

# Strategic Plan 2023-2026



**CIVIL RIGHTS PROGRAM KOSOVO  
(CRP/K)**

# Message from the Executive Director

*Finally, I would like to thank our donors, partners and all actors who believe in and support our work towards a brighter future for all.*

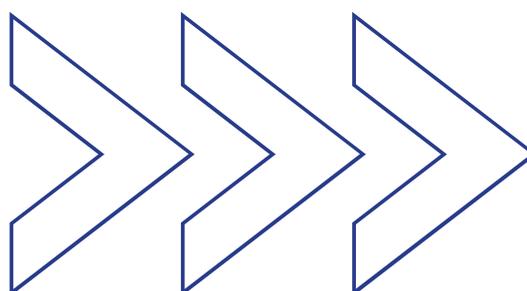
**Naim Osmani**  
*Executive Director*

On the 20th anniversary of the Civil Rights Program Kosovo (CRP/K), I am delighted to introduce the CRP/K Strategic Plan 2023 - 2026.

Today, CRP/K is one of the main organizations that offers free legal aid to vulnerable groups, being evaluated and considered as one of the main actors in protection of human rights in the country. Through dedicated work of our highly experienced staff, over the years we have successfully provided adequate legal protection for different groups of vulnerable individuals, including asylum seekers, persons at risk of statelessness, internally displaced persons, returnees, etc. We were the address where all vulnerable groups could be supported and their voice heard.

Like any other civil society organization, we are facing a number of future challenges, including a growing demand for services, limited resources and changing social conditions. In order to face and address these challenges, we found it necessary to compile a three-years Strategic plan, which clearly defines our direction and priorities, the areas where we need to focus and invest our time and resources, the services we want to offer and how we will develop and support our staff. The engagement of our staff with their expertise and dedication in this process has offered us an important perspective regarding the path as well as important solutions on how we can translate challenges into opportunities.

Finally, I would like to thank our donors, partners and all actors who believe in and support our work towards a brighter future for all.



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# I. INTRODUCTION

The development of a new Strategic Plan of the Civil Rights Program Kosovo (CRP/K) for the period 2023-2026 appeared out of necessity to continue creating a work plan for the next period so that the organization's activities could continue effectively and efficiently.

Key factors required to deliver this strategy are developing our capacity to raise funds, attracting, developing, and retaining quality staff and positioning ourselves as experts in implementation of programs that promote access to free legal aid, justice and protection of human rights for marginalized individuals in Kosovo and in the region.

The strategic planning process was well structured and was characterized by the participation of the staff of CRP/K. The first step was the analysis of the external environment and the analysis of the situation within CRP/K, in which case the successes and weaknesses of the organization were identified and discussed, as well as the opportunities and risks that stand in the way of CRP/K's development. Then, the vision and mission of CRP/K have been reformulated to reflect the long-term commitments of the organization.

# WHO WE ARE

20 years

*The Civil Rights Program Kosovo (CRP/K) is among the first organizations in Kosovo dedicated in protection of human rights. CRP/K conducts its activities as non- governmental human rights- based organization. It was founded by the Norwegian Refugee Council (NRC) in 1999. CRP/K continued with its activities under this framework until 2002 when from 1 December of the respective year it has functioned as an independent non-governmental organization in Kosovo.*

*CRP/K is a free legal aid provider that offers legal assistance, information and counselling through a multi ethnic team of lawyers.*

*Within its activities, CRP/K provides free legal assistance, information and counseling to asylum seekers, persons at risk of statelessness/stateless, displaced persons, refugees, returnees' and other categories of population which are considered to be vulnerable in enjoying of their basic human rights .*

*CRP/K aims to contribute to protection of human rights and freedom, to address legal barriers through representation of the interests of its beneficiaries and to ensure the improvement of the rule of law in Kosovo.*



## OUR MISSION

*Having the support of potential partners, the aim is to strengthen the coordination with other civil society organizations in Kosovo including NGOs in the region in creation of a common strategy for addressing the challenges faced by vulnerable or marginalized groups relating to the realization of civil rights. As a result, in the following 3 years CRP/K intends to continue the path of building a society where respect and protection of human rights and fundamental freedom presents a value.*

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# Our Values



CRP/K bases its work on the following values:

***Dedication*** to its mission of protecting and promoting human rights in Kosovo, by respecting international and national human rights standards, as well as respect for the dignity of every human being.

