



**ALBANIAN LEGAL AND TERRITORIAL RESEARCH INSTITUTE  
A.L.T.R.I**

**STRATEGIC PLAN**

**2022-2025**





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## **STRATEGIC PLAN**

**2022-2025**



**Tirana, December 2021**

**Drafted by:**

ALTRI Centre staff, the Board of Directors and the collaborators.

Approved by the Decision of the Board of Directors on 17.12.2021.

## Introduction

The 2022-2025 strategic plan of ALTRI Centre is an important document, drawn up with dedication by the planning group, consisting of the Executive Director, staff and members of the management board. The planning process went through several stages:

**Analysis of the achievements of the previous strategic plan.** The analyse was focused on evaluating the successes, challenges and lessons learned of ALTRI Centre in achieving the goals and objectives for its programs in the past. Also, the evaluation of the strengths and weaknesses of the management of ALTRI Centre was an important part of this analysis. This analysis was carried out through the review of the organization's documentation such as reports, projects, public materials, etc., produced during the previous period as well as working group meetings.

**Preparation of the first draft of the strategic plan.** At this stage, the first version of the strategic plan was drafted, including the mission, vision, critical issues, overall strategies, goals and objectives for programs and management. The evaluation of the current context, internal and external, organization's work, the identification of critical issues and general strategies for the organization, as well as the drafting of goals and objectives for the organization's programs and management, was carried out.

**Drafting of the final Strategic Plan and its approval.** The Strategic Plan was finalized through an ongoing consultation between ALTRI staff and stakeholders. As an important part of the Strategic Plan, the Action Plan for 2022 was drawn up. Both of these strategic documents were approved by the Board of Directors of the ALTRI Centre.

The 2021-2023 Strategic Plan reflects an important period for the continuation of ALTRIs activity in terms of contributing to the strengthening of the rule of law, good governance, increasing the transparency and accountability of public institutions, the fight against corruption, legal information and legal education of citizens, empowering young people, women and groups in need, improving legislation, etc.

ALTRIs staff will work with dedication for the successful realization of the programs envisaged for its target groups by constantly monitoring and periodically evaluating the achievement of the desired results.

*Eda Nocka*

*Executive Director*

## Acronyms

AFSA	Albanian Financial Supervisory Authority
AGD	Anti-Corruption General Directorate
AKSHI	National Agency of ICT
ALTRI	Albanian Legal and Territorial Research Institute
AFSA	Albanian Financial Supervisory Authority
AGD	Anti-Corruption General Directorate
AMSHC	Civil Society Support Agency
ANTTARC	Albanian National Training and Technical Assistance Resource Center
ACNC	Anti-Corruption Network Coordinators
CPYJC	Centre for the Prevention of Youth and Juvenile Crimes
CSO	Civil Society Organisations
DLA	Directorate of Legal Aid
ECtHR	The European Court of Human Rights
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HIDAACI	The High Inspectorate of Declaration and Audit of Assets and Conflicts
HJC	High Judicial Council
HPC	High Prosecution Council
ICT	Information and Communications Technology
IDM	Institute for Democracy and Mediation
LGU	Local Governant Unit
MARRI	Migration Asylum Refugee Regional Initiative
MoJ	Ministry of Justice
NBI	National Bureau of Investigation
NCA	National Chamber of Advocate
NCM	National Mediation Chamber
PLE	Public Legal Education
PWD	People with Disability
SEEYN	South East European Youth Network
SLAPP	Strategic Lawsuit Against Public Participation
SPAK	Special Anti-Corruption Structure
SPLE	Strategy of Public Legal Education
VA	Virtual Assets
VASP	Virtual Asset Service Provider

## I. Organisation Profile

**ALTRI Centre** is a non-profit organization without membership, in the form of a centre, with research, professional, independent, non-governmental and non-political character, founded in 2011 and registered in the Register of Non-Profit Organizations at Tirana First Instance Court with Decision no. 705, dated 16.12.2011.

According to ALTRI's statute, the Centre seeks to achieve the following goals during the exercise of its activity:

- ✚ Research, study, awareness raising, advocacy and lobbying on legal and territorial issues;
  - ✚ Research, study, awareness raising, advocacy, lobbying and legal drafting as regards issues related to good-governance, the rule of law, e-Government, decentralization, transparency, integration, fight against corruption, public authorities and judiciary accountability and responsiveness;
  - ✚ Play a mediating role among public authorities and the public with the aim of addressing public needs and strengthening trust in public officials;
  - ✚ Serve as an informed and independent voice in public debates on policies regarding various legal issues;
  - ✚ Facilitation and establishment of specific issue network) through all-inclusive strategies aiming at the civic mobilization on sensitive legal issues;
  - ✚ Involvement in the legislative process as an independent and impartial voice, community and vulnerable group's interests oriented, and lobbying on their behalf.
  - ✚ Research, studies and analyses related to public policies issues, legal intervention needs in different fields, to the approximation of the domestic legislation with the *acquis* and its approximation with international standards, and to territorial and legal issues.
- ✚ Cooperation with other organizations in awareness raising activities and their support, as the case may be, with trainings and capacity building activities.
  - ✚ Providing primary and secondary legal aid in order to ensure equal access of all individuals to the justice system;
  - ✚ Development of programs or services in the field of protection of children's rights;
  - ✚ Development and implementation of initiatives in the field of protection and promotion of human rights, with special focus on children, youth, women, vulnerable groups, etc.;
  - ✚ Development and implementation of programs or services with a special focus on public legal education;
  - ✚ Development and implementation of various incentive and promotion programs for young people;
  - ✚ Development and implementation of innovation and technology development programs for the improvement of social causes.

## I. Organizational Structure

In accordance with ALTRI Centre statute, "The highest decision-making body of the Centre is the **Board of Directors**, which consists of 5 members appointed for a period of 5 years with the right of re-appointment". Members of the Board of ALTRI are Prof. Dr. Migena Leskoviku (lawyer), Prof. Dr. Ervin Karamuco (lawyer), Av. Eri Gjata (lawyer), Mrs. Kristi Kola (lawyer); Ms. Blerina Goga (PR expert).

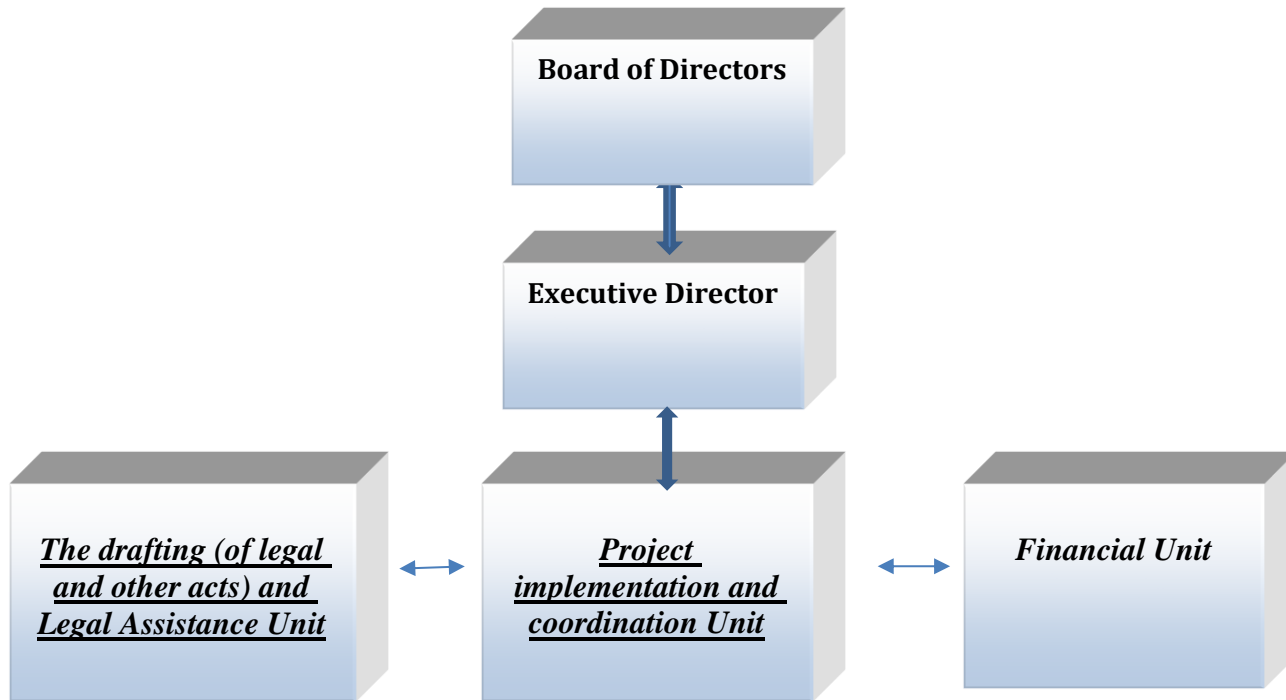
The highest executive body of the Centre is the **Executive Director**, who is appointed by the Board of Directors for a period of four-years with the right of reappointment. The Executive Director of ALTRI Centre, Mrs. Eda Noçka is a lawyer and civil society activist with more than 15 years of experience. Since 2011, she has been leading the work at the ALTRI Centre and, together with the other experts of the Centre, has been engaged and is an active part of civil society through the implementation of various initiatives.

