



Republika e Kosovës
Republika Kosova-Republic of Kosovo




Oda e infermierëve, mamive dhe profesionistëve tjerë shëndetësor të Kosovës
Komora medicinskih sestara, babica i ostalih zdravstvenih stručnjaka Kosova
The Kosovo Chamber of nurses, midwives and other health professionals

ADVOCACY STRATEGY OF THE CHAMBER OF NURSES, MIDWIVES AND OTHER HEALTHCARE PROFESSIONALS

2025 – 2029

February 2025

The development and publication of this document has been supported by the Swiss Agency for Development and Cooperation (SDC) through its project Integrated Health Services (IHS), a joint initiative with the Ministry of Health of the Republic of Kosovo, implemented by Swiss Tropical and Public Health Institute (Swiss TPH). The content of this document is the sole responsibility of the Chamber of Nurses, Midwives and Other Health Professionals and does not necessarily represent the views of SDC.



ADVOCACY STRATEGY OF THE CHAMBER OF NURSES, MIDWIVES AND OTHER HEALTHCARE PROFESSIONALS

2025 – 2029

INTRODUCTION

The healthcare environment in Kosovo is complex and dynamic, and the role of nurses, midwives, and other healthcare professionals has become critical to ensure quality health care. These professionals are at the frontline of patient care and play a crucial role in promoting health, preventing illness and maintaining a good physical and mental health in the population.

The Chamber of Nurses, Midwives, and other healthcare professionals is committed to effectively represent and advance the interests of its members, and to address challenges faced by the healthcare sector, while advocating for policies that enhance the health and well-being of the community. This Advocacy Strategy aims to provide a structured approach to effectively influence healthcare policies, address challenges, and promote the value of nursing and midwifery.

The five-year Advocacy Strategy of CoNK will focus on three main objectives: strengthening the position and role of nurses, midwives and other health professionals to provide quality care, influence policy changes to improve conditions that prioritize sustainability and dignity of healthcare professionals to succeed in their environments as well as promote and increase awareness of the stakeholders and general public on the value of these professions and the essential role of healthcare professionals.

The strategy is to tackle challenges of healthcare professionals. As the demand for healthcare services continues to rise, it is crucial to ensure that they are equipped with the necessary resources, training, and support to meet these demands. By advocating for policies that prioritize development and sustainability of nurses, midwives and other healthcare professionals, the Chamber aims to create an environment where healthcare professionals can succeed in their mission.

Engagement with key stakeholders, including decisionmakers and policymakers, partner institutions, healthcare organizations, media and the public, will elevate the unified voice of healthcare professionals and highlight their essential contribution to the healthcare system in the country, to ensure that their expertise and insights are integrated into decision-making processes.

Through targeted initiatives, strategic partnerships, and community outreach, CoNK aims to address pressing issues such as limitations in the legal framework, professional development, and the integration of innovative practices into patient care.

Moreover, the Chamber seeks to promote the value of nurses, midwives and other healthcare professionals through public awareness campaigns and community engagement initiatives. By highlighting the critical contribution of these professionals, this strategy will foster a greater appreciation for their roles in the healthcare system.

Strategy for the Chamber of Nurses, Midwives and Other Professionals in Kosovo 2025–2029

This document has been drafted with the support of the Swiss Cooperation Development and the IHS Project. Its content is the result of the OIK working group as well as the expertise provided by the external expert engaged by the Project, Dr. Klevis Vaqari.

Contributors: The Working Group for development of the Strategy for the Chamber of Nurses, Midwives and Other Professionals in Kosovo 2025–2029, chaired by the President of CoNK, Ms. Nexhmije Gori and composed by Vice Presidents of CoNK, Chairman and Governing Council, Representative of the Ministry of Health, Representatives of the Chamber's bodies and Professional Service as well as the team of IHS project.

Author: *dr. Klevis Vaqari*

Foreword by the President of CoNK



Nexhmije Gori

Chairwomen of the Chamber of Nurses, Midwives, and Other Health Professionals (OIK)

I am very pleased to present to you this important advocacy strategy and action plan, developed with the support of the "Integrated Health Service" Project (IHS), one of the most valued partners of the Chamber of Nurses, Midwives, and Other Health Professionals (OIK).

This strategy, along with the action plan, aims to strengthen and engage OIK in protecting the professional interests of its members and improving opportunities for enhancing the quality of healthcare services.

The strategy and action plan will serve as a guide for the development of activities and initiatives that aim to increase OIK's impact on decision-making processes and promote the active involvement of healthcare professionals in health policies.

To achieve these goals, the strategy and action plan focus on three key objectives:

- 1. Building and Strengthening Capacities within OIK** – A crucial part of the strategy is enhancing capacities within OIK to create a stronger organization capable of fulfilling its mission. This includes continuous training for members, developing managerial skills, and increasing opportunities for member participation in decision-making processes.
- 2. Improving the Legal Framework** – One of the primary priorities is to influence the improvement and modernization of the legal framework regulating healthcare professions. This will allow for the creation of better conditions for professionals and a stronger legal protection for their rights.
- 3. Capacity building in Communication, Including Public Awareness and Education on OIK's Role** – A fundamental aspect of the strategy is awareness raising and educating the public on the importance of healthcare professionals in society. Through informational and educational campaigns, we aim to increase recognition of the role of nurses, midwives, and other health professionals, thus contributing to a more sustainable healthcare system.

This strategy that we are introducing, together with its accompanying action plan, results from close collaboration with experts and organizations that have made outstanding contributions in the fields of healthcare and advocacy, which have contributed with knowledge and experience in creating a clear and sustainable action plan.

This plan is guided toward the need to strengthen our advocacy capacities and to address key issues affecting healthcare professionals and services in general.

We believe this document will serve as a source of inspiration and guidance for everyone engaged in this important mission and will contribute to strengthening the role of nurses, midwives, and other healthcare professionals

CONTEXT

The Chamber of Nurses, Midwives and other healthcare professionals is established as an independent professional organization, based on the Law No. 04/L-150 on Chambers of Healthcare Professionals, approved in 2013. Full competencies, as provided by Articles 9 and 10 of this law, were transferred to CoNK, in 2017, allowing the Chamber to take the entire responsibility for the self-organization and operational framework. Despite the development and strengthening of the mechanisms that regulate the functioning of the Chamber, CoNK faces several challenges that significantly impact its effectiveness and adequate representation of the interests of its members.