***The professional and human integrity*** of the employees and close associates of CRP/K, reflects an example of citizens who apply the law and promote respect for the rights of every citizen.

***Professionalism***, which means that all the work of CRP/K for the protection of human rights, the investigation of their violations and the search for ways to address these violations are based on accurate facts obtained from various sources and verified by the organization's staff. Activities undertaken are based in the methodology of international standards, as well as guided by the highest standards of professional ethics.

***Cooperation*** with national and international partners in the civil society sector, government institutions and the academic sector, to increase the impact of CRP/K initiatives in favor of the protection, promotion and guarantee of human rights for every citizen in Kosovo .

***Transparency*** in the sense that CRP/K carries out its work based on the legislative framework in force, in accordance with the most advanced standards of good governance as a non-profit organization and offers unlimited access to information related to its work, taking into account limitations arising from the right to privacy of beneficiaries, and human rights violations.

# NETWORKS

CRP/K is the member of various local and regional networks acting in the areas of migration, statelessness, integration and other fields of interests, including European Council on Refugees and Exiles (ECRE), European Network on Statelessness (ENS), Balkan Refugee and Migration Council (BRMC), Western Balkan Legal Aid Network (WEBLAN), CiviKos, KOMF and other regional and local networks.

CRP/K is an ally of the ECRE, which is a pan-European alliance of 82 NGOs protecting and advancing the rights of refugees, asylum seekers and displaced persons.

CRP/K, as the member of ENS, will continue to provide its regular contribution in ENS efforts to address the problems of statelessness in Europe and, particularly, in Western Balkans.

CRP/K is one of the founders of BRMC and is very active in provision of expertise and information, and exchange of experiences at the Western Balkans level. Our vision to create a Balkan which will be a safe home for all people in need for protection will continue to be our guide for next year's contribution within this network.

As one of the founders and core members of WeBLAN, CRP/K will continue to actively participate in cross-border activities, including exchange of information, experiences, mutual legal assistance with partners and other activities within the network.

As the member of local networks, CRP/K is fully determined and committed to give its contribution through CiviKos platform which is an initiative of Civil Society organizations in Kosovo, aiming to create an enabling environment for formal cooperation between Civil Society sector and the Government. Also, our organization pledges to give its maximal contribution in protection of children within Kosovo Coalition for Protection of Children (KOMF) and to contribute in creation of young generations dedicated to protection of human rights of all.



# SWOT ANALYSES

## STRENGTHS

- Expert knowledge and skills to work with particular target groups of vulnerable persons;
- Good reputation of CRP/K, known for professionalism, impartiality, objectivity and seriousness;
- Long experience in working with human rights in Kosovo;
- Transparency of work activities and finances of CRP/K;
- Positive relations with local and international partners, inside and outside the country;
- Kosovo - wide presence.

## WEAKNESSES

- Lack of a sufficient activities in promoting of our work;
- Lack of fund raising officer;
- Insecurities related to sustainable financial resources;
- Continual need for further increase of staff capacities.

## OPPORTUNITIES

- Training - improving the knowledge and skills of members of the organization
- Possibility to improve work and capacity through participation in different networks
- Enhance contacts and cooperation with institutions and international partners
- Opportunity to influence and act through participation in different government working groups for the preparation and development of new strategic and legal proposals.

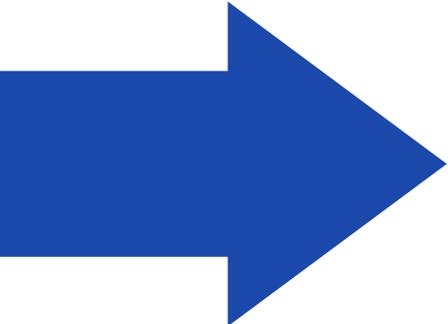
## THREATS

- Difficulties in accessing domestic funds
- Unstable socio-political situation (political problems in certain areas, frequent elections)
- The geopolitical situation and risk of allocation of external funds towards more critical developments.

