



STRATEGIC PLAN

2024-2028

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STRATEGIC PLAN 2024-2028

Building on a Legacy of Advocacy and Empowerment:
A Vision for the Future

STRATEGIC PLAN
2024-2028

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Introduction

This comprehensive strategy document serves as both a guiding framework and a persuasive case for HandiKOS' mission and projects from 2024 to 2028. Developed through extensive research, consultations with stakeholders from the NGO sector, public institutions, supporters and donors, and careful assessments of past and current initiatives, this document aims to steer our organization's efforts in empowering and bettering the lives of persons with disabilities (PWDs) in Kosovo.

Building on our past achievements and lessons learned, this plan addresses critical areas identified by our community, and aims to serve as a compelling

case for prospective donors. HandiKOS remains steadfast on key strategic priorities such as improving the welfare of persons with disabilities (PWDs) in Kosovo across multiple sectors, including social welfare, physical access, legal advocacy, and public perception. By defining clear objectives and outlining actionable steps to reach them, this strategy crystallizes our vision for the years ahead, laying the groundwork for impactful, sustainable change. This plan also provides an organizational and operational framework that ensures sustainability, scalability and maximum impact, showcasing our professionalism and capacity for transformative change.

Background Information

HandiKOS has been an influential non-governmental organization in Kosovo, focused on protecting and advancing the rights of persons with disabilities (PWDs) and improving their lives. Originally founded as an initiative of a group of citizens with disabilities in 1983, HandiKOS has grown over the years to become a cornerstone in the sectors of advocacy for education, health, realization of rights, capacity building, employment of persons with disabilities and the provision of social services with the widest reach in Kosovo, with an active presence in the 7 regions of the country.

From an organizational point of view, HandiKOS functions as an association of PWD. The highest body is the Assembly of Members, followed by the Board of five members elected by the Assembly. Executive Director is responsible for operational management according to the organizational structure, followed by project managers, coordinators and project staff. Administrative support is provided by the positions for finance, logistics and legal advisors.

Over the years, HandiKOS has successfully executed numerous projects funded by institutional grants and project-based financing, continually evolving its strategy to meet emerging challenges and opportunities. The organization has been instrumental in influencing legislative change, through participation in the creation, change, initiation and monitoring of the implementation of the legal infrastructure in the field of the rights of persons with disabilities. In partnership with various governmental and international agencies, HandiKOS has continued to promote inclusiveness in consultative processes for governance and public administration reforms in the disability sector at local, national and regional levels.

HandiKOS achieves this by actively participating in institutional mechanisms, such as the National Council for the Rights of Persons with Disabilities, the various Parliamentary Committees, which are operational mechanisms, as well as the Municipal Committees for Persons with Disabilities.

As for social services, HandiKOS has managed to competently identify the models that best suit the institutional context and the needs of PWD and their families, which are intended to achieve the improvement of the quality of life of PWD through increasing opportunities, level of their physical and social autonomy, and ensuring equal opportunities for access to adequate services.

What makes HandiKOS unique is the implementation of the Community Based Rehabilitation program, conceptualized and recognized by four UN agencies: the World Health Organization (WHO) that covers the needs of PWD in the field of health; International Labor Organization (ILO) which covers and includes social welfare, vocational training and creation of employment opportunities; United Nations Educational, Scientific and Cultural Organization (UNESCO) which includes the needs of PWD in the field of education; and the United Nations Children's Fund (UNICEF) which cares for the well-being of children in general and for the well-being of children with disabilities in particular. Community Based Rehabilitation as a concept is based on the respect of the rights of PWD, involving multi-sectoral/inter-ministerial approach, which has been adopted by all member states of the United Nations Assembly.

HandiKOS implements Community Based Rehabilitation through its activities in the fields of health, work and social welfare, legal aid, and education and training.

Center for Community Based Social Services

HandiKOS has focused its work on the following four

- community-based social services;
- Primary physical and psycho-social rehabilitation;
- Services provided at home;
- Day care services;
- Services for assistive devices;

The main aim of providing services through Community-Based Rehabilitation is the continuous provision of comprehensive services, thus offering holistic support based on bio psycho-social and oriented towards the independence and support of children, their parents and adults with disabilities.