In order to organize the work as efficiently as possible and successfully implement the initiatives and priorities, ALTRI Centre, based on the experience and qualifications of its experts/collaborators, is organized into three units as follows:

**The drafting (of legal and other acts) and Legal Assistance Unit:** The experts of this Unit enjoys long and rich experience in the respective fields of competence. They engage in various initiatives according to sectors and for various activities as needed, such as drafting studies, evaluations, analyses, monitoring reports, manuals, improving legislation and policies, work protocols, informational materials, training modules, etc. Also, they are involved in any activity related to consultation processes, meetings, conferences, trainings, information and legal education, etc.

**Project implementation and coordination Unit:** This Unit cooperates closely with the Drafting and Legal Assistance Unit. The staff of this Unit ensure the performance of the implementing activities in the framework of a specific project performing tasks such as organization of activities and coordination between actors, preparation of necessary materials, involvement in awareness raising campaigns, participation in working groups meetings, keeping minutes of meetings, etc). This structure consists of 3 project managers.

**Financial Unit:** This structure consists of the financiers of the Center who are responsible of economic and financial activities of the Centre.





## I. Projects implemented in recent years

From 2011 onwards, ALTRI Centre

has implemented a series of initiatives that contribute to good governance, strengthening the rule of law, protecting and respecting human rights, increasing the transparency, efficiency and accountability of public institutions, the fight against corruption, legal information and education of citizens and support of public institutions in the process of improving legislation and drafting legal acts.

Only during the last years, 2018-2021, ALTRI has successfully implemented initiatives that have contributed to:

### + Good governance:

- ✓ *“Increasing the performance and budget transparency of municipalities through the involvement of citizens in decision-making processes!”* supported by European Union and implemented by IDM Albania. (2021- 2022).
- ✓ *“Social media - best approach to promote diversity and tolerance”* supported by Ministry of Public Administration of Montenegro, Forum MNE and co-financed by European Union, (2021).
- ✓ *“Use technology, improve democracy!”* supported by LevizAlbania, a project of Switzerland Agency for Development and Cooperation SDC (2021-2023).
- ✓ *“The development of a communication plan in support of the Justice for Children Strategy 2018-2021”* supported by UNICEF Albania (2021).

### + Strengthening the rule of law;

- ✓ *“Bridging the gap between formal processes and informal practices that shape judicial culture in the Western Balkan”* is coordinated by the Institute for Democracy “Societas Civilis” Skopje (IDSCS) from North Macedonia, in cooperation with T.M.C. Asser Institute from the Netherlands, the Judicial Research Center (CEPRIS) from Serbia, and the Albanian Legal and Territorial Research Initiative (ALTRI), and supported by the Dutch Fund for Regional Partnership (NFRP)/Matra (2020-2022).
- ✓ *“Improving the provision of mediation service in Albania through advocacy for taking*

*concrete measures and providing successful* Supported by Open Society Foundation for Albania (2019-2020).

### + Protection and respecting human rights

- ✓ *“Human Trafficking in the digital age!”* supported by GIZ Albania/ Regional Project for Preventing and Combating Trafficking in Human Beings (2021-2022).
- ✓ *“Improvement of media environment in order to ensure a policy of zero tolerance for intimidation and attacks against journalists”* supported by supported by the ‘Civil Society programme for Albania and Kosovo’, financed by the Norwegian Ministry of Foreign Affairs and managed by Kosovar Civil Society Foundation (KCSF) in partnership with Partners Albania for Change and Development (PA) (2021- 2022).
- ✓ *“Fostering European human rights standards for resilient and sustainable communities!”* supported by Tirana Legal Aid Services/ European Union (2021-2022).
- ✓ *“Act to prevent human trafficking and the spread of COVID-19 within shelters hosting victims/potential victims of trafficking!”* supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) (2020- 2021).
- ✓ *“Making reality youth ideas, in Kukes, Fier, Durres”* supported by GIZ Albania/ ProSEED (2019- 2020).
- ✓ *“Empowering women and boosting local production”* an initiative supported by GIZ Albania/Sustainable Regional Development” (2019-2020).
- ✓ *“Women entrepreneurship as social innovation”* initiative supported by the Embassy of the Kingdom of the Netherlands (2018–2020).

### + Increasing the transparency, efficiency and accountability of public institutions

- ✓ *“Developing communication with the public and increasing the visibility of the institutions of the judicial system”* supported by Open Society Foundation for Albania (2021-2022).

- ✓ *“Raising women voice and participation in budget consulting processes thus increasing gender equality, democracy and transparency of municipalities!”*, supported by Reactor - Research in Action and co-financed by European Union and Swedish Agency for International Development Cooperation (2021- 2022).

#### **The fight against corruption**

- ✓ *“Strengthening the capacity for Investigation and Prosecution of Corruption in Albania, former Yugoslav Republic of Macedonia and Kosovo”* initiative supported by the Embassy of the Kingdom of the Netherlands (2018 – 2020).
- ✓ *“The fight against corruption begins from the law student who chose integrity!”*, supported by AMSHC (2018-2019).
- ✓ *“An independent and professional judiciary: I shall speak-up now”* initiative implemented by European Center in partnership with ALTRI and supported by the USAID “Justice for all” project (2018).
- ✓ *“Monitoring and improving the equal distribution of social rights at local level (Tirana, Fier, Berat, Kukës, Elbasan, Librazhd and Pogradec)”* initiative supported by GIZ Albania/USAID (2017- 2019).

#### **Free legal aid**

- ✓ *“Improved social services - sustainable communities!”* an initiative supported by the Agency for the Support of Civil Society (2020-2021).
- ✓ *“Young Lawyers for Social Services – (Im)Possible Mission!”* supported by World Vision, SEEYN/ European Union (2020 – 2021).

#### **Legal education of citizens**

- ✓ *“Enhance Citizen Access to Justice through Public Legal Education (PLE)”* initiative supported by Save the Children/European Union (2017- 2019).
- ✓ *“Informing citizens about Albania's integration into the European Union, the path to successful integration!”* an initiative supported by the Agency for the Support of Civil Society (2019-2020).