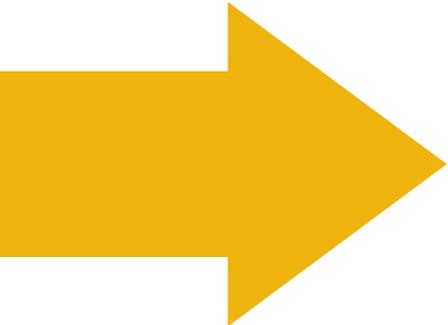
# Strategic Objectives

In 2022, CRP/K initiated a strategic planning process to determine the organization's strategic priorities and to develop a strategic plan that will guide us over the next three years.

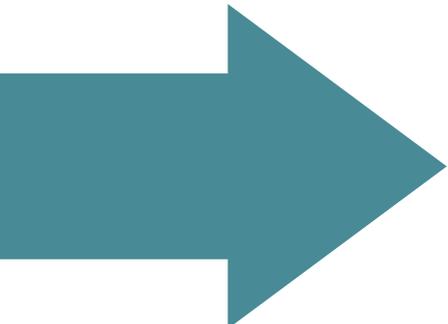
The strategic plan is focused on 3 (three) separate objectives. This strategic plan aims to support CRP/K to carry out its activities for providing free legal aid to vulnerable groups and ensuring effective access to justice. The objectives of the strategic plan are linked to the main aspects of the organizational functions of CRP/K, and are comprehensively defined, which CRP/K intends to fulfill.



**01** PROVIDE QUALITATIVE LEGAL SERVICES

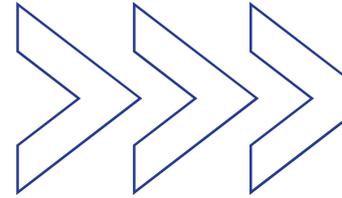


**02** TRANSPARENT, EFFICIENT AND ACCOUNTABLE MANAGEMENT



**03** QUALITATIVE PROMOTION OF WORK AND RESULTS

## Provide qualitative legal services



At CRP/K, we strive for both quality and quantity. Not only do we have the highest number of cases assisted for Legal Aid organizations across the country, but we pride ourselves on delivering consistent, professional, and effective legal representation for those who we support. Thus, we will ensure that all Legal work is performed in accordance with our work standards and continue to revise and update those as necessary.

CRP/K is committed to continuously improve the quality of services by modelling better service standards and approaches, ensuring a quality provision of legal aid experience. Our goal is to offer high quality, accessible legal services to individuals considered as vulnerable in ways that respect their dignity and individuality.

### ***1.1 Vulnerable individuals have complex and multifaceted needs***

Individuals considered vulnerable require access to legal aid to address their needs in accessing services and civil rights. Accessing services can be challenging, particularly when individuals have complex needs or experience multiple types of disadvantage. Providing free legal aid will support these individuals by making our services accessible and individualized, placing individuals at the center of our efforts. We will collaborate with government institutions and non-government organizations to effectively address complex needs.

### ***1.2 Requests for legal services are increasing and changing***

The need for legal services are increasing and constantly changing. The Civil Legal field covers a wide range of thematic areas, where vulnerable individuals have problems and require assistance in a number of spheres of life. CRP/K will conduct annual assessments of identified challenges to ensure that the demands of each vulnerable group for support are being addressed. We will use annual data in addition to the legal needs assessment to recognize emerging legal trends and target needed funding to initiatives with high impact potential. In addition, we will encourage legal staff to develop expertise within their practice area, so they can continually develop their skills and provide our clients with the best possible representation whether at administrative or judicial level.

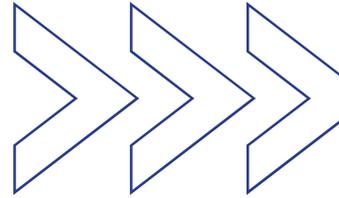
In our future commitment, we will give a special consideration to the field of migration, asylum, statelessness, issues of discrimination, gender-based violence, child protection, sensitive issues related to women and elderly as well as other vulnerable individuals who face difficulties regarding access to their civil rights.

### 1.3 We will continue to enhance relationships with partners

We already have a range of strong and collaborative partnerships. Stronger partnerships with government bodies, non-governmental organizations in Kosovo, different agencies, and partners in the region will enable our client's needs to be effectively and efficiently met.