The continuous contribution to the fulfillment of the mission of HandiKOS for the protection of the rights of persons with disabilities in Kosovo is made through the provision of legal counseling services in cases of discrimination, denial of basic human rights or not receiving benefits guaranteed by law. In addition, the organization has continuously been and remains a point of reference for the provision of mobility aids as well as the provision of servicing services for existing equipment.

In the wake of many years of activity, HandiKOS has published various guides and handbooks on the rights of persons with disabilities, becoming the main source of information on disabilities in Kosovo. This long-standing commitment in advocacy, direct intervention, and community mobilization has made HandiKOS a cornerstone in the landscape of disability rights and services in Kosovo and a

synonymous with the fight for disability rights in Kosovo.

Given this rich history and deep-rooted understanding of the challenges facing PWDs, HandiKOS is uniquely positioned to lead a multi-pronged approach to address these issues.

Current situation

Nevertheless, although movements towards positive changes are evident in Kosovo, viewed from the perspective of the well-being of persons with disabilities, significant challenges remain to be addressed. The report on Kosovo of the European Commission for the period 2021-2022 states that: "Persons with disabilities remain among the most discriminated against, as they do not have access to physical infrastructure, quality education, proper medical care and health services, as well as employment opportunities". The current legal framework (list of current laws and regulations presented in Annex B) includes a number of laws and regulations that address the issue of disability, but effective implementation is lacking in practice. Furthermore, different types of disabilities face different approaches from state institutions. From all this, the lack of an all-inclusive law for persons with disabilities is evident, which would guarantee the equal treatment of all categories of disabilities, in accordance with international norms and practices, in order to ensure the rights of PWD in financial and other benefits. This is also related to the need for functional budgeting in different sectors by policy

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makers, if substantial changes are intended. Consequently, continuous efforts should be undertaken towards improvement in the areas of legal enforcement, healthcare provisions,

educational opportunities, and societal prejudices, manifesting in issues like restricted physical access, limited healthcare and social services, educational inequalities, and stigmatization for PWDs in Kosovo.

Executive Summary

HandiKOS is confident to enter a transformative phase in its journey to enhance the lives of Persons with Disabilities (PWDs) in Kosovo. As we move forward, HandiKOS is committed to build upon previous success to becoming a leader in the advocacy for and welfare of PWDs in Kosovo, driving systemic change through partnerships and unyielding commitment to our mission. Furthermore, building on valuable insights gained from previous years, this evolved Strategic Plan for the years 2024-2028 aims to broaden our scope and deepen our impact through increased outreach and sustained advocacy, while recognizing the importance of organizational sustainability and robust partnerships.

This strategic plan serves as both an internal roadmap to guide internal decision-making, motivate our team, and an external manifesto designed to assure current and prospective donors of our strategic, long-term approach to fostering a more inclusive society.

VISION

Inclusive society, with full recognition and realization of the rights and equal opportunities for persons with disabilities.

MISSION

Advocate, empower, and improve living conditions for people with disabilities by providing quality support services and promoting social inclusion through legal aid and awareness programs, thereby reducing prejudice and foster an environment that promotes their full integration into society.

Methodology

The strategy is based on data collected through internal reviews and workshop with HandiKOS's key personnel; interviews with stakeholders representing NGOs, including organizations of PWD, public institutions, supporters, and donors; management feedback and lessons learned from HandiKOS 2018-2022 strategic plan. An iterative approach was followed to ensure that all stakeholder voices were considered, including members of the PWDs community and those served.

The development of this strategic plan involved a multi-phase process to ensure comprehensive research, stakeholder input and strategic alignment. The broken-down stages are elaborated as follows:

Phase 1: Research & Data Collection

- A thorough review of previous projects, programs and outcomes.
- Stakeholder interviews to understand needs, challenges, and opportunities.

Phase 2: Internal Workshops & Brainstorming

- Workshop with key personnel, parents and beneficiaries to validate findings and refine objectives.
- Conducting a SWOT analysis to identify strengths, weaknesses, opportunities, and threats (main findings in Appendix C)

Phase 3: Strategic Planning

- Defining the strategic priorities based on findings from Phases 1 & 2.
- Creating objectives and actions aligned with each priority.