**Networks and partners:*****ALTRI is part of:***

- ✓ **"Justice for all" Coalition**, an informal grouping of Civil Society Organizations in the field of monitoring the justice system and access to justice for disadvantaged groups.
- ✓ **MARRI Network** (Migration, Asylum, Refugees Regional Initiative) which is a regional network consisting of CSOs from six countries in the region: Albania, North Macedonia, Bosnia and Herzegovina, Serbia, Montenegro and Kosovo. MARRI's mandate is to promote close regional cooperation and joint, comprehensive and harmonized approach of MARRI CSOs in the fields of migration, asylum, border control, human trafficking, visa regime, integration and return of refugees with aiming to meet international and European standards in these areas.
- ✓ **Public Legal Education Network** set up at the Parliament of Albania for the purpose of coordination and co-operation of public legal education initiatives foreseen in the Strategy for Public Legal Education and its Action Plan.

***ALTRI is member of:***

- ✓ Steering Committee for Public Legal Education, at the Parliament of Albania;
- ✓ National Council of European Integration, Parliament of Albania;
- ✓ Inter-institutional Working Group for the implementation of the Inter-Sectoral Strategy against Corruption 2015-2023;
- ✓ Inter-institutional Working Group for the drafting of the new Strategy for minors in conflict/contact with the law.

***ALTRI is also one of the organizations licensed by the Ministry of Justice to provide primary legal assistance.***

***ALTRI's activities over the years have been supported by various donors, such as:***

- ✓ European Union;
- ✓ USAID;
- ✓ United Nations Development Program (UNDP);
- ✓ GIZ Albania;
- ✓ Organization for Security and Co-operation in Europe-OSCE;
- ✓ Ministry of Foreign Affairs of Norway;
- ✓ Ministry of Foreign Affairs of Netherlands;
- ✓ World Vision;
- ✓ UNICEF Albania;
- ✓ Canadian Fund for Local Initiatives;
- ✓ Australian Aid Program;
- ✓ Agency for the Support of Civil Society
- ✓ Agence Française de Développement;
- ✓ Open Society Foundation for Albania;
- ✓ Leviz Albania
- ✓ RisiAlbania, etj.

*During the implementation of various initiatives, ALTRI has cooperated with local and foreign CSOs, such as:*

- ✓ Save the Children;
- ✓ Terre des hommes;
- ✓ Institute for Democracy and Mediation-IDM;
- ✓ Centre for Legal Civic Initiatives – CLCI;
- ✓ Tirana Legal Aid Society-TLAS;
- ✓ Albanian Women's Empowerment Network-AWEN;
- ✓ European Centre;
- ✓ Centre of Integrated Legal Services and Practices;
- ✓ VATRA Centre;
- ✓ Albanian Helsinki Committee;
- ✓ Different and Equal;
- ✓ Partners Albania;
- ✓ ANTTARC;
- ✓ Albanian Journalists Union;
- ✓ Institute for Democracy “Societas Civilis” (North Macedonia);
- ✓ ASSER Institute (Netherlands);
- ✓ Judicial Research Center CEPRIS (Serbia);
- ✓ Transparency International (North Macedonia);
- ✓ Kosovo Democratic Institute, etc.

*ALTRI enjoys consolidated cooperation with the following public institutions:*

- ✓ Albanian Parliament;
- ✓ Ministry of Justice/ Probation Service/ General Directorate of Prison; National Mediator Chamber/ Directorate of Free Legal Aid/ Centre for the Prevention of Youth and Juvenile Crimes;
- ✓ Ministry of Internal Affairs/ State Police;
- ✓ Ministry of Health and Social Welfare/ State Agency for the Protection and Rights of Children;
- ✓ Ministry of External Affairs;
- ✓ High Judicial Council;
- ✓ High Prosecution Council;
- ✓ High Court;
- ✓ Special Anti-corruption and Organised Crime Structure (SPAK)
- ✓ Courts and Prosecutor's Offices;
- ✓ High Inspectorate of Declaration and Control of Assets and Conflict of Interest;
- ✓ General Directorate of Money Laundering Prevention;
- ✓ Peoples Advocate;
- ✓ Commissioner for Protection from Discrimination;
- ✓ National Agency for Employment and Skills/Vocational Training Centres;
- ✓ Municipalities/Child Protection Units;
- ✓ Law Faculties;
- ✓ Schools, etc.

***The main target groups of ALTRI's activity include:***

- ✓ Citizens;
- ✓ Vulnerable groups (Women/ girls, children, juveniles in conflict/contact with the law, elders, people with disabilities, victims of trafficking, groups in need etc);
- ✓ Students/youth;
- ✓ Parties to a court proceeding/other individual using court services;
- ✓ Convicts (imprisoned/detained);
- ✓ Journalists;
- ✓ Civil Society Organisations, etc;

## Key results in ALTRI's activity

Within the framework of the implementation of the aforementioned initiatives, only during the last years, 2018-2021, ALTRI has achieved the following results:

### + Good governance:

- ✓ Through the initiative *“Increasing the performance and budget transparency of municipalities through the involvement of citizens in decision-making processes!”* supported by European Union and implemented by IDM Albania: **150 municipality officials** increased their capacities on effective gender inclusion on municipality budgeting and MTBP. Also, **153 citizens (especially women and girls)** raised their awareness and got informed on the importance of participating on decision-making processes!” supported by European Union and implemented by IDM Albania. (2021- 2022).
- ✓ *“Social media - best approach to promote diversity and tolerance”* supported by Ministry of Public Administration of Montenegro, Forum MNE and co-financed by European Union, (2021): **300 students in Kukës and Diber** were engaged and informed about the dangers posed by the phenomenon of radicalism and violent extremism, as well as the ways to prevent this phenomenon; **1500 citizens** informed through publications on social media.
- ✓ *“Use technology, improve democracy!”* supported by LevizAlbania, a project of Switzerland Agency for Development and Cooperation SDC (2021-2023). This initiative aims to enhance digital skills for citizens in order to **effectively use e-democracy mechanisms**. The initiative it's on its beginning of implementation and we cannot speak on concrete results until now.
- ✓ *“The development of a communication plan in support of the Justice for Children Strategy 2018-2021”* supported by UNICEF Albania (2021): **around 45 professionals** in juvenile system have been trained for the implementation of the communication plan; **around 60 children** (Berat and Gjirokaster) were informed about the rights of minors in the criminal justice system, the services offered to minors as well as the principles of restorative justice; **around 3000 people** have managed to

be informed by the information campaign on social media; **1 platform** <https://qpkmr.gov.al/> has been created and is functional.

- ✓ *“Improvement of media environment in order to ensure a policy of zero tolerance for intimidation and attacks against journalists”* supported by supported by the ‘Civil Society programme for Albania and Kosovo’, financed by the Norwegian Ministry of Foreign Affairs and managed by Kosovar Civil Society Foundation (KCSF) in partnership with Partners Albania for Change and Development (PA) (2021- 2022): **Study** "On criminal and civil court cases involving journalists and/or media representatives in the framework of guaranteeing a policy of zero tolerance for intimidation and attacks on journalists, drafted and published; **around 200 participant** has participated in local meetings and were informed about the findings and results of the study;

### + Strengthening the rule of law

- ✓ *“Bridging the gap between formal processes and informal practices that shape judicial culture in the Western Balkan”* is coordinated by the Institute for Democracy “Societas Civilis” Skopje (IDSCS) from North Macedonia, in cooperation with T.M.C. Asser Institute from the Netherlands, the Judicial Research Center (CEPRIS) from Serbia, and the Albanian Legal and Territorial Research Initiative (ALTRI), and supported by the Dutch Fund for Regional Partnership (NFRP)/Matra (2020-2022); **a study** prepared and published on judicial culture in Albania and the independence of judges; **2 workshops** developed for the presentation and consultation of findings and recommendations and about **100 participants** who gave their contribution during the workshop; **3000 citizens** were informed through social networks about judicial independence in Albania;
- ✓ *“Improving the provision of mediation service in Albania through advocacy for taking concrete measures and providing successful models!”* Supported by Open Society Foundation for Albania (2019-

2020): **about 500 citizens** have benefited from primary legal aid for mediation in Tirana, Pogradec, Durres and Shkoder; **17 citizens** benefited for free from the mediation service for conflict resolution; about **10,000 citizens** have been informed through social media about the mediation service.