In 2021, Kosovo started the process of the revision of the Law on Health. However, the amendment of the law has not yet finished. The draft Law on Health introduced in October 2024, aims the centralization of current competencies of all chamber, which is among the greatest reforms in the healthcare system, enabling self-administration of healthcare professionals through the relevant chambers, in accordance to the practices of European Union countries and beyond. This draft law contradicts the European standards, and as such, it is only expressed in countries like Belarus, Hungary, Turkey, and Slovakia. CoNK need to closely and intensively coordinate with the other chambers, in order to become a core part of the discussion regarding the content of the draft law.

Kosovo does not have a separate, specific law exclusively dedicated to nurses. Instead, the practice of nursing is regulated under the broader Law on Health. Empowerment of the Chamber to advocate and appropriate engagement in policy shaping processes and improvement of the current legal framework, is crucial to ensure that healthcare professionals are represented and their interests are met. There is a pressing need for the Chamber to strengthen its role in legislative drafting processes, particularly to push for the starting of drafting process of the Law on Nurses, which will specifically address the roles, responsibilities, and standards for nurses, and will enhance the professional framework for nursing in Kosovo.

Kosovo does not currently have a comprehensive job classification system specifically for healthcare professionals, including nurses and midwives. The general existing framework for categorizing roles within the healthcare system, is not in line with the EU legislation, such as the EU Directive on the recognition of professional qualifications. A job classification system that clearly defines the various healthcare roles and their corresponding qualifications, responsibilities, and career pathways is not yet developed. For healthcare professionals, aligning with EU legislation and directives, is crucial to ensure their ability to work in EU countries, as they define standards for the recognition of the qualifications and how they can be validated. This process remains essential to harmonize local regulations with EU standards, facilitate mobility and ensure that healthcare professionals from Kosovo can effectively operate within the European Union.

Many healthcare profiles accredited by the Kosovo Accreditation Agency or obtained abroad, are not recognized by the Ministry of Health as they are not updated in the Law on Health. This discrepancy leads to challenges for applicants, resulting in barriers for them to obtain relevant working licenses and exercise their profession. As a consequence, sometimes memberships licensing applications are rejected by the CoNK,

highlighting the need for the immediate establishment of a coordinated mechanism involving Ministry of Education, Science, Technology and Innovation, Ministry of Health and Kosovo Accreditation Agency, to address these issues.

CoNK currently lacks structured evidence to document all these emerging issues affecting its members, limitations in the current legal framework and needs of healthcare professionals, which limits its ability to inform advocacy initiatives. Documentation of the constraints in legislation and practices of healthcare and their consequences, along with best practices deriving from other countries and specific recommendations for improvements, are crucial to feed the advocacy initiatives. Further, enhancing communication strategies is vital to ensure that relevant topics are prioritized in public debate and policy agendas.

While CoNK organizes activities and communications for its members, the current outreach lacks depth and engagement. A more robust communication strategy is necessary to reach partners, stakeholders, and the general public, ensuring that the contributions of healthcare professionals are recognized. Regular publications and enhancing social media presence and website functionality with multimedia content and interactive features will help raise awareness and strengthen the credibility of the Chamber as a unified and trusted voice in healthcare.

CoNK has opportunities to expand its cooperation with new connections, with both national and international organizations to gain the necessary support in its advocacy activity. These partnerships can facilitate the exchange of best practices, enhance standards, and potentially increase the resources of CoNK.

CoNK relies primarily on membership fees and licensing payments for financial independence. However, its complex activities require additional resources to enable a sustainable and well-informed advocacy. Fundraising can enhance human resources, generate new incomes, and support the implementation of programs and activities aligned with CoNK mandate.

THE MISSION OF CoNK

The mission of the Chamber of Nurses, Midwives and other health professionals is to protect and present the professional interests of its members, to ensure the high standards of the code of ethics and medical deontology, to promote and protect the activity of health professionals in public and private health institutions, to ensure continuous professional education in order to provide the highest quality health services and other services related to health care in maintaining the health of the population.

THE VISION OF CoNK

The vision of the Chamber of Nurses, Midwives and other health professionals is to be a leading institution that inspires excellence to its members, ensuring the highest standards of care, and building public trust through effective, efficient, transparent and accountable governance and providing professional services. The Chamber aims to provide professional development and be a driving force in advancing the quality of health care, advocating for the rights and responsibilities of health care professionals and ensuring the provision of high – quality health services to all citizens.

GOAL OF THE ADVOCACY STRATEGY

To advance the position of the Chamber in influencing legislative processes and raising public awareness regarding the role and importance of nurses, midwives and other healthcare professionals, for the provision of quality healthcare service to the citizens.

ADVOCACY MESSAGES

- United nurses, a force for change
- Together for health, together for change
- Healthcare heroes, stronger together
- Together for quality health care
- Together for patient care, together for health
- United for patient care
- Healthcare professionals, caring for each patient
- Caring for our community, supporting wellbeing
- Championing health, empowering people
- Together for a healthier population
- Healthcare for everyone, because health is a right
- United healthcare professionals, advocates of health
- For healthier communities, for healthier future
- Promoting care, strengthening lives
- ◁ Frontline professionals, committed to care

STRATEGIC OBJECTIVES:

Objective 1: Build and strengthen capacities and skills of CoNK to effectively advocate for the protection of the interests of healthcare professionals and advancement of their role and position in the healthcare sector.

Objective 2: Contribute to the improvement and advancement of the legal framework that affects the interest of healthcare professionals through increased influence in decision making and policy shaping processes.

Objective 3: Increase public information and education on the crucial role of the healthcare professionals and their importance in ensuring the health and wellbeing of all citizens.

STAKEHOLDER MAPPING AND STAKEHOLDER ENGAGEMENT PLAN:

In the context of the advocacy efforts of CoNK, the stakeholder mapping is a very important and strategic process to enable identification, analyzing and prioritization of individuals, groups and bodies that closely relate to the goals of the advocacy strategy and are crucial to tackle throughout its implementation. At different stages of the strategy implementation, these stakeholders can affect or be affected by its activities and goals. Thus, a careful categorization of stakeholders based on their influence and interest in the field, is essential to assess the impact that they may have at different stages of the implementation of the CoNK advocacy activities and how they can affect the achievement of the strategy objectives.