Reflection and Lessons from 2018-2022: Setting the Stage for 2024-2028

The Journey So Far

In the last strategic period from 2018 to 2022, HandiKOS broke new ground by expanding its activities by providing services such as Ergo therapy, psychological counselling, logopedic services, camps for active rehabilitation, non-formal education etc.

A major milestone is considered in reinforcing the cooperation with regional and international organizations dedicated to disability and human rights issues, by either becoming members or continuing collaboration with organizations such as (ESCIF) European Federation for Spinal Cord Injuries, BDIF (Balkan Disability Independent Forum), Associations of Paraplegics of North-Western Balkans, Kosovo Disability Forum, Network of organizations for human rights, KOMF, CIVIKOS, Kosovo Women's Network, Institution of Ombudsperson, CSO Forum, European Disability Forum and other organizations.

The Barriers along the Way

While progress was made, several challenges hindered the full realization of our objectives. A lack of external funding sources constrained our activities and long-term planning, rendering financial sustainability an overarching concern, given the limited grants, project-based funding, and short-term projects.

Legislative challenges added another layer of complexity. Bureaucratic procedures often hindered our agility and even impacted the quality of services we could offer. The implications of this were exacerbated by a general lack of public awareness about the importance of our mission and the needs of PWDs, creating a societal backdrop that was less supportive than it could be.

Human resource constraints were another concern. We were stretched thin, and this overextension occasionally cast shadows over our ambitious objectives, particularly to keep pace with the demands and high expectations that the community had for HandiKOS.

The Road Ahead: Opportunities and Challenges

There are numerous levers that HandiKOS can pull for positive change. The existing legal infrastructure in Kosovo is progressively favorable for PWDs, providing a basis for more impactful advocacy. Incorporating UN conventions into existing legislation and memberships in other international networks would open doors for cross-border partnerships and broader fundraising avenues. Our experience and expertise, coupled with favorable laws to contract social services, make HandiKOS well-positioned for further expansion and influence.

On the other hand, care must be taken in managing the organization since public expectations are high. The

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departure of experienced staff due to the completion of short-term projects often results in a lack of adequately trained staff and this can jeopardize the delivery of quality services.

Low levels of civic activism could slow the rate of societal change, making our advocacy work even more challenging. Legislative hurdles and non-harmonization of laws continue to impede the full implementation of beneficial policies for PWDs. Lastly, the organization faces the risk of being overburdened due to gaps in state responsibilities, affecting both sustainability and service quality.

Guiding the Future: Recommendations

As we pave the way for our 2024–2028 strategic period, the lessons from the past become the cornerstones for future planning. Advocacy for comprehensive legislation that supports PWDs will be at the forefront of our mission. We'll also amplify our voice through targeted community outreach and public awareness campaigns. Collaborating with government bodies will enable us to play a more active role in policy implementation. Above all, an investment in staff training will be non-negotiable to sustain service quality.

In summary, this reflection serves not just as a rear-view mirror to understand where we've been but also as a lens to focus on what lies ahead.

The 2024-2028 Strategic Roadmap

Through this five-year roadmap, we set forth ambitious yet attainable goals centered around four key strategic pillars:

1. Enhancing Social Welfare;
2. Accessibility;
3. Combating Prejudice and Stigma;
4. Advocating for Enforceable Legislation;

We will operationalize these priorities through effective project management, human resources development, and strategic funding approaches. Ongoing monitoring and evaluation will ensure the efficient execution of all initiatives, reinforcing our unwavering commitment to the betterment of PWDs' lives in Kosovo.

The strategy plan is designed as a living document, adaptable to changing landscapes while remaining rooted in its core mission. Through our focused approach and commitment to ongoing evaluation, HandiKOS aspires to set new benchmarks in inclusivity, empowerment, and social justice for PWDs in Kosovo, systematically dismantling the barriers that PWDs continue to face in Kosovo over the next five years.

