in the judicial system", "Organizational Capacity Building of USAID/AKT CSO grantees", "Enhancing Participation in the Parliamentary Election in Kosovo",

³ "Civil Society for Transparent Governance in northern Kosovo", "Anti-corruption Campaign in Northern Kosovo"

6.3 Program on Transparent Governance

ACDC through “Civil Society for Transparent Governance in northern Kosovo” project aimed to foster good governance at local level in northern Kosovo through an increased transparency of local self-governments, training CSOs from northern Kosovo to monitor and report on transparency of local governance and anti-corruption, establishing the Civil Society Transparency Forum, with minimum eight (8) CSOs from northern Kosovo, training representatives of local self-governments and CSOs on transparent governance, developing Report on Transparency/Corruption Index, establishment of the Anti-corruption Forum, developing Local Anti-Corruption Plans and raising awareness on anti-corruption and importance of transparent governance, through Public Campaign and Visibility activities, public and media campaign to raise the public awareness and knowledge on Transparent Governance at local level. All these will not be possible without cooperation with Anticorruption Agency, Ombudsperson Institution and municipalities in northern Kosovo defined through Memorandum of Cooperation. Indisputable evidences of this success are the projects⁴ implemented so far. ACDC will exploit to date achievements in terms of the mechanisms, tools and partners to influence transparent governance on daily basis not as one time event. It will continue even strongly to promote principle of transparency in every future activity during the five years period as well as being part of the “Civil Society Transparency Forum” will play the watch dog role in monitoring the work of municipal and central governments;

6.4 Inter-ethnic cooperation Program

ACDC has developed the projects to foster Inter-ethnic cooperation by seeing ethnic diversity as an advantage of Mitrovica society. In this regard it has developed projects for “*Strengthening of cooperation of Kosovo – Albanian and Kosovo-Serbian young lawyers*” which aimed to enhance networking of young lawyers from different communities in Kosovo by promoting importance of cooperation. Furthermore it developed the “*International Roma Day*” project which had social and educational consequence. ACDC aims to include ethnic cooperation as a basic component in the organization's strategy by which will enrich the other programs and strengthen democratic values of Mitrovica region society.