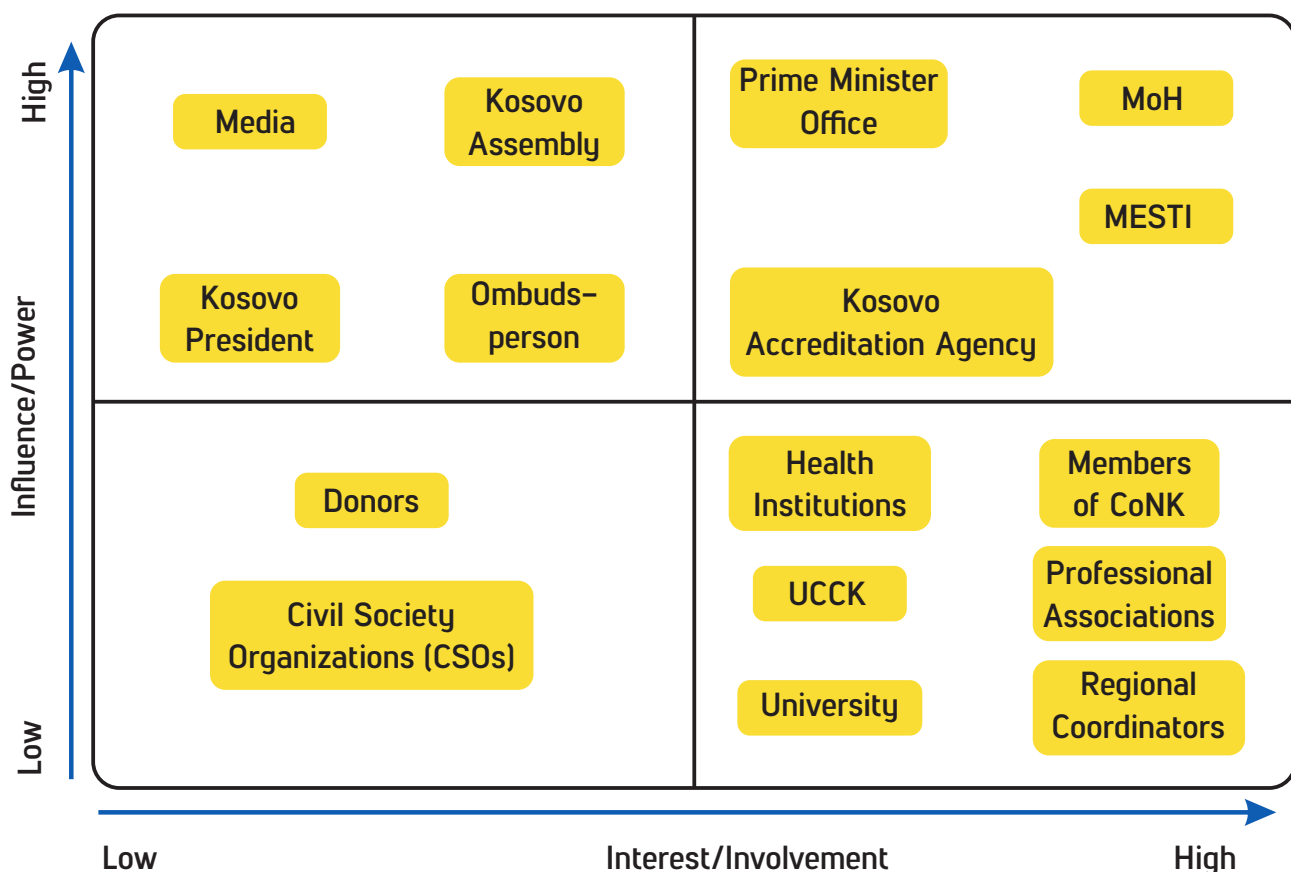
The development of the stakeholder mapping helps to better understand the different groups of stakeholders and their position toward the goals of the strategy, such as groups of supporters, neutral or opponent stakeholders. This process informs the risks that the implementation of the strategy may encounter, different strategies to overcome these risks and ensure success, as well as messages that can be developed to address positions of each group, to properly influence the expected outcomes of the strategy.

To develop an inclusive and useful stakeholder mapping, the first step is to list all potential stakeholders that are constantly or at some point, relevant to the implementation of the advocacy strategy of the Chamber. The most relevant identified stakeholders, that are important to analyze in order to engage with each of them in the adequate manner for the achievement of the advocacy objectives, are:- Ministria e Shëndetësisë;

- Ministry of Health
- University and Clinical Center of Kosovo
- Ministry of Education, Science, Technology and Innovation
- Assembly of Kosovo
- Members of CoNK
- The Presidency of Kosovo
- Kosovo Accreditation Agency
- Ombudsperson Institution Kosovo
- Office of the Prime Minister
- Civil Society Organizations
- University of Prishtina
- Media
- Donors
- Health Education Institutions at Primary, Secondary and Tertiary level
- Professional Associations
- Regional Coordinators

The second step of this process is an analysis and assessment of the power and interest of each stakeholder through a stakeholder map, to determine their general position on the issues addressed by the advocacy strategy of CoNK and tailor engagement with each of them. The stakeholder mapping is a representation of each of the listed stakeholders, based on the level of power/influence that they have on the crucial issues addressed by CoNK and level of interest/involvement in the activity and initiatives of the Chamber. This analysis helps CoNK to better understand these stakeholders, their influence, and develop a strategy for stakeholder management, accordingly.

The power/interest matrix is a strategic framework used to categorize stakeholders into four quadrants based on two primary factors, their power to influence an issue and their level of interest in its outcomes.