Strategic Pillars and Objectives

Pillar 1: Enhancing Social Welfare

Objective 1.1:

Sustainability and expansion of social services for PWDs in terms of variety, number and quality of services

Activities:

- 1.1.1. Advocacy for achieving the sustainability of services
- 1.1.2. Monitoring and evaluation of services provided
- 1.1.3. Development of new services in HandiKOS
- 1.1.4. Advancement of current services in HandiKOS
- 1.1.5. Providing assistive devices;

Objective 1.2:

Enhancing safety measures, social care and promoting the participation of PWD in the labor market

Activities:

- 1.2.1. Advocacy for inclusive laws and policies
- 1.2.2. Participation in the drafting of protection policies
- 1.2.3. Identification and promotion of international best practice and advocacy/lobbying for their implementation through concrete recommendations
- 1.2.4. Lobbying and advocacy for favorable and non-exclusive pension schemes for PWDs
- 1.2.5. Providing advice and referral services for PWDs
- 1.2.6. Information campaign on the rights of PWD and their participation in society.

Objective 1.3:

Improving the family climate for persons with disabilities through empowerment and education

Activities:

- 1.3.1. Development of programs and provision of counseling services for families of persons with disabilities.
- 1.3.2. Providing parenting programs.
- 1.3.3. Psychosocial and psychological support for families of PWDs.
- 1.3.4. Organizing activities for children, young people, women and men with disabilities.

Pillar 2: Accessibility

Objective 2.1: Improve Accessibility in Public Spaces

Activities:

- 2.1.1. Monitoring and public reporting about compliance with UA 33/2027
- 2.1.2. Monitoring and reporting on the number of facilities which do not provide access
- 2.1.3. Advocacy at the local and central level for providing access for persons with disabilities and infrastructure improvements
- 2.1.4. Advocacy targeted at legislators for the advancement of UA in law
- 2.1.5. Information campaign for PWDs about their right to access.

Objective 2.2: Improve public transport for PWDs

Activities:

- 2.2.1. Identification and promotion of international best practice and advocacy/lobbying for their implementation through actionable recommendations
- 2.2.2. Information campaign for PWDs about their right to access public transport

Pillar 3: Combating Prejudice and Stigma

Objective 3.1: Reduce stigma and increase public awareness

Activities:

- 3.1.1. Empowering individuals – supporting people with disabilities to become advocates for their rights and needs
- 3.1.2. Campaign awareness through social media platforms to create viral campaigns that challenge stigma
- 3.1.3. Advocacy and lobbying to incorporate inclusive education practices into school curricula
- 3.1.4. Advocating for laws and policies that support inclusion and condemn discrimination
- 3.1.5. Building partnerships with public figures and influencers to speak out against stigma and for the rights of PWD.
- 3.1.6. Advocacy for the inclusion of girls and women with disabilities in policy and decision-making.
- 3.1.7. Promoting the use of appropriate terminology for persons with disabilities.

Objective 3.2: Engage with Media to Shape Public Perception

Activities:

- 3.2.1. Publishing articles and stories that challenge social stereotypes
- 3.2.2. Promoting the achievements of people with disabilities through examples of success stories from the PWD community
- 3.2.3. Attending public events, organizing forums and TV debates to discuss issues facing people with disabilities
- 3.2.4. Efforts to reaching the MoU with the public broadcaster about providing media space for
- 3.2.5. Cooperation with the media for the use of adequate terminology for persons with disabilities.PWD issues.

Pillar 4: Advocating for Enforceable Legislation

Objective 4.1: Creation of the Public Reporting Mechanism

Activities:

- 4.1.1. Establish a platform for PWDs to report cases where their rights have been violated
- 4.1.2. Supporting and providing legal assistance to PWDs in cases of discrimination.

Objective 4.2:

Improving the legal framework and inclusive and non-discriminatory policies for all PWD categories

Activities:

- 4.2.1. Active engagement in policy dialogue and advocacy for accountability by state institutions regarding the enforcement of laws
- 4.2.2. Focus on continued advocacy for the rights of children with disabilities.
- 4.2.3. Creation of local and national level mechanisms to monitor the implementation of the CRC (Convention on the Rights of the Child) from the point of view of non-discrimination
- 4.2.4. Focused advocacy, identification of key actors and audiences and adaptation of advocacy methods for each party.
- 4.2.5. Lobbying for the incorporation of the UN Convention on the Rights of Persons with Disabilities in the Constitution of Kosovo and advocacy for the harmonization of legislation with the provisions of the convention.