#### ✚ Protection and respecting human rights

- ✓ “*Human Trafficking in the digital age!*” supported by GIZ Albania/ Regional Project for Preventing and Combating Trafficking in Human Beings (2021- 2022): **400 youth**, women and girls were informed about the dangers posed by the phenomenon of human trafficking in **12 activities** held in Durres, Fier, Vlore, Berat, Kukes and Shkoder; **about 20,000 people** followed and were informed by the awareness campaign for the prevention of human trafficking in social media; **around 1000 citizens** are informed from **6 local interview** regarding the current situation of human trafficking in Albania; 4 podcast realise
- ✓ “*Fostering European human rights standards for resilient and sustainable communities!*” supported by Tirana Legal Aid Services/ European Union (2021-2022). A **platform** ([www.tedrejtatedenuarve.al](http://www.tedrejtatedenuarve.al)) for detainee’s rights has been created and is functional, **12 articles** have been drafted and published on the platform, **20 institution representatives and 25 CSOs** has raised their awareness on European standards on the rights of detainees.
- ✓ “*Act to prevent human trafficking and the spread of COVID-19 within shelters hosting victims/potential victims of trafficking!*” supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) (2020-2021): **a monitoring report** on the situation of victims of trafficking during the pandemic period has been drawn up and advocated to the responsible institutions; **2 toolboxes** have been designed and implemented with the aim of increasing the awareness of young people, girls and women about the phenomenon of trafficking; **about 100 youth** were informed through informative meetings in Vlore, Elbasan and Tirana; **15,000 citizens** have been informed through social networks for the prevention of human trafficking; 2 Public Service announcement realized and published;
- ✓ “*Making reality youth ideas, in Kukes, Fier, Durres*” supported by GIZ Albania/ ProSEED

(2019- 2020): **50 youth** were informed about the legal provisions/programs for employment, for their economic empowerment through the establishment of businesses/social enterprises, the responsible institutions as well as the relevant legal and financial obligations; **6 business plans** have been drawn up and presented to the relevant subjects; **50 youth** have been trained in setting up and running a business and have been promoted to the entities for their employment.

- ✓ “*Empowering women and boosting local production*” an initiative supported by GIZ Albania/Sustainable Regional Development” (2019-2020); **60 women** from Dibra area have been trained to start and manage a business; **1 fair** was held to promote local products,
- ✓ “*Women entrepreneurship as social innovation*” initiative supported by the Embassy of the Kingdom of the Netherlands (2018–2020); A **social enterprise** established and functional in Shiroka; **50 women** trained and qualified for the organization and management of social enterprise;

#### ✚ Increasing the transparency, efficiency and accountability of public institutions

- ✓ “*Developing communication with the public and increasing the visibility of the institutions of the judicial system*” supported by Open Society Foundation for Albania (2021-2022). A **Communication Plan for judicial system** has been drafted and consulted, **40 court representatives have raised their capacities** on the implementation of the Plan.
- ✓ “*Raising women voice and participation in budget consulting processes thus increasing gender equality, democracy and transparency of municipalities!*”, supported by Reactor - Research in Action and co-financed by European Union and Swedish Agency for International Development Cooperation (2022- 2023): The initiative it’s on its beginning of implementation and we cannot speak on concrete results until now.

#### ✚ The fight against corruption

- ✓ *"Strengthening the capacity for Investigation and Prosecution of Corruption in Albania, former Yugoslav Republic of Macedonia and Kosovo"* initiative supported by the Embassy of the Kingdom of the Netherlands (2018 – 2020): **one institutional and legal assessment** on investigation and prosecution of corruption in Albania, North Macedonia and Kosovo drafted and published; **60 representatives** has increased their capacity and skills in conducting successful financial investigations and in investigating complex corruption cases;
  - ✓ *"The fight against corruption begins from the law student who chose integrity!"*, supported by AMSHC (2018-2019)- **30 students of the University of Shkodra** were trained on the phenomenon of corruption and the provisions of the legislation in force on corruption; Identification, documentation and reporting of cases of corruption in the faculty; **a survey report** on the driving factors of corruption, the level of reporting and punishment of corruption cases; **700 students** were informed about the phenomenon of corruption in higher education;
  - ✓ *"An independent and professional judiciary: I shall speak-up now"* initiative implemented by European Center in partnership with ALTRI and supported by the USAID "Justice for all" project (2018). Around 25000 citizens are informed on the vetting process and ways how citizens can be involved in this process; around 10000 jane informuar permes TV and social media; **12 Regional Forums** on the vetting process has been developed in each of 12 districts;
  - ✓ *"Monitoring and improving the equal distribution of social rights at local level (Tirana, Fier, Berat, Kukës, Elbasan, Librazhd and Pogradec)"* initiative supported by GIZ Albania/USAID (2017- 2019): **2000 citizens** were informed about the social services offered by the municipality; **1 evaluation report** prepared and published on the current situation of the provision of social services; **1 monitoring methodology** designed and implemented by the Ombudsman for monitoring the provision of services by the Municipality.
- ✚ **Free legal aid**
- ✓ *"Improved social services - sustainable communities!"* an initiative supported by the Agency for the Support of Civil Society (2020-2021). – Around 400 citizens have benefited from legal aid for social services; The report of the evaluation of the current situation was consulted and advocated for the improvement of the provision of services;
  - ✓ *"Young Lawyers for Social Services – (Im)Possible Mission!"* supported by World Vision, SEEYN/ European Union (2020 –2021). Around 20 students increase their capacities on primary legal aid and social services offered in LGUs; 500 citizens benefited from the provision of primary legal assistance developed in 12 administrative units;
- ✚ **Legal education of citizens**
- ✓ *"Enhance Citizen Access to Justice through Public Legal Education (PLE)"* initiative supported by Save the Children/European Union (2017-2019): **National Strategy for Public Legal Education drafted and approved; 30,000 citizens** were informed about this strategy during the development of the awareness campaign at the national level;
  - ✓ *"Informing citizens about Albania's integration into the European Union, the path to successful integration!"* an initiative supported by the Agency for the Support of Civil Society (2019-2020): **300 citizens** of the city of Shkodra were informed about the European Union and the importance of Albania's membership in this Union; **2 open forums** with citizens where the findings of the current report on Albania's membership in the European Union were consulted; about **2500 people** were informed about this process through social media.
  - ✓ *"Young Lawyers for Social Services – (Im)Possible Mission!"* supported by World Vision, SEEYN/ European Union (2020 –2021). Around 20 students increase their capacities on primary legal aid and social services offered in LGUs; 500 citizens benefited from the provision of primary legal assistance developed in 12 administrative units;



#### IV. The main directions of the Strategic Plan

##### Organization vision

A society where the rule of law, equality before the law and respect for human rights are guaranteed.

##### Organization Mision

ALTRI Centre mission is to contribute on good governance of the country, strengthening rule of law, protection and respecting human rights, fighting corruption and organized crime, as well as contributing for a citizen-centred justice system!