The stakeholder mapping elaborated above, provides a classification of the stakeholders into four different quadrants that also inform the type of relationship, communication and frequency of exchange with each stakeholder:

High power/high interest: These stakeholders in this quadrant are crucial for the advocacy efforts due to the significant influence that they have in key processes. They should be managed closely, and be regularly and actively engaged through meetings, regular briefings, and joint initiatives, and should be considered as key actors to coordinate with and push the advocacy efforts. As it can be understood from the matrix, institutions such as Ministry of Health, Ministry of Education, Prime Minister Office or Kosovo Accreditation Agency, are key stakeholders due to their high power to prioritize and lead legislative and policy processes that are relevant for the work and activity of the Chamber.

High power/low interest: These stakeholders have high power or authority to influence processes, but are not directly interested in the outcomes and goals of the strategy. They should be informed through periodic

updates and reports to ensure that they are aware and informed of relevant issues but not through intense engagement. In this quadrant there are high level institutions such as the Office of the President of Kosovo, Ombudsperson, Assembly or Media, because they have enough power to influence and push processes but they need to drag attention toward the advocacy activities of CoNK and join the initiatives.

Low power/high interest: These stakeholders do not have direct decision-making power and influence, but they show a high support and interest for the cause of CoNK. Their support is valuable to strengthen advocacy efforts and they should be engaged through updates, newsletters, and joint campaigns to keep them included and motivated. Entities and bodies that share the same interest with that of the Chamber but do not have decision making power, such as UCKK, health institutions, members of CoNK, universities, or professional associations, are part of this quadrant.

Low power/low interest: These stakeholders have limited influence and interest about issues raised by the advocacy strategy of CoNK. However, they should be regularly monitored and it is still important to keep them informed and connected, as they may be part of future cooperation and influence future advocacy initiatives. Few external entities such as different donors or different non-governmental organizations cannot influence at the desired level and at the same time are not directly and closely interested on the advocacy topics of CoNK.

The stakeholder mapping, provides a clear and visual representation of different stakeholders and their positions, which helps to define and design the engagement strategy to communicate and collaborate with each of them.

The last step of this process is the stakeholder engagement plan, which defines the level of engagement each stakeholder will have throughout the implementation of the strategy, as well as how the Chamber will communicate with each group to effectively implement the strategy and improve decision-making.

STAKEHOLDER ENGAGEMENT PLAN

Stakeholder	Key role and interests	Engagement objectives	Engagement strategies	Frequency	Responsibility
Ministry of Health	Development of policy related to health and healthcare standards	Ensure the commitment and engagement of MoH in CoNK advocacy efforts	Organize regular meetings, deliver policy briefs and position papers, reports, conduct joint workshops	Monthly	Advocacy department
University Clinical Center of Kosovo	Leading healthcare provider with main interest in healthcare professionals	Align advocacy objectives of CoNK with UCCK goals	Plan and organize joint initiatives, exchange and update on the advocacy impact	Every two weeks	Advocacy department
Ministry of Education, Science, Technology and Innovation	Development of policy and standards related to education	Establish and develop engagement of MESTI for the adequate accreditation process and acknowledgement of healthcare profiles	Organize joint workshops, introduce policy briefs and statements, reports, conduct meetings with MESTI and relevant stakeholders (KAA, MoH)	Quarterly (every 3 months)	Advocacy department

Kosovo Accreditation Agency	Quality assurance in higher education institutions and their study programs, including accreditation and re-accreditation	Push KAA in closer coordination with MoH and MESTI for the appropriate accreditation process of healthcare profiles	Organize joint workshops, share policy briefs and statements, reports, conduct meetings with MESTI and relevant stakeholders (KAA, MoH)	Quarterly (every 3 months)	Advocacy department
Office of the Prime Minister	Executive and leadership body in prioritizing policies in the country	Executive and leadership body in prioritizing policies in the country	Share briefings, policy updates, participate in high-level meetings and organize national level conferences	As needed	Advocacy department
The Assembly of Kosovo	Leading legislative processes	Engage the Assembly to commit for the prioritization and influence on health-related legislation	Share briefings and updates, organize meetings with Assembly Committees for specific issues, conduct joint conferences, roundtables	As needed	Departamenti i Avokimit

The Presidency of Kosovo	The national leadership institution with influence in the society and decision-making bodies	Ensure the support of the President to commit for and promote healthcare initiatives aimed and supported by CoNK	Share briefings and updates, organize meetings with the President, invite in panels, coordinate for awareness raising initiatives	As needed	Advocacy department
The Ombudsperson Institution	National body for the overall advocacy for human and public rights, and accountability	Engage Ombudsperson to promote and enhance transparency and accountability in the healthcare sector	Share reports on different issues, organize joint meetings, conferences and engage in joint awareness raising activities and campaigns	As needed	Advocacy department
Members of CoNK	Representation of nurses, midwives and other healthcare professionals at national level	Actively inform, educate and actively engage in discussion, active participation and close collaboration to push advocacy initiatives	Regularly exchange and share information on recent developments, share regular newsletters, organize regular meetings	Weekly	Advocacy department

Media	Increase general public awareness and disseminate information	Partnership and engage media in more attention toward healthcare related issues and in raising public awareness of the advocacy goals of CoNK	Share regular press releases, organize media conferences and media events, regularly share on the website and social media the campaigns, coordinate with journalists for TV program and radio presence	Monthly	Communication / PR department
Universities	Education of generations and training of future healthcare professionals	Increase collaboration and engagement for professional development, profiling of healthcare professions, curriculum development of healthcare professionals	Organize joint workshops, conduct joint advocacy initiatives and meetings with stakeholders	Quarterly	Advocacy department
Professional Associations	Advocate for professionals in the healthcare field	Align positions and efforts for mutual support and advocacy	Organize joint awareness raising campaigns, regularly meet and exchange on developments to update each other, organize joint advocacy initiatives	Monthly	Advocacy department

Donors	Provide financial support for different organizations, institutions and initiatives	Engage to provide and secure funding and support for the advocacy programs of CoNK	Write grant proposals, share reports and positions, request meetings with donors to seek enhanced financial support	As needed	Advocacy / Fundraising department
Civil Society Organizations	Increase community awareness, engagement and support for healthcare initiatives	Establish cooperation, build coalitions and strong partnerships for impactful advocacy initiatives	Organize joint awareness raising campaigns, joint statements, engage in joint advocacy initiatives and meetings with stakeholders	Monthly	Advocacy department
Regional Coordinators for professional development	Offer support for the professional training and development of healthcare professionals	Push for the engagement in enhancing efforts among CoNK members to feed advocacy actions	Exchange and share updates regularly, organize meetings to generate issues from the field and collect data to feed advocacy	Monthly	Advocacy department