*The detailed table outlining the Strategic Pillars, Objectives, and activities is included as Appendix A of this document.

Horizontal priorities

Within the four key strategic pillars HandiKOS will focus on the following horizontal areas that will impact multiple pillars:

- **Development of the Organization's Capacities:**

HandiKOS recognizes the importance of enhancing human resource capabilities. Despite the fact that most of the current staff have many years of experience in the organization, with an irreplaceable institutional memory, in order to execute the new strategy it is necessary to review the current staff structure, to clarify the roles and responsibilities of the positions, enabling more job specific profiling, as well as the creation of new positions, in particular for fundraising, communication and human resources. Building on internal capacities will affect the advancement and achievement of set goals in all strategic pillars.

- **Creation of the Agency for Children with Disabilities:**

HandiKOS will continue its active involvement in various institutional mechanisms and initiatives. Through the creation and functionalization of this Agency, young women and men (girls and boys) with disabilities benefit from increased opportunities to organize and express themselves around issues of common interest. This will primarily affect Pillars 1 and 4, as it involves both social welfare and advocacy for legislation.

- **Rights of Persons and Children with Disabilities:**

HandiKOS remains committed to transforming project-based advocacy into ongoing, focused advocacy for the adoption and implementation of legal frameworks that protect and advance the rights of children, young people, women and men

with disabilities. HandiKOS has the capacity and expertise to actively engage in political dialogue and advocacy to ensure that the rights of children with disabilities are protected and fulfilled, especially at the local level, as well as monitoring the quality of implementation of the CRC (Convention on Children's Rights) from the point of view of non-discrimination. This area will have an impact on the advancement and fulfillment of the goals set out in pillars 1, 3 and 4, focusing on social welfare, combating prejudice and advocating for laws.

- **Networking and cooperation within the space of Civil Society:**

HandiKOS maintains strong cooperation with local, regional and international organizations dedicated to disability issues. HandiKOS' membership in local and international networks reinforces our commitment to promote inclusiveness. This will have an impact on pillar 1 and 3 by furthering partnerships and collaborations.

- **Digitization of HandiKOS Services:**

Being aware of the current trends, our commitment to increase the accessibility and efficiency of the service must go towards the digitization of the services. We are committed to building internal capacity for digital transformation, including staff training and technical support, with the ultimate goal of creating and launching the digital platform. This horizontal field will mainly affect pillar 1, 2 and 3, aiming to make services more efficient and accessible.

Through our focused approach and commitment to ongoing evaluation, HandiKOS aspires to set new benchmarks in inclusivity, empowerment, and social

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justice for PWDs in Kosovo, systematically dismantling the barriers they continue to face. With the support of our valued partners, members, and beneficiaries, HandiKOS is ready to embark on this

transformative journey, building upon our rich history and legacy of improving the lives of persons with disabilities.

HandiKOS: Empowering Persons with Disabilities, Enriching Lives.

Sustainable Growth through diversification of Funding Sources

In the HandiKOS 2024-2028 strategic plan, our approach to financial sustainability emphasizes a need for a hybrid financing model, predominantly based on project-funding and institutional grants. By aligning with the focus of supporting specific causes and objectives that resonate with potential donors, HandiKOS aims to strengthen its internal fundraising mechanism in order to secure grants and funds from various donors on an ongoing basis. The dedicated funds will not only promote immediate initiatives, but will also be a continuation of our successful work in executing projects and achieving strategic goals. HandiKOS will also be dedicated to achieving long-term partnerships to secure project-based funding opportunities or institutional grants in the future. The proactive approach to raising funds will enable HandiKOS to provide quality services in an effective and sustainable manner for persons with disabilities.