##### Organisation Values

- Respecting for human rights
- Humanism, orientation towards people in need
- Tolerance, we listen and accept without discrimination
- Autonomy and independence
- Faith in the Center's mission
- Commitment
- Professionalism
- Team work
- Voluntarism
- Integrity
- Efectivity

## Critical issues and general strategies

### *How to maintain a professional and dedicated staff for the realization of the strategic plan?*

ALTRI Centre has successfully implemented the initiatives so far and has provided quality services to its beneficiaries, thanks to the professionalism and dedication of its staff and experts. For the successful implementation of the future strategic plan, the ALTRI Centre will use the following strategies:

- Use innovative methods for continuous staff motivation;
- Professional training for staff, organized at the workplace, using the internal capacities of the organization;
- Involvement of staff in training organized by third parties;
- Exchange of experiences with partner organizations inside and outside the country (study visits, attendance on conferences, etc).
- Engagement of specialized and experienced staff as experts to handle different issues according to sectors.

### *How to ensure continuity in effective cooperation and teamwork for the realization of the organization's activities?*

ALTRI Centre has a positive experience in organizing and coordinating activities within working groups in the organization to achieve common objectives and goals. In the future, she will use the following strategies:

- Encouraging the generation of ideas for the development of the organization by the leadership;
- Clear division of roles and responsibilities for team members;
- Flexibility in accordance with situations within the organization;
- Periodic staff meetings to exchange information, share concerns, make decisions, solve problems.



### *How to have programmatic sustainability and a good perception and opinion by the community?*

ALTRI Centre has a long experience in justice issues, protection of human rights, freedom and security. Over the years, the staff expertise has increased the quality of the expertise provided for the implementation of initiatives and the realization of activities; partnerships with local and foreign organizations have been expanded; cooperation with institutions and the level of impact of advocacy efforts for improvement have been strengthened; the geographical area of coverage with initiatives and services has increased, as well as the visibility of ALTRI's activity in the country and abroad has increased.

For the following years it will be in focus:

- Providing expertise and quality services on an ongoing basis;
- Cooperation with local or foreign CSOs that enjoy experience and expertise in the relevant field;
- Development of monitoring and advocacy activities in terms of improving policies, legislation or the function of institutions;
- Support for strengthening the capacities of institutions and CSOs and technical assistance;
- Development of informative and educational activities with focus on citizens and target groups;
- Designing a 5-year communication platform in order to increase the visibility of the ALTRI Centre;



### *How to keep under control the professional and physical exhaustion of the staff?*

The staff of ALTRI Centre is overworked due to the still limited number of full-time staff. This is because ALTRI's income to cover salaries comes from grants, service contracts and contributions from members/founders. Thus, the management staff must cover at least 2-3 initiatives to ensure the full salary and in addition cover other tasks to ensure the continuation of the Centre or its involvement (e.g.: writing draft proposals, attending meetings, drafting legal opinions, contribution to the drafting of Strategies, etc.). Despite the fact that overloaded work is closely related to ALTRI's financing method, it (workload) has been in the attention of the organization's leaders. However, they estimate that additional measures should be taken to manage and keep the staff overload under control. Strategies to address this issue in the future include:

- Reviewing the staff workload periodically with the aim of a more equal division of work;
- Ongoing discussions with staff to understand difficulties and needs for peer support;
- Organizing stress relief activities;
- Caring for the physical and emotional health of the staff;

### *How to ensure the financial sustainability of ALTRI Centre?*

ALTRI staff has continuously made efforts to secure sustainable financial support from national and international donors. On an ongoing basis, ALTRI staff will work to identify and secure funding from potential new donors who support the organization's cause. Some of the strategies for securing future financial support will include:

- Stimulating the interest of current and potential donors through the organization of events (conferences, forums, seminars, information sessions, etc.) where they will be invited to participate;
- Organizing meetings with current and potential donors to discuss funding ideas and/or to present ALTRI's work to date;
- Updating the database for potential donors who prioritize the organization's field of activity;
- Appointment of a representative of the organization to follow up on donor calls;
- Increasing the visibility of the organization in order to attract the attention of donors about ALTRI's work.

#### **IV. Goals, objectives and activities**

##### **A. Programs**

The main programs of ALTRI Centre will include:

- (1) Good governance;
- (2) Strengthening the rule of law, protecting and respecting human rights;
- (3) The fight against corruption and organized crime;
- (4) Providing free legal aid;
- (5) Legal education and information;

The goals, objectives and activities of the respective programs are presented in the following tables:

1	<p><b>Good governance</b>  <b>Goal: Increasing the professionalism, accountability and transparency of public institutions, improving services offered to citizens and encouraging public participation and civic engagement in decision-making processes at the central and local level.</b></p>		
	<b>Specific objectives</b>		<b>Activities</b>
1.1	<p><i>Increasing the transparency and accountability of public institutions and ensuring citizens' access to information</i></p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>✓ citizens have basic knowledge of the law on the right to information;</li> <li>✓ the number of requests for information has increased;</li> <li>✓ improvements in the law on the right to information reflect the suggestions proposed by CSOs;</li> <li>✓ court communication plans drafted and approved;</li> <li>✓ citizens have access to various information related to the judicial process and to a dedicated channel for this purpose;</li> </ul>		
		1.1.1	Informing citizens about the provisions of the law on the right to information and supporting for the submission of requests/complaints (drafting, publication and distribution of informational materials such as leaflets, brochures, posters, etc., as well as conducting informative meetings with the community of rural and urban areas);
		1.1.2	Advocacy for the improvement of the law on the right to information in order to increase the transparency of institutions towards citizens in cooperation with CSOs;
		1.1.3	Preparation of legal opinion/suggestions for improving the implementation of the law on the right to information in cooperation with CSOs;
		1.1.4	Organization of advocacy activities for the consideration of CSOs' suggestions for improving the law on the right to information (round-tables, television interviews, joint statements of CSOs, etc.);
		1.1.5	Participation in the consultation meetings organized in order to present the drafted suggestions for improving the law.
		1.1.6	Supporting courts of all levels in efforts to increase the transparency of the judicial system (improvement of transparency programs, training, support with technical expertise, etc.);
		1.1.7	Drafting the communication plans for judicial system in cooperation with HJC, Courts and OSC;
		1.1.8	Approval of Communication Plans by the HJC and making them public;
		1.1.9	Drafting of informative materials and organization of activities with different target groups in order to implement the Communication Plans of the Courts;
		1.1.10	Cooperation with the local and national media in order to inform citizens on topics of interest such as the provision of free legal aid, court fees, mediation, the rights of minors in conflict with the law and minor victims/witnesses of criminal offenses, how to present a lawsuit request/complaint/appeal, etc.
		1.1.11	Organization of roundtables with CSOs and interest groups in order to identify existing informative materials and support for their preparation/updating in order to inform citizens about the judicial procedure

			and their rights and obligations during the judicial process;
		1.1.12	Advocacy meetings for the creation of a dedicated space on the courts' websites, which will be used for the publication of information and guidance materials for citizens and court users.
		1.1.13	Support of the Ministry of Justice and Centre for the Prevention of Youth and Juvenile Crimes for the creation of the necessary channels of communication with citizens, minors, parents, professionals, etc. (communication platforms, web pages, columns dedicated to information on the rights of minors and the criminal process to them, etc.);
		1.1.14	Creation of innovative digital channels of communication and citizen involvement in decision-making at the central and local level (e-democracy platforms/web/mobile applications);
		1.1.15	Monitoring the transparency program of public institutions and presenting recommendations for improvement.
1.2	<p><b><i>Improving the provision of public services to citizens in general and to groups in need in particular.</i></b> <b><i>Indicators:</i></b></p> <ul style="list-style-type: none"> <li>✓ social services are provided by municipalities respecting the principles of equality, transparency and accountability;</li> <li>✓ services are offered as close as possible to citizens and their expectations;</li> <li>✓ the responsible institutions implement the recommendations of the report presented by the Ombudsman;</li> <li>✓ citizens have the necessary knowledge about applications for services, documentation and complaint tools;</li> <li>✓ citizens have been trained in the use of online platforms;</li> </ul>	1.2.1	Monitoring of the provision of social services at the national level (61 municipalities), in cooperation with Ombudsman, in order to identify legal problems and administrative difficulties faced by citizens;
		1.2.2	Drafting the monitoring report and recommendations for improving the provision of social services