Health Education Institutions at primary, secondary and tertiary level	Ensure professional development and training of future healthcare professionals	Involve and engage in advocacy initiatives related to the curriculum and professional development of healthcare professionals	Share and exchange on related issues of joint interest, organize workshops with other partners, involve in joint advocacy actions	Monthly	Advocacy department/ Fundraising
--	---	---	---	---------	-------------------------------------

AUDIENCE

The primary and secondary audiences are crucial for the impact of the advocacy strategy and achievement of its objectives. Throughout the implementation of the strategy, communication and messages should be tailored to the specific target, to be more effective and draw attention. When messages are aligned with what specific audiences care about, engagement levels increase significantly. Therefore, it is essential to identify the primary and secondary audiences, as well as to design a specific communication plan that targets specific segments of the audience and is drafted in accordance to their needs. Primary and secondary audiences are both very important.

The primary audience includes decision makers who have the authority and power to bring policy changes or ensure their implementation, while **the secondary audience** are the people, institutions or organizations that can influence the primary audience.

Primary audience

- Ministry of Health, which is directly responsible for public health policies and services.
- University and Clinical Center of Kosovo, as the main medical institution in the country.
- Office of the Prime Minister, which is the central authority for national policy-making.
- Ministry of Education, Science, Technology and Innovation, which oversees education policies that impact health education.
- The Assembly of Kosovo, which is the legislative body responsible to approve legislation.
- The Kosovo Accreditation Agency which ensures quality in education and health sectors, in accordance to standards.

Secondary audience

- Ombudsperson Institution in Kosovo, as a body that focuses on human rights and accountability.
- The Presidency of Kosovo, as an executive leadership body influencing policies.
- Media, as an irreplaceable body to increase impact, amplify advocacy messages and raise public awareness.
- University of Prishtina as the primary educational institution, which can act as an important support in advocacy.
- Professional Associations representing different professions, as core partners for the establishment of partnerships and coalitions.
- Organizations sharing the same mission that can provide support for various advocacy initiatives to push decision making processes.
- Donors as a main target to ensure financial support for the advocacy initiatives, thus ensuring sustainability and consistency of the advocacy actions.
- Members of the Chamber, that are the healthcare professionals involved in patient care and can act of a crucial importance for the empowerment of advocacy actions of CoNK.
- Regional Coordinators for Professional Development that facilitate training and development, who can ensure immediate information flow between the professionals from the field and the bodies of the Chamber.
- Health Education Institutions (Primary, Secondary, Tertiary), as crucial bodies for the development of professionals, primarily involved in implementation.

Communication plan

Communication toward the specific audiences as defined above, is essential to ensure that the message has been reached and correctly perceived by the specific audience. The content of the message is very important, but the other non-verbal factors are of the same importance too: the idea that the message conveys, how it is delivered, its credibility and the time when it is shared.

Selection of the most appropriate methods and techniques to communicate with specific audiences/stakeholders, enables their correct understanding on the advocacy issue, increases their level of information on the respective issue and increases the chance of their engagement and support toward the issue of interest. To correctly communicate and gain the engagement and support of the audience, it is important to keep in consideration the following steps, in order to drag their attention to a specific topic:

	Inform	Consult	Involve	Collaborate	Empower
Communication method	Inform / educate the audience in one-way communication, there is no invitation to respond.	Gain more information and feedback from the audience to inform decisions Limited two-way communication, asking questions, audience providing answers.	Direct work with the audience throughout the process to ensure that issues and concerns are understood and considered; Two- way or multi-way communication.	Partner with the audience for the development of mutually agreed joint decisions. Two- way or multi-way communication with negotiation and decision making on both sides; Audiences work together to take action.	Strengthen the audience on particular issues for decision making purpose. They are equipped to contribute to the achievement of outcomes.
	Factsheets, website, newsletters, direct letters, reports, monitoring, speeches, conferences, public presentations, press releases.	Surveys, focus groups, roundtables, meetings, workshops, discussions.	Forums, panels of discussions, consultative committees, workshops, participatory decision-making processes.	Thematic groups, joint projects, initiatives or campaigns, establishing partnerships.	Integration of stakeholders in the different bodies of CoNK with the aim of increasing the impact of advocacy and ensure their commitment to the action.

MAIN RISKS RELATED TO THE IMPLEMENTATION OF THE STRATEGY AND MITIGATION PLAN:

Primary and secondary audiences are crucial to the impact of the Advocacy Strategy and the achievement of its objectives. Throughout the implementation of the Strategy, communication and messages must be tailored to the specific objective in order to be more effective and to attract attention. When messages match what the specific audience cares about, engagement levels increase significantly. Therefore, it is essential to identify the primary and secondary audiences, as well as to design a specific communication plan that targets specific audience segments and is tailored to their needs. Primary and secondary audiences are both very important.

The implementation of this advocacy strategy might face potential risks that can hinder or delay the activities and the achievement of the foreseen objectives. Therefore, it is necessary to foresee potential challenges that might occur and design a mitigation plan, to avoid and overcome these barriers.

1. Lack or low stakeholder engagement

Risk: Insufficient collaboration with key stakeholders which can lead to ineffective advocacy efforts.

Mitigation plan: Developing a stakeholder engagement plan that includes regular consultations, feedback mechanisms, and partnership-building activities with relevant organizations and policymakers.

2. Stakeholder resistance

Risk: Stakeholders, including government officials, may resist to the proposed changes in legislation or policies.

Mitigation plan: Preparing evidence-based arguments and positions demonstrating the benefits of the proposed changes. Engaging in continuous dialogue and negotiations to address concerns and establish agreements.

3. Misunderstanding of advocacy goals

Risk: Miscommunication that may cause lack of proper understanding of advocacy goals and lack of support for the advocacy initiatives.

Mitigation plan: Implement a robust communication strategy that clearly articulates the mission, goals, and the benefits of advocacy efforts. Utilize various platforms, including social media, newsletters, and community events, to disseminate information effectively.