Conclusion

The 2024-2028 HandiKOS Strategic Plan is a bold testament to our unwavering commitment and visionary approach towards creating an inclusive, equitable society for Persons with Disabilities in Kosovo. Rooted in past accomplishments and lessons learned, this strategy envisions a comprehensive and multifaceted roadmap to dismantle barriers, combat prejudices and enhance the lives of PWDs through determined, sustainable initiatives.

We are optimistic, as this roadmap reflects not only the sum of our ambitions but also the aspirations of those we serve. The challenges are many, yet with this strategic vision in hand, underpinned by our dedication and the collective will of our partners, stakeholders, and communities, we are poised to make transformative strides in shaping a more inclusive, just, and empowering landscape for PWDs

in Kosovo. This strategy is more than just a blueprint—it's an invitation to all to join hands with HandiKOS in actualizing our shared vision of an inclusive Kosovo where every individual, irrespective of their abilities, has the opportunity to thrive and lead a life of dignity.

HandiKOS extends its gratitude to all who have walked this journey with us thus far, and to those who will join hands with us in the next chapter. As we embark on this ambitious journey, let's remember that every step we take, every policy we influence, and every life we touch is a stride towards a more equitable future. Together, we remain steadfast in our belief and mission that an inclusive society, where PWDs enjoy equal opportunities and live with dignity, is not just a dream, but a reality within our grasp.

Together, we can, and we will make a difference.

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Appendix A

Table 1: Strategic Pillars, Objectives and Activities

Strategic Pillars	Objectives	Activities	Outcome
Pillar 1 Enhancing Social Welfare	Objective 1.1: Sustainability and expansion of social services for PWDs in terms of variety, number and quality of services	1.1.1. Advocacy for increasing the sustainability of services 1.1.2. Monitoring and evaluation of services provided 1.1.3. Development of new services in HandiKOS 1.1.4. Advancement of current services in HandiKOS 1.1.5. Providing assistive devices	✓ The number and quality of social services for persons with disabilities has increased, based on their needs.
	Objective 1.2: Enhancing safety measures, social care and promoting the inclusion of persons with disabilities in the labor market	1.2.1. Advocacy for inclusive social policies and laws 1.2.2. Participation in the drafting of defense policies 1.2.3. Identification and promotion of international best practice and advocacy/lobbying for their implementation through concrete recommendations 1.2.4. Lobbying and advocacy for favorable and non-exclusive pension schemes for PWDs 1.2.5. Providing advice and referral services for PWDs 1.2.6. Information campaign on the rights of PWD and their participation in society.	✓ The legal framework is comprehensive to the needs of persons with disabilities. ✓ Mechanisms for social protection and care take into account the specific needs of persons with disabilities.
	Objective 1.3: Improving the family climate for persons with disabilities through empowerment and education	1.3.1. Development of programs and provision of counseling services for families of persons with disabilities. 1.3.2. Providing parenting programs. 1.3.3. Psychosocial and psychological support for families of PWDs. 1.3.4. Organizing activities for children, young people, women and men with disabilities.	✓ Empowerment and education of families in issues related to PWD ✓ More suitable conditions are created for families of PWDs.
Pillar 2: Ensuring Physical Accessibility	Objective 2.1: Improve Accessibility in Public Spaces	2.1.1. Monitoring and public reporting about compliance with UA 33/2027 2.1.2. Monitoring and reporting on the number of facilities which do not provide access	✓ Access to public institutions improves significantly