Intro	Profile	Projects	Direction	Risks
			(economic assistance, PWD payments, housing, social care services);	
		1.2.3	Development of the consultation process with municipalities, CSOs and citizens;	
		1.2.4	Advocacy for the implementation of recommendations from responsible institutions through cooperation with the Ombudsman (application of legal mechanisms) and the development of advocacy meetings;	
		1.2.5	National information campaign and legal education of citizens on social services offered, legal requirements for their benefits, documentation, submission of complaints, etc.;	
		1.2.6	Drafting of informative materials on the services offered by the courts, the method of benefit and fees, as well as an information campaign and citizen legal education;	
		1.2.7	Training citizens on effective use of online platforms for the provision of public services, through e-learning platforms and cooperation with ICT faculties and Professional Training Centers.	
		1.2.8	Advocacy for the improvement of mediation service provision and the increase of cases using this institute through the approval of the legal changes proposed by ALTRI near NCM and MoJ;	



1.3	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ The Communication Plans for Judicial System have been implemented according to the forecasts;</li> <li>✓ the number of successful cases of anti-corruption investigations in the public administration has increased;</li> <li>✓ the number of successful parallel financial investigations of high-level corruption and organized crime has increased;</li> <li>✓ the number of investigations into money laundering through cryptocurrency has increased;</li> <li>✓ Judges and prosecutors have deepened their knowledge on the 4 components of judicial culture and on ECtHR decisions on freedom of expression and media;</li> <li>✓ Increasing number of successful HIDAACI administrative investigation through strengthening of inter-institutional cooperation;</li> <li>✓ Whistle-blower reporting has been improved enabling</li> </ul>	1.3.1	Strengthening the capacities of civil servant engaged for public and media relations, judges engaged on media communication and HJC representatives on the implementation of Communication Plans for Judicial System and on efficient and innovative methods and tools of communication with the public;
		1.3.2	Strengthening the capacities of the General Directorate against Corruption at the MoJ and the coordinators of the Anti-Corruption Network on innovative and efficient methods of administrative investigation of corruption;
		1.3.3	Strengthening the capacities of SPAK and NBI on innovative methods of investigating money laundering arising from high-level corruption and organized crime with a focus on money laundering methods through the use of cryptocurrency;
		1.3.4	Deepening the knowledge of SPAK and NBI on innovative methods of investigating money laundering resulting from high-level corruption and organized crime through the exchange of successful experiences at the regional and European level;
		1.3.5	Improving the curricula of the School of Magistrates with best practices for including aspects of judicial culture in the initial and continuing education of judges.  Continuous training for prosecutors and judges on ECtHR decisions regarding the guarantee of freedom of expression and media.
		1.3.6	Strengthening HIDAACI capacity on inter-institutional cooperation with law enforcement agencies, as a necessary element in terms of ensuring the security and effectiveness of administrative controls and investigations, to maintain standards in the fight against corruption and economic crime;
		1.3.7	Strengthening the capacities of whistle-blowers on the identification, documentation and successful reporting of corruption cases;
		1.3.8	Strengthening AFSA and AKSHI capacities on supervision and monitoring efforts on virtual assets to combat money laundering;
		1.3.9	Strengthening the capacities of the network of Juvenile Justice professionals at local level (judges, prosecutors, police, child protection staff, probation service, lawyers, psychologists, mediators, NGOs, teachers etc.) in terms of strategic planning and practical implementation of communication as an effective tool for challenging and changing the negative norms around child-friendly justice;
		1.3.10	Strengthening the capacities of CSOs in monitoring of anti-corruption policy documents and addressing policy recommendation, designing and developing anti-Corruption Awareness Raising Campaign and

Intro	Profile	Projects	Direction	Risks
	<p>further successful investigations;</p> <p>✓ CSOs with the ability to monitor, raise awareness and advocate in the fight against corruption;</p> <p>✓ Representatives of municipality has the appropriate capacities for the implementation of gender equality mechanisms and the involvement of citizens in decision-making;</p> <p>✓ Police are trained on how to treat journalists in the context of exercising their duty to guarantee freedom of expression and media;</p> <p>✓ young journalists and students of the Faculty of Journalism have the necessary knowledge on international standards on freedom of expression and media.</p>	<p></p> <p>1.3.11</p> <p>1.3.12</p> <p>1.3.13</p> <p>1.3.14</p>	<p>means of communication with citizens and designing Anti-Corruption advocacy plan and developing advocacy campaign.</p> <p>Strengthening the capacities of municipal staff for the effective implementation of gender budgeting with participation;</p> <p>Strengthening the capacities of the municipal staff for effective implementation of the mechanisms of digital democracy and the involvement of citizens in decision-making;</p> <p>Training for the State Police/General Directorate of the State Police and the Police Academy on how journalists should be treated in the exercise of their duty to guarantee freedom of expression and the media in a democratic state, including how to ensure that journalists and other media professionals are able to operate safely and without restrictions during public gatherings, protests and demonstrations.</p> <p>Training for young journalists and for students of the Faculty of Journalism in terms of international standards on freedom of expression and the media, where part of the curriculum is dedicated to respect for the principle of presumption of innocence, protection of personal data, respect for the Code of Ethics, etc.</p>	
1.4	<p><b><i>Encouraging the participation of CSOs and citizens in decision-making processes at the central and local level.</i></b></p> <p><b><i>Indicators:</i></b></p> <p>✓ the number of project acts for which ALTRI has sent comments in cooperation with CSOs;</p> <p>✓ the percentage of comments taken into consideration by the responsible institutions;</p> <p>✓ Number of statements/positions or open letters shared with CSOs;</p> <p>✓ The number of active citizens on ALTRI's social media and on the created platforms;</p>	<p>1.4.1</p> <p>1.4.2</p> <p>1.4.3</p> <p>1.4.4</p> <p>1.4.5</p>	<p>Cooperation with CSOs for the drafting of suggestions in the framework of legal changes that affect the rights of citizens (changes in the law on the right to information, the law on the protection of personal data, the law on mediation, the laws of the reform package in justice, etc.);</p> <p>Forwarding suggestions from a group of interested CSOs and/or active participation in consultative meetings organized by the drafting institution and by the relevant Parliamentary Committees;</p> <p>Cooperation with CSOs in the framework of the drafting joint statements/positions or open letters in order to promote their involvement in the consultation process of projects/decision-making with interest and impact for citizens and advocacy for the consideration of the forwarded suggestions;</p> <p>Informing citizens about legal changes or decision-making, their impact on them and the suggestions of CSOs through online media and cooperation with visual media;</p> <p>Activating citizens to express their opinion on legal changes or decision-making that affect them through online discussion forums, online questionnaires and field discussion forums;</p>	

<ul style="list-style-type: none"> <li>✓ Number of comments and issues discussed on the platform;</li> <li>✓ Number of participants in discussion forums;</li> <li>✓ The number of issues for which discussions through the online forum and in the field have had an impact;</li> <li>✓ The number of meetings of the Municipal Council where network representatives participate;</li> </ul>	1.4.6	Creation of interactive discussion platforms between citizens, CSOs and representatives of institutions (for issues of corruption, respect for rights, for participation in local decision-making, for technological training for access to e-democracy platforms, etc.);
	1.4.7	Facilitating and encouraging citizens' participation in central and local decision-making through the use of digital platforms and mechanisms created;
	1.4.8	Discussion forums with citizens, women/girls and representatives of municipalities in order to promote the implementation of gender budgeting with participation and the involvement of CSOs and citizens in the local strategic planning process;
	1.4.9	Creation of local networks of representatives from different target groups (women, youth, vulnerable or needy groups, etc.) in order to activate them to be active participants in local decision-making;
	1.4.10	Facilitating and encouraging the participation of the representatives of the established networks in the meetings of the Municipal Council in order to discuss issues of interest to citizens and special target groups;