4. Insufficient funding and resources

Risk: Limited financial resources could hinder the implementation of advocacy activities.

Mitigation plan: Create a diversified funding strategy that includes membership fees, grants, and partnerships with NGOs and private sector. Conduct regular fundraising campaigns and explore alternative funding sources.

5. Insufficient internal capacity

Risk: CoNK may lack the necessary skills or expertise to effectively execute its advocacy strategy.

Mitigation plan: Engage in capacity building activities for staff and members. Provide training on advocacy techniques, communication skills, and policy analysis to enhance effectiveness.

6. Changes in the healthcare environment

Risk: Rapid changes in the healthcare environment may outdate advocacy goals or activities.

Mitigation plan: Continuously monitor the healthcare environment, follow recent developments, and adjust the advocacy strategy accordingly.

OBJECTIVES, EXPECTED RESULTS AND ACTIVITIES OF THE ADVOCACY STRATEGY OF CoNK:

OBJECTIVE 1: Build and strengthen capacities and skills of CoNK to effectively advocate for the protection of the interests of healthcare professionals and advancement of their role and position in the healthcare sector.

Expected results:

Expected result 1: The competences and confidence of CoNK in advocacy activities are increased, to influence policies beneficial to healthcare professionals.

Expected result 2: The engagement of CoNK and its members in advocacy efforts is enhanced, to increase the participation level in policy making processes.

Activities:

Activity 1: Develop and distribute to all members one comprehensive capacity building manual on advocacy and communication.

Activity 2: Organize four info session webinars, on the capacity building manual, for advocacy and communication skills tailored to the needs of the profiles represented in CoNK.

Activity 3: Develop one Communication Strategy to enhance effective communication of advocacy messages toward stakeholders and the broader audience.

Activity 4: Organize 3 specialized 2-day workshops for the coordinators of each profile to strengthen their leadership and advocacy capabilities.

Activity 5: Develop a comprehensive Fundraising Strategy to diversify financial resources and enhance sustainability toward effective advocacy.

Activity 6: Conduct one 2-day training for CoNK to enhance capacities and skills on fundraising.

Activity 7: Develop and implement a mentorship manual that pairs experienced advocates with less experienced members, focusing on building confidence and sharing best practices.

Activity 8: Organize two study visits each year, to organizations, networks or regions with successful advocacy models, to get best practices on effective strategies and approaches.

Activity 9: Organize two forums or roundtable discussions each year, where members can provide input on policy matters, share their insights, and collaborate on advocacy actions.

Activity 10: Develop and implement a structured feedback mechanism (annual survey) to gather input of members on the advocacy initiatives and identify further needs or issues to advocate for.

OBJECTIVE 2: Contribute to the improvement and advancement of the legal framework that affects the interest of healthcare professionals through increased influence in decision making and policy shaping processes.

Expected results:

Expected result 1: The role of CoNK in decision-making processes is strengthened, to advance and improve the legal framework that positively impact healthcare professionals.

Expected result 2: Relationship with key stakeholders is enhanced, to facilitate ongoing dialogue and influence on healthcare policy.

Activities:

Activity 1: Produce policy briefs and position papers to introduce and share the stance of CoNK regarding the Law on Health and new Law on Nurses and other issues.

Activity 2: Develop and publish annual monitoring reports that analyze the legal landscape affecting healthcare professionals, highlighting areas for improvement and recommendations for policy changes.

Activity 3: Organize meetings and roundtables of discussion with MH and MESTI to address discrepancies in the accreditation of new healthcare professional profiles and ensure they are recognized in the legal framework.

Activity 4: Develop and launch an awareness raising campaign advocating for the establishment of a new specific law on nurses, including gathering support from members and stakeholders to build a network for this initiative.

Activity 5: Organize two roundtables each year with policymakers at central and local level, to discuss relevant healthcare issues, including the Law on Health, the new Law on Nurses and the alignment of job classifications with EU directives.

Activity 6: Establish regular communication channels (newsletters, updates) to keep stakeholders informed about CoNK activities, progress on advocacy efforts, and emerging legal issues affecting healthcare professionals.

OBJECTIVE 3: Increase public information and education on the crucial role of the healthcare professionals and their importance in ensuring health and wellbeing of all citizens.

Expected results:

Expected result 1: Public awareness and understanding of the role of healthcare professionals is enhanced, to promote their contribution in health and well-being of citizens.

Expected result 2: Media outreach and promotion of the importance of healthcare professionals is increased, to improve public perception and attitude towards healthcare professionals.

Activities:

Activity 1: Organize and implement annual awareness and informational campaign on the contribution of healthcare professionals, including infographics, videos, and testimonials showcasing the role of healthcare professionals.

Activity 2: Organize social media campaigns on the international marking days of the healthcare professionals, to inform and educate wide public on their importance, including production and distribution of brochures and flyers that explain the roles of healthcare professionals and sharing of online posters with well-known personalities that join campaigns, in social media.

Activity 3: Expand the national and international cooperation of CoNK with relevant bodies at national and international level, through MoU or agreements, to leverage the impact of joint actions and initiatives.

Activity 4: Enrich and advance the website of CoNK with new components and materials, facilitate a more effective and efficient communication with members, stakeholders and broader audience.

Activity 5: Establish and develop a dedicated podcast within CoNK gathering decision makers, professionals, key stakeholders, patients, etc., to share news, success stories and initiatives undertaken by CoNK.

Activity 6: Develop and distribute at least three press releases per year for media coverage, highlighting the importance of healthcare professionals and other relevant issues for the CoNK.

Activity 7: Organize at least three press conferences per year to announce and share initiatives or positions of CoNK for specific issues affecting members.

Activity 8: Increase public reach and media mentions on CoNK activity, with 500K online reaches and at least 100 media mention per year, on the activities and campaigns of the Chamber.