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Strategic Pillars	Objectives	Activities	Outcome
		2.1.3. Advocacy at the local and central level for providing access for persons with disabilities and infrastructure improvements 2.1.4. Advocacy targeted at legislators for the advancement of UA in law 2.1.5. Information campaign for PWDs about their right to access.	✓ Increasing the number of accessible public spaces
	Objective 2.2: Improve public transport for PWDs	2.2.1. Identification and promotion of international best practice and advocacy/lobbying for their implementation through actionable recommendations 2.2.2. Information campaign for PWDs about their right to access public transport	✓ More PWD-friendly public transport options
Pillar 3: Combatin Prejudice and Stigma	Objective 3.1: Reduce stigma and increase public awareness	3.1.1. Empowering individuals – supporting people with disabilities to become advocates for their rights and needs 3.1.2. Campaign awareness through social media platforms to create viral campaigns that challenge stigma 3.1.3. Advocacy and lobbying to incorporate inclusive education practices into school curricula 3.1.4. Advocating for laws and policies that support inclusion and condemn discrimination 3.1.5. Reaching partnerships with public figures and influencers to speak out against stigma and for the rights of people with disabilities. 3.1.6. Advocacy for the inclusion of girls and women with disabilities in policy and decision-making. 3.1.7. Promoting the use of appropriate terminology for persons with disabilities.	✓ Positive change in the public perception of PWD ✓ Public figures actively advocate for raising awareness on PWD issues
	Objective 3.2: Cooperation with the media for shaping public perception	3.2.1. Publishing articles and stories that challenge social stereotypes 3.2.2. Promoting the achievements of people with disabilities through examples of success stories from the PWD community	✓ Increased media presence ✓ Decent representation of the PWD community ✓ MoU reached with the public broadcaster

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Shtyllat Strategjike	Objektivat	Aktivitetet	Rezultatet e pritshme
		<p>3.2.3. Attending public events and organizing forums and TV debates to discuss issues facing people with disabilities</p> <p>3.2.4. Efforts to reaching the MoU with the public broadcaster about providing media space for PWD issues.</p> <p>3.2.5. Cooperation with the media for the use of adequate terminology for persons with disabilities.PWD issues.</p>	
Pillar 4 Advocacy for Enforceable Legislation	Objective 4.1: Creation of the Public Reporting Mechanism	<p>4.1.1. Establish a platform for PWDs to report cases where their rights have been violated</p> <p>4.1.2. Supporting and providing legal assistance to PWDs in cases of discrimination.</p>	<p>✓Platform for public reporting is created</p>
	Objective 4.2: Improving the legal framework and inclusive and non-discriminatory policies for all PWD categories	<p>4.2.1. Active engagement in policy dialogue and advocacy for accountability by state institutions regarding the enforcement of laws</p> <p>4.2.2. Focus on continued advocacy for the rights of children with disabilities.</p> <p>4.2.3. Creation of local and national level mechanisms to monitor the implementation of the CRC (Convention on the Rights of the Child) from the point of view of non-discrimination</p> <p>4.2.4. Focused advocacy, identification of key actors and audiences and adaptation of advocacy methods for each party.</p> <p>4.2.5. Lobbying for the incorporation of the UN Convention on the Rights of Persons with Disabilities in the Constitution of Kosovo and advocacy for the harmonization of legislation with the provisions of the convention.</p>	<p>✓Document with monitoring indicators created</p>

Appendix B

SWOT analysis – main findings from workshop

Advantages	Weaknesses
<ul style="list-style-type: none"> • Extensive years of experience and expertise • License for providing psycho-social-health services • Licensed staff for distribution of equipment for PWDs • Good logistics [transportation] • Documents and policies, service protocol • Database - statistics • HandiKOS's Positive image and reputation • Existing space and infrastructure • Continuous equipment, tools and services for PWDs 	<ul style="list-style-type: none"> Project-based financial sustainability Lack of time/staff for fundraising There is no sustainability of services as a result of lack of funds Advocacy and public relations strategy not updated There is no information manual for new staff Lack of statistics on PWD Lack of a technological system/Application for data management
Opportunities	Risks
<ul style="list-style-type: none"> • Involvement of HandiKOS in different networks • Mobilization of PWDs for continuous advocacy • Membership in various international organizations • HandiKOS is seen as the main address for PWD issues • Good cooperation with the media • RTK, as a public broadcaster, has a program format that deals with these topics. 	<ul style="list-style-type: none"> • Project dependency or fund/project dependency syndrome • The image of HandiKOS is at risk – due to high PDWs expectations • Wrong perception about HandiKOS • Non-implementation of the law on access for PWDs • Non-promotion of PWD in the media • Institutional memory is affected by staff turnover and the lack of a data documentation system • Instabilities and political stability [change of governments, etc.] • HandiKOS or PWD resistant to appear in the media – we need to identify new people • Society's low awareness of PWD • Lack of evidence and official data for PWD



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