<b>2</b>	<b>Goal: Strengthening the rule of law and protection of fundamental human rights and freedoms;</b>		
<b>No.</b>	<b>Specific objectives</b>		<b>Activities</b>
<b>2.1</b>	<p><b><i>Strengthening the rule of law</i></b></p> <p><b><i>Indicators:</i></b></p> <ul style="list-style-type: none"> <li>✓ The procedures for the selection of members of the HJP and HPC are more transparent and in accordance with the legal framework;</li> <li>✓ The appointments, dismissals or promotion of judges and prosecutors respect the legal provisions;</li> <li>✓ The number of criminal reports against judges and prosecutors from vetting bodies is increasing;</li> </ul>	2.1.1	Continuous monitoring and evaluation of the selection procedure of the new members of the High Juridical Council and High Prosecutor Council, as well as the challenges for the future;
		2.1.2	Monitoring of High Juridical Council and High Prosecutor Council meetings regarding the appointments, dismissals or promotions of judges and prosecutors;
		2.1.3	Monitoring the efficiency of the Judiciary Map focusing on courts with the highest backlog/Monitoring aspect of workload by taking into account the number of hearing sessions and number of judges.
		2.1.4	Monitoring and evaluation report on the vetting bodies' decisions for judges and prosecutors in the framework of criminal proceedings since the beginning of their mandate.
		2.1.5	Analysis of the efficiency of the new institutions of the justice system/ Making the findings public/organizing discussion tables for the implementation of recommendations;

Intro	Profile	Projects	Direction	Risks
	<ul style="list-style-type: none"> <li>✓ Appropriate mechanisms for the appointment of new judges and prosecutors analysed, consulted and implemented;</li> <li>✓ Improved national policy according to the findings of the monitoring carried out by CSOs;</li> </ul>	2.1.6		Monitoring the implementation of the national policy in order to draft alternative reports that reflect the evaluation of CSOs on the level of implementation of the National Strategies Action Plans (the Action Plan of the Strategy against Corruption, Justice, Public Legal Education and the Strategy for Minors);
2.2	<p data-bbox="272 593 624 739"><b><i>The protection and respect of the fundamental rights and freedoms of the individual</i></b></p> <p data-bbox="272 772 624 806"><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ statistics on civil and criminal court cases involving journalists are collected and analysed every year;</li> <li>✓ the established inter-institutional group has approved the data collection methodology;</li> <li>✓ standard operating procedures and specific investigative protocols drafted;</li> <li>✓ the legal framework has been improved and provides preventive mechanisms for SLAPP lawsuits;</li> <li>✓ Platform on the rights of detainees established, functional and followed by at least 2000 individuals;</li> <li>✓ the comments presented for amendments in the law on the protection of personal data have been taken into consideration by the drafting institutions;</li> <li>✓ at least 80% of the cases of discrimination</li> </ul>	2.2.1	2.2.1	<p data-bbox="927 571 1410 772">Monitoring of civil and criminal court cases involving journalists and/or media representatives in order to evaluate those elements of the judicial process that affect the intimidation of journalists and the violation of freedom of expression and media;</p> <p data-bbox="927 795 1410 929">2.2.2 Assessment of the current situation of respect for freedom of expression and media in Albania and the promotion of the implementation of intercommunal standards and ECtHR jurisprudence;</p> <p data-bbox="927 952 1410 1153">2.2.3 Encouraging the creation of an inter-institutional working group by the MoJ and the HJC in order to continuously collect data on civil and criminal court cases involving journalists and/or media representatives that arise as a result of the exercise of their activities.</p> <p data-bbox="927 1176 1410 1422">2.2.4 Drafting of "standard operating procedures" for the State Police on how journalists and other media professionals should be treated in the exercise of their activity, so that they are able to act safely and without restrictions, paying special attention to their treatment during public gatherings, protests and demonstrations.</p> <p data-bbox="927 1444 1410 1646">2.2.5 Drafting of "specific investigative protocols", to ensure the detection and efficient follow-up of attacks and/or violence against journalists and other media professionals with the aim not only of clarifying and punishing the perpetrators but also guaranteeing in practice the freedom of media expression.</p> <p data-bbox="927 1668 1410 1803">2.2.6 Advocacy for the improvement of legislation or judicial practice against SLAPP lawsuits (Strategic Lawsuit Against Public Participation) in accordance with the <i>acquis</i> (EU legislation);</p> <p data-bbox="927 1825 1410 2027">2.2.7 Create an interactive platform for raising awareness and ameliorating knowledge of CSOs and institutions which work with detainees related to European human rights standards and to promote the mobilization of them and also of the vulnerable communities towards the realization of these rights;</p> <p data-bbox="927 2049 1410 2161">2.2.8 Submission of comments, participation in consultative meetings and advocacy for the consideration of comments submitted for changes in the law on the protection of personal data;</p>

<p>reported with the support of ALTRI ended with the punishment of the person responsible;</p> <p>✓ the women and girls of the network are active in the decision-making processes of the municipality that have an impact on them;</p> <p>✓ increasing number of self-employed women and girls;</p> <p>✓ women and girls benefit from special programs for them (employment, housing, education, etc.);</p> <p>✓ minors know the rights and services they benefit from and demand their fulfilment;</p> <p>✓ minors and young people are aware to the dangers of using the Internet and social networks;</p>		Cooperation with CSOs in the framework of drafting joint declarations/positions or open letters with the aim of advocating for issues of interest to citizens in the framework of personal data protection;
	2.2.9	Information campaign and citizen legal education on the provisions of the law on protection against discrimination, filing a complaint with the Commissioner for protection against discrimination, evidentiary documentation, etc.; Follow-up of the treatment of reported cases of discrimination by the Commissioner for protection against discrimination and the Courts;
	2.2.10	Creation of a network of women/girls at the local level in order to activate their participation in local decision-making on issues related to gender equality (gender budgeting, local policies for women and girls, employment, housing, social assistance, etc.);
	2.2.11	Supporting and enabling the women/girls of the network to be active and a strong and influential voice in local decision-making;
	2.2.12	Assessment of the social, economic and employment situation of women and girls in rural areas;
	2.2.13	Advocacy with the institutions responsible for the improvement of the social, economic and employment situation of women and girls in rural areas and the creation of special programs;
	2.2.14	The training of women and girls for the creation and establishment of their businesses (self-employment), social enterprises and financing and subsidy opportunities;
	2.2.15	Legal information and education campaign on: <ul style="list-style-type: none"> <li>✓ rights and services for minors in conflict with the law and minor victims/witnesses of criminal offenses;</li> <li>✓ on the steps of the criminal process against a minor in conflict with the law;</li> <li>✓ patriarchal values and other factors that push them towards criminality;</li> <li>✓ professionals who are involved in the criminal process against minors;</li> </ul>
	2.2.16	Awareness raising of children, young people and the community on the dangers posed by the use of social media and the Internet for human trafficking and sexual exploitation;
	2.2.17	Improving social services for groups in need and PWDs through monitoring the provision of services, advocating for the implementation of recommendations in cooperation with the Ombudsman and providing legal assistance for the benefit of the service;
2.2.18	Providing free legal aid for the categories defined by the law on legal aid guaranteed by the state in cooperation with the Legal Aid Centres;	