STRATEGY IMPLEMENTATION PLAN

Objective 1: Build and develop the capacities and capabilities of the KCN to effectively advocate for the protection of the interests of healthcare professionals and the advancement of their role in the healthcare sector.												
Expected outcome	Activity	Indicator	Current status (January 2025)	Target (December 2029)	Means of verification	2025	2026	2027	2028	2029	Responsible	Budget
EO 1: The KCN's competencies in advocacy activities have increased, to influence policies of importance to healthcare professionals.	Activity 1: Development and distribution to all members of a comprehensive manual on legislation, normative acts and the KCN Code of Ethics.	Number of manuals developed	0 manuals	1 manual	Manual document	X						
	Activity 2: Organization of at least three specific 2-day workshops for coordinators of each profile, to strengthen their leadership and advocacy skills.	Number of workshops held	0 workshops held	At least 3 2-day workshops	Invitation, agenda, list of participants, photos,	X	X					
		Number of participants	0 participants	At least 90 participants								
	Activity 3: Development of a comprehensive plan to identify collaborative partners to further develop and enhance the capacities of the KCN.	Number of plans developed	0 plans	1 comprehensive plan	Document with the comprehensive plan		X					

EO 2: The engagement of the KCN and its members in advocacy efforts has increased, to enhance the level of participation and influence in policy-making processes.	Activity 4: Organization of at least one study visit each year to organizations, networks or regions with successful advocacy models, to learn best practices on effective strategies and approaches.	Number of study visits	0 study visits	At least 5 study visits	Invitation, agenda, photos, list of participants, travel documents, visit reports	X	X	X	X	X		
		Number of participants	0 participants in study visits	At least 30 participants in study visits								
		Number of joint/acquired practices	0 practices acquired	At least 20 practices acquired								
	Activity 5: Organization of roundtables annually, where members can provide input to advance policy issues, share their knowledge, and collaborate on advocacy actions.	Number of roundtables	0 roundtables	At least 10 roundtables	Invitation, agenda, photos, list of participants, developed documents	X	X	X	X	X		
		Number of reports/statements developed	0 outputs	At least 10 outputs								

Objective 2: Contribute to the improvement and advancement of the legal framework that affects the interests of healthcare professionals, through increased influence in decision-making and policy-making processes.

Expected outcome	Activity	Indicator	Current status (January 2025)	Target (December 2029)	Means of verification	2025	2026	2027	2028	2029	Responsible	Budget
EO 1: The role of the KCN in decision-making processes has increased, to advance and improve the legal framework affecting healthcare professionals.	Activity 1: Preparation of policy briefs and position papers to share the KCN's position on the Law on Health, the Law on Nurses, and other legislative processes that may be initiated.	Number of policy briefs and position papers	0 policy briefs	At least 10 policy briefs	Policy briefs documents	X	X	X	X	X		
			0 position papers	At least 10 position papers	Position papers documents							
	Activity 2: Development and publication of annual monitoring reports that analyse the legal landscape affecting healthcare professionals, highlighting areas for improvement and	Number of annual monitoring reports	0 monitoring reports	At least 4 monitoring reports	Monitoring reports documents	X	X	X	X	X		

	Activity 3: Organization of discussion meetings/roundtables with the MoH, MESTI and the Kosovo Accreditation Agency to address discrepancies in the accreditation of new profiles of healthcare professionals and ensure that they are recognized in the legal framework.	Number of roundtables/meetings	0 meetings/roundtables	6 meetings/roundtables	Invitation, agenda, photos, list of participants, developed documents, reports	X	X	X				
		Number of stakeholders involved	0 stakeholders involved	30 stakeholders involved								
	Activity 4: Development and launch of an awareness-raising campaign for the creation of the Law on Nurses, to gather support from members and stakeholders for this initiative.	Number of awareness campaigns for the Law on Nurses	0 awareness campaigns for the Law on Nurses	1 awareness campaign for the Law on Nurses	Photos, posters, press releases		X	X				
EO 2: Relationships with key stakeholders have improved, to facilitate ongoing dialogue and influence on healthcare-related policies.	Activity 5: Organization of at least one roundtable each year with policymakers at the central and local levels to discuss healthcare issues, including the Law on Health, the Law on Nurses, the approximation of job classifications with EU directives, and others.	Number of roundtables	0 roundtables	At least 5 roundtables	Invitation, agenda, photos, list of participants, reports, statements with recommendations	X	X	X	X	X		
		Number of policy-makers	0 policy-makers	At least 50 policy-makers								
		Number of recommendations advocated	0 recommendations advocated	At least 20 recommendations advocated								

Objective 3: Raise awareness among the general public about the crucial role of healthcare professionals and their importance in ensuring the health and well-being of all citizens.

Expected outcome	Activity	Indicator	Current status (January 2025)	Target (December 2029)	Means of verification	2025	2026	2027	2028	2029	Responsible	Budget
EO 1: Public awareness and understanding of the role of healthcare professionals has increased, to promote their contribution to the health and well-being of citizens.	Activity 1: Organization of awareness-raising and information campaigns on the role of the KCN in improving the quality of health services, in respecting the Code of Ethics, in respecting fundamental human rights and the rights and responsibilities of citizens in the health system.	Number of awareness/information campaigns	0 awareness/information campaigns	At least 5 awareness/information campaigns	List of participants, photos, posters, press releases	X	X	X	X	X		
	Activity 2: Organization of social media campaigns on international days marked for healthcare professionals to inform and educate the general public about their importance, including distributing brochures, flyers, and sharing online posters on social media.	Number of campaigns on social media	0 social media campaigns	At least 100 social media campaigns	Photos, posters, brochures, flyers, press releases, list of international days to mark	X	X	X	X	X		

	Activity 3: Expansion of the cooperation of the KCN with relevant bodies at the national and international level, through memorandums of understanding or agreements, to leverage the impact of joint actions and initiatives. ¹	Number of MoUs signed	0 MoUs signed	At least 8 MoUs signed	MoU documents, list of new partners	X	X	X	X	X		
		Number of joint advocacy initiatives	0 joint initiatives	At least 15 joint initiatives	Reports, documents for joint initiatives							
	Activity 4: Enrichment and advancement of the KCN website with new components and materials, to facilitate more effective and efficient communication with members, stakeholders and the wider audience. ²	Number of new features incorporated into the website	0 new features	At least 5 new features	³ Reports, screenshots for the new features (polls, video spaces), feature list, % engagement increase		X	X	X	X		

¹ In implementation of strategic objective 5, specific objective 5.3 of the Institutional Strategy for the Chamber of Nurses, Midwives and other Health Professionals.