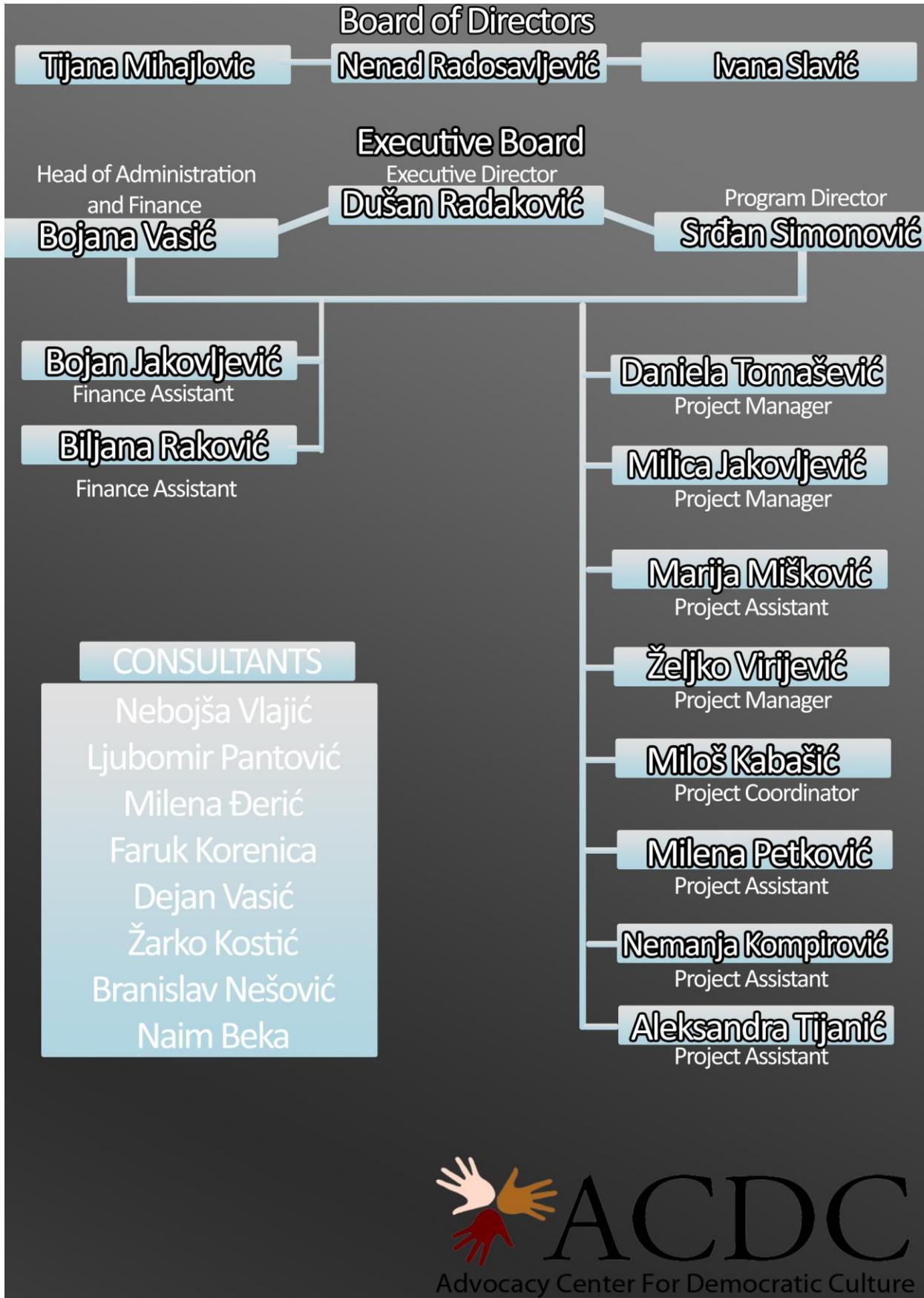
6.5 Education Programe

ACDC through developed projects⁵ has applied researches, trainings, debates, internships in its educational programs in order to build and prepare capacities of the youth for the labor market .The main focus was given to training of the law students and young lawyers from northern Kosovo in Kosovo Legal system and Kosovo law practice. For implementation of these projects ACDC had support from bar experts, Court institution and Faculty of International Business with which signed Memorandum of Understanding. ACDC will continue with this practice in the future by applying different programs in order to build capacities of local authorities, CSO’s and particularly youth on priority areas ,designed in response to the local needs.

⁴ “Civil Society for Transparent Governance in northern Kosovo”, “Anti-corruption Campaign in Northern Kosovo”

⁵ “Affirmation of cultural resources in Mitrovica”, “Increasing Employment of Young People in Northern Kosovo”, “Strengthening thr Rule of Law in Northern Kosovo through Education and Cooperation of Law Students”, “Organizational Capacity Building of USAID/AKT CSO grantees”

7. The organizational structure



8. Strategic partners

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

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

9. Financial Management

ACDC will be using this strategy to increase fundraising activities / programmes. The main donors that are operating in Kosovo are oriented toward supporting local strategies of civil society that are in line with government priorities / goals, which have objectives aligned with the EU policies, contributing to the process of EU accession process. Recently the donations are being reduced therefore ACDC should practiced new tools in order to cover 10 – 20% of the projects cost by providing consultancy services for the issues of expertise to the institutions or NGO's dealing with rule of law as in kind support. In addition ACDC will promote and demonstrated volunteerism as a guiding principle in the implementation of activities. As regard to financial management of the organization ACDC has financial department consisting of two persons who are guided by financial regulations which are incorporated within "Rule and Regulations" manual.

10. Monitoring and Evaluation

The ACDCs Strategy covers the period 2016-2020. This strategy is developed through a participatory planning process. It contains three strategic goals, ten objectives and six programs in which the organization will focus its activities.

Monitoring and evaluating the progress of the strategy will be done by the board of the organization continuously to assess accomplishment of the objectives on the basis of success indicators which will be defined on the project bases. The strategy document will serve as a baseline and the progress will be measured against it. Since most of the activities/programs will be supported by donors, obliges ACDC to report on achievements for each activity supported by relevant donor.

While the review of the strategy will be done at the end of each calendar year from the board of organization during which the obstacles in the implementation process of the strategy will be identify with a purpose of finding ways to overcome them.

Annex 1.

SWOT

	Straights	Weaknesses
Internal	<p>Good working facilities The harmony, collegiality at work, team work spirit. Diversity of professions Dedication to work Active organization Young, experienced and creative staff Good organizational structure (clear roles and responsibility) Good relations and cooperation with: donors, police, citizens, media, Agency for gender equality etc. Exclusivity of being the only one organization dealing with rule of law in the north. Strong network with all Communication with all communities</p>	<p>Lack of strategic planning ; Lack of training space (conference room); Lack of the vehicle (ACDC don't possess the car); Lack of offices (ownership); Lack of capacities of some of the staff in writing the project proposals and analyses of conducted researches;</p>
External	Opportunities	Threats
	<p>Local staff from the north (familiar with the situation); MoU with the Anti-Corruption Agency; MoU with the Office of Ombudsman; Cooperation with Kosovo institution on the central level; Citizens trust;</p>	<p>Lack of EU funds; Unstable political situation; Prejudices of Kosovo citizens towards NGO's ; Slow implementation of the Brussels Agreement; Huge number of NGO's Duplication of some activities with other organizations; Lack of judicial culture; Lack of financial resources; Limited environment for advocacy;</p>