Over the years, CRP/K has been placed in a unique position to provide legal expertise to government authorities on the needs and challenges faced by vulnerable groups from diverse and disadvantaged backgrounds. We will continue to offer our expertise and experience to provide evidence-based advice to government to help address systemic issues that have a legal dimension for vulnerable groups.

We will work to strengthen our existing partnerships with the community, as well as different sectors (education, health, security) in order to address the complex needs of individuals more effectively.



# Over the next three years

01

Provide legal services that are accessible and inclusive of the diverse needs of vulnerable communities.

02

Organize regular mobile visits to ensure the protection of human rights of vulnerable communities.

03

Continue working with other all relevant stakeholders to improve the operation of the legal and justice systems.

04

Maintain our reputation as a trusted and respected professional organization towards partners, government institutions, and community.

05

Continue to be engaged in targeted and appropriate legislative reform to broaden the impact of legal change across the vulnerable communities.

## Transparent, Efficient and Accountable Management



CRP/K will continue its work in establishing procedures that ensure transparency and accountability. As a first step, the review of the existing procedures will be done with the aim of adapting these procedures to the needs of the organization in accordance with the best management practices.

### 1.1 Continuous Strengthening of the professional development of the staff and the recruitment process

We will make sure that our staff's well-being and satisfaction are an essential part of our decision-making process, and that our hiring and management practices reflect this commitment.

CRP/K has a very capable, highly engaged and well qualified staff. We will support our staff to continuously grow through professional development so that they can continue to deliver free legal services which meet the needs of disadvantaged and vulnerable people. We will ensure that our working environment is healthy and safe for our staff, recognizing that our work can be demanding and challenging. Moreover, we assess that an essential element of our work is building staff capacities through trainings, participation in conferences, study trips and other relevant forms. This will be part of the organization's annual performance appraisal and planning process. Depending on the needs and growing projects, CRP/K will look at the possibility of providing support by interns who can be engaged for a duration of 6 or 12 months.

CRP/K will seek to research and implement best practices for developing a culture of positive reinforcement, staff coaching and recognition, and promote the spirit of friendship and community within teams and across organization.

Additionally, integrated standardized procedures for all new employees will be developed. We will ensure each employee receives effective legal and professional mentoring, opportunity for professional development and training pertinent to their role and career interests, and a yearly performance review.

## 1.2. Ensure the long - term financial stability of work and functionality



Fundraising is a central part of CRP/K operational capacity and longevity. It will be both avidly pursued and effectively integrated into the rest of our operations to ensure we reach our goals of quality and quantity of provision of legal aid.

Over the last years of operation much of our fundraising work has been done by certain staff members who dedicated time, talent, and extra effort needed to accomplish this task. While we are fortunate to have some incredibly talented and dedicated staff who managed to accomplish our previous fundraising goals, within the 3 years period we aim to have new administrative capacity, ensuring we grow accordingly. CRP/K intends to establish the fundraising team as well as have new positions dedicated to fund development, Grants Officer and Manager. These roles will allow us to effectively tackle fundraising work with the aim of growing and systematizing our fundraising capacities over the next three years.

To increase our fundraising capacity, we will pursue some core activities. First, we will seek to build and systematize our fundraising infrastructure, by creating annual development plan to guide our goals and respective direction. Through this plan we will carefully determine fundraising goals ahead of time. Additionally, we will become more proactive to fundraising opportunities, and we will identify fundraising opportunities that align with our mission, ongoing projects, and with consideration of our administrative capacity. Second, we will increase board engagement for fundraising and expand our fundraising team. While the addition of administrative staff is a welcome opportunity, we will seek to heighten our board engagement and the inputs generated from board fundraising initiatives.

# Over the next three years

01

Increasing efficiency through improved internal procedures for management and work within the organization.

02

Prepare and implement comprehensive development and communications plans annually.

03

Ensure all the staff members have ongoing professional development opportunities.

04

Build/Sustain Fundraising Infrastructure.