² In implementation of strategic objective 5, specific objective 5.3 of the Institutional Strategy for the Chamber of Nurses, Midwives and other Health Professionals.

³ In implementation of strategic objective 5, specific objective 5.3 of the Institutional Strategy for the Chamber of Nurses, Midwives and other Health Professionals.

ANNUAL MONITORING MATRIX

GOAL: Advance the position of the Chamber in influencing legislative processes and raising public awareness regarding the role and importance of nurses, midwives and other healthcare professionals, for the provision of quality healthcare service to the citizens.							
Objective 1: Build and strengthen capacities and skills of CoNK to effectively advocate for the protection of the interests of healthcare professionals and advancement of their role and position in the healthcare sector.	Indicator	Means of verification	Unit	Baseline unit	Target		Reporting frequency
					6 months	Year 1	
Expected result 1: The competences and confidence of CoNK in advocacy activities are increased, to influence policies beneficial to healthcare professionals.	Percentage of CoNK members with improved advocacy skills through pre and post training evaluation	Surveys assessing their skills before and after the training	%	0%		70%	Annual
Activity 1: Develop and distribute to all members one comprehensive manual on CoNK legislation, normative acts and Code of Ethics.	Number of manuals distributed	Distribution list	Manual	0	1		After 6 months
Activity 2: Organize three specialized 2-day workshops for the coordinators of each profile to strengthen their leadership and advocacy capabilities.	Number of workshops conducted	Invitation, agenda, reports, photos	Workshop	0		2	Annual
	Number of coordinators trained	Participant lists	Coordinator	0		60	

Expected result 2: Engagement of CoNK and its members in advocacy efforts is enhanced, to increase the participation level in policy making processes.	Number of CoNK representatives that participate in consultations, discussions, or meetings with policymakers	Document with evidence on CoNK participation in events.	CoNK representative	0		15	Annual
Activity 4: Organize at least one study visit each year, to organizations, networks or regions with successful advocacy models, to get best practices on effective strategies and approaches.	Number of study visits organized	Invitation, agenda, photo, travel documents	Study visit	0		1	Annual
	Number of CoNK members participating in the visit	Participant list	Participant	0		6	
	Number of best practices gained from the visit	Study visit report with best practices gained.	Best practice	0		4	
Activity 5: Organize forums or roundtable discussions each year where members can provide input on policy matters, share their insights, and collaborate on advocacy actions.	Number of roundtables held	Forum or roundtable	Forum or roundtable	0		2	Annual
	Number of members participating	Participant list	Member	0		20	
	Number of policy recommendations from the discussions	Developed documents	Policy recommendation	0		2	

Objective 2: Contribute to the improvement and advancement of the legal framework that affects the interest of healthcare professionals though increased influence in decision making and policy shaping processes.	Indicator	Means of verification	Unit	Baseline unit	Target		Reporting frequency
					6 months	Year 1	
Expected result 1: The role of CoNK in decision-making processes is strengthened, to advance and improve the legal framework that positively impact healthcare professionals.	Number of CoNK recommendations that are incorporated in the legal framework	Documents of laws or legislative proposals where CoNK proposal is incorporated	Incorporated recommendation	0		3	Annual
Activity 1: Produce policy briefs and position papers to introduce and share CoNK stance on the Law on Health, Law on Nurses and other legislative processes that might be initiated.	Number of policy briefs	Document of policy briefs	Policy brief	0		2	Annual
	Number of position papers	Document of position papers	Position paper	0		2	
Activity 2: Develop and publish annual monitoring reports that analyze the legal landscape affecting healthcare professionals, highlighting areas for improvement / recommendations for policy changes.	Number of annual monitoring reports	Document of monitoring report	Monitoring report	0		1	Annual

Activity 3: Organize meetings / roundtables of discussion with MH and MESTI to address discrepancies in the accreditation of new healthcare professional profiles and ensure they are recognized in the legal framework.	Number of roundtables/ meetings	Invitation, agenda, photos, reports	Roundtable	0		2	Annual
	Number of stakeholders engaged	Participant list	Stakeholder	0		20	
Expected result 2: Relationship with key stakeholders is enhanced, to facilitate ongoing dialogue and influence on healthcare policy.	Frequency of CoNK being consulted or included in discussions on healthcare laws or policies	Invitations to CoNK to attend legislative or policy-making discussions	Discussion, meeting	0		10	Annual
Activity 5: Organize at least one roundtable each year with policymakers at central and local level, to discuss healthcare issues, including the Law on Health, Law on Nurses, alignment of job classifications with EU directives.	Number of roundtables	Invitation, agenda, photos, reports	Roundtable	0		1	Annual
	Number of policymakers	Participant list	Policymaker	0		20	
	Number of advocated recommendations	Statements with recommendations	Advocated recommendation	0		5	

Objective 3: Increase public information and education on the crucial role of the healthcare professionals and their importance in ensuring health and wellbeing of all citizens.	Indicator	Means of verification	Unit	Baseline unit	Target		Reporting frequency
					6 months	Year 1	
Expected result 1: Public awareness and understanding of the role of healthcare professionals is enhanced, to promote their contribution in health and well-being of citizens.	Percentage increase in public awareness toward healthcare professionals	Data from surveys assessing public perceptions of healthcare professionals	%	0%		10%	Annual
Activity 1: Organize awareness and information campaigns on the role of CoNK in improving the quality of healthcare services, in respecting of the Code of Ethics, the fundamental human rights, rights and	Number of awareness/informational campaigns	Participant list, photos, posters, press releases on the campaigns	Campaign	0		1	Annual
Activity 2: Organize social media campaigns on the international marking days of the healthcare professionals, to inform and educate wide public on their importance, with brochures, flyers and online posters in social media.	Number of social media campaigns	Photos, posters, brochures, flyers, press releases, list with international marking days	Social media campaign	0	15		After 6 months

Activity 3: Expand CoNK cooperation with relevant bodies at national and international level, through MoU or agreements, to leverage the impact of joint actions and initiatives.	Number of MoU signed	MoU documents, list of new partners	MoU	0		2	After 6 months
	Number of joint advocacy initiatives	Reports, documents on joint initiatives				2	