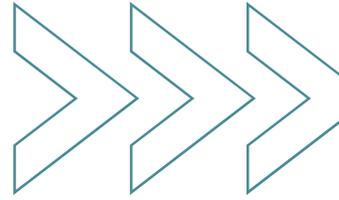
05

Presentation of the Strategy before the donors.

06

Increase/Maintain Board Engagement for Fundraising.

## Qualitative promotion of work and results



The management of social networks and the website, the organization of various events and the preparation of promotional materials are some of the activities that CRP/K will focus on in order to disseminate information about the work and results of the organization.

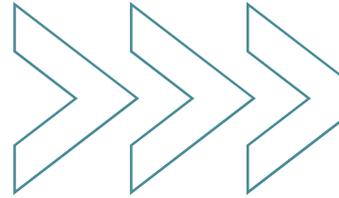
**WEB PAGE** - The structuring and good management of the web page is very important for the organization, therefore it will be updated regularly including all information about the organization and its activities since its establishment until today. The website will be user friendly, easy to navigate and will have an attractive appearance and design.

**FACEBOOK** - For CRP/K, Facebook is a very important communication platform, thus an active presence on Facebook is essential to stay in touch with supporters, build a base of people engaged in the organization's mission and convey powerful messages with different stories and pictures. Considering that most people with internet access have their profiles on Facebook, CRP/K will give key importance to this communication channel. Furthermore, CRP/K considers that a Facebook strategy is an integral part of the organization's efforts for qualitative promotion, and is necessary to complement other means of communication. To increase the number of page followers and the number of likes, the page will be actively updated.

**MEDIA** - Publicity in the media will not only be valued as a tool to attract donations, but also to encourage the engagement of citizens as well as to gain the trust of the general public and further enhance the partnership with institutional partners. For CRP/K it is necessary to continue to maintain and further improve good relations with the local media so that information about its activities is broadcasted as much as possible. It is important that during a year, the organization has occasional appearances in different media and broadcast its success stories.

**PROMOTIONAL MATERIALS AND EVENTS** - The path towards better promotion of CRP/K's work will also be aimed through various promotional materials such as brochures, leaflets, various reports, publications, posters, banners, notebooks, pens, which will be distributed in printed form during various events organized by CRP/K.

Also, CRP/K assesses that the organization's various promotional events can play a major role in strengthening sustainable relationships with various donors and stakeholders. These events will include closing conferences for any given project, or even a social event for interested parties which will be organized at the end of each year. These events will serve to invite persons with authority, and will be used as a means of promoting the results and work of the organization.



# Over the next three years

01

Update the website and introduce new functions in order to provide more detailed information to the public.

02

Update the social-media pages (Facebook and Instagram) in order to provide more detailed information to the public.

03

Create opportunities for increasing media presence.

04

Organize promotional and social events at the end of the year for all the interested parties.

05

Preparation of promotional materials based on the various program activities.

# Monitoring of the strategy

Monitoring of the Strategy is an integral part of its implementation and will be carried out by a technical group within the organization which will be assigned by the Executive Director. Monitoring will mainly focus on activities with the aim of following up and measuring their implementation according to the Strategy.

The evaluation and monitoring plan, which will be drafted by the technical group, as well as the descriptions of the activities presented in the Strategy, will serve as the basis for monitoring. This type of monitoring will be organized by the technical group, under the leadership of the Executive Director, to understand if the activities are implemented as planned. Data for monitoring activities will be collected from written reports, as well as meetings with staff.

The technical group will monitor the work for the implementation of the Strategic Plan 2023-2026 mainly through the following activities:

**Drafting and Implementation of the Plan for Evaluation and Monitoring of the Objectives foreseen in the Strategy;**

**Preparation and implementation of evaluation and monitoring plans for each program or activity financed by donors, in accordance with the requirements for evaluation and monitoring of the relevant donor;**

**Preparation and presentation to the executive director of reports on the activity in implementation of each objective of the strategy, according to the calendar and requirements defined in the strategy plan;**

**Preparation of annual reports on the activity of CRP/K.**



*For more information  
Scan QR code*



**CRP/K**

**PROGRAMI PËR TË DREJTAT CIVILE KOSOVË  
CIVIL RIGHTS PROGRAM KOSOVO  
PROGRAM GRAĐANSKIH PRAVA KOSOVA**



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