3 Goal: The fight against corruption and organized crime			
No.	Specific Objectives		Activities
3.1	<p><i>Increasing investigative skills in the criminal prosecution of high-profile corruption, organized crime and money laundering;</i></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ Regional Gap Analyse drafted for 3 regional countries;</li> <li>✓ Cooperation between institutions and regional countries strengthened;</li> <li>✓ The institutions are engaged in the implementation of the recommendations;</li> <li>✓ Manual on financial investigations and asset recovery drafted;</li> <li>✓ Increased investigative capacities of prosecutors and judicial police officers on innovative financial investigations techniques.</li> </ul>	3.1.1	Developing a Regional Gap Analyse (Albania, Kosovo and North Macedonia) regarding the methods used to combat money laundering stemming from high-level corruption and organized crime, financial investigation techniques and virtual money laundering methods (e.g., cryptocurrency/bitcoin etc.);
		3.1.2	Regional workshop in order to strengthen the cooperation between regional countries on financial investigation as well as to make public and to advocate for the implementation of the recommendations identified in the Gap Analyse;
		3.1.3	Exchange cross border experience where high-level leaders of investigative institutions of each country (Albania, Kosovo and North Macedonia) will be able to exchange experiences with regional counterparts, strengthen cooperation between them and get acquainted with more concrete financial investigation techniques and methods;
		3.1.4	Developing a Manual on financial investigations and asset recovery that will serve as an instrument in all three countries consolidating into a single framework the innovative financial investigations techniques (e.g., cryptocurrency/bitcoin etc.) and methods as well as the regional and international cooperation ways.
		3.1.5	Advocating and promotional activities in order to disseminate the findings and results, stimulate responsive stakeholder to consider for improvement the identified shortcomings and recommendations as well as to increase active citizenship (op-ads, Tv interviews, open lecturer in law faculties, infographics, podcasts, etc);
		3.1.6	Casework study for financial investigations techniques in three countries with representatives of financial investigation institutions (SPAK, NBI, NCAC, judicial police officers, prosecutors and judge etc). The most successful or complex cases, which are real cases investigated by institutions at the regional and international level will be analysed and studied in order to demonstrate all the steps undertaken to fulfil successful financial investigation of the case.
		3.1.7	The development of a regional conference with the aim of discussing developments, future needs and challenges in the financial investigation of corruption of high officials, organized crime and

			money laundering.
3.2	<p><i>Supporting and strengthening the investigative skills of the staff of the Anti-Corruption General Directorate (AGD) at the MoJ and of the Anti-Corruption Coordinators Network (ACN)</i></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ Policy, legal framework and in field research on administrative investigation of corruption drafted and published;</li> <li>✓ Manual on successful techniques of administrative investigation of corruption in public administration drafted and published;</li> <li>✓ Increased investigative capacities of coordinators of the ACN and the staff of the AGD on successful techniques of administrative investigation;</li> <li>✓ Methodological tool to periodically measure public perception of corruption drafted and published.</li> </ul>	3.2.1	Conducting an in-depth policy, legal framework and in field research on administrative investigation of corruption in order to have a clear overview of the methods and techniques used so far in the administrative investigation of corruption in the public administration, as well as an evaluation of their efficiency and the problems encountered;
		3.2.2	Drafting a Manual on successful techniques of administrative investigation of corruption in public administration;
		3.2.3	Targeted training organized with the coordinators of the ACN and the staff of the AGD, bringing the theory into practice presenting the Manual;
		3.2.4	Creating a methodological tool to periodically measure public perception of corruption and the effectiveness of anti-corruption mechanisms;
		3.2.5	Pilot implementation of the methodology for measuring public perception of corruption and its improvement according to pilot findings.
3.3	<p><i>Increasing the supervision and monitoring efforts on virtual assets to combat money laundering</i></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ The Analyse drafted</li> </ul>	3.3.1	Conducting in-depth Analyse regarding virtual assets (VAs) and Virtual Asset Service Provider (VASPs) regulation in Albania and developing supporting tools for responsible institutions;
		3.3.2	Drafting a Manual on VAs and VASP supervision and monitoring to prevent the risks associated with this activity;
		3.3.3	Support exchange of information/know how and successful international real cases (case study)

Intro	Profile	Projects	Direction	Risks
	<p>and published;</p> <ul style="list-style-type: none"> <li>✓ Manual on VAs and VASP supervision and monitoring drafted and published;</li> <li>✓ Increased investigative capacities VASP other stakeholders on successful international real cases.</li> </ul>		workshop to demonstrate concrete actions of responsible institutions and other stakeholders to the potential risks addressing technological financial markets, as well as ways and manners of institutional cooperation and share of information);	
		3.3.4	Study tour at relevant European countries that have undertaken or are undertaking steps toward the regulation of VAs and VASPs activity.	
		3.3.5	Increasing the level of information and active citizenship against money laundering by conducting advocating and promotional activities.	
3.4	<p><b><i>Strengthening HIDAACI inter-institutional cooperation and share of information in the fight against corruption through the increase of the efficiency in the use of resources</i></b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ The Analyse drafted and published;</li> <li>✓ Training module drafted and published;</li> <li>✓ Increased investigative capacities of whistleblowing professionals;</li> <li>✓ Whistleblowing Digital Package created and published;</li> </ul>	3.4.1	Comprehensive analyse on the applicability of whistleblowing law and whistle-blower protection;	
		3.4.2	Drafting a training module on investigation techniques for whistle-bowling professionals;	
		3.4.3	Support exchange of information/know how and successful international real cases (workshops that will aim to treat the findings and recommendations of the Analyse as a form to not only present the gaps and problems encountered but also to discuss on how these gaps can be improved and resolved in practice or through law amendments);	
		3.4.4	Production of Whistleblowing Digital Package - producing a set of digital products to help HIDAACI raise awareness on whistleblowing and help in increasing the level of acceptance of whistleblowing in the Albanian society, a concrete deliverable to be achieved by HIDAACI;	
		3.4.5	Advocating and promotional activities in order to stimulate the responsible institutional and stakeholder in the context of a proactive response against corruption.	
3.5	<p><b><i>To empower civil society organisations in Albania to contribute in policymaking processes that address corruption, good governance and justice issues enabling a better environment for Civil Society</i></b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ CSOs national anticorruption informal network created in national</li> </ul>	3.5.1	Establishment of CSOs national anticorruption informal network with the participation of CSOs at national level;	
		3.5.2	Online and media promotional campaigns for the CSOs involvement in the network;	
		3.5.3	Designation of an interactive digital platform to create a network channel between CSOs and engaged on anti-corruption network;	
		3.5.4	Preparation of the package with initial information to be included in the platform;	
		3.5.5	Consulting the designed platform with the CSOs members of anti-corruption network, relevant anti-corruption institutions, media, businesses and citizens;	



<ul style="list-style-type: none"> <li>and local level;</li> <li>✓ The interactive digital platform e created and functional;</li> <li>✓ Package with initial information to be included in the platform drafted and integrated into the platform;</li> <li>✓ Increased capacities of CSOs on anti-corruption and good governance;</li> <li>✓ CSOs of the Network implement joint initiatives.</li> </ul>	3.5.6	Establishment and the functioning of the interactive digital platform;
	3.5.7	Promotion of the Platform and encouraging actors to be part of it;
	3.5.8	Conducting trainings on anti-corruption and good governance and idea/experience sharing among civil society sector;
	3.5.9	Implementing joint initiatives with CSO of the Network (e.g. monitoring the implementation of the National Strategy for Anti-Corruption and its Action Plan; monitoring of corruption cases in the public administration; measure public perception of corruption and the effectiveness of anti-corruption mechanisms; advocacy for the improvement of policies, interventions and institutional performance in the fight against corruption in line with citizens' expectations; awareness raising and advocacy activities in support of the fight against corruption).

<b>4</b>	<b>Goal: Providing free legal aid</b>		
No.	Specific objectives		Activities
4.1	<p><b><i>Improving providing free legal aid;</i></b></p> <p><b><i>Indicators:</i></b></p> <ul style="list-style-type: none"> <li>✓ Drafted and published analysis;</li> <li>✓ MoJ and DLA committed to the implementation of the recommendations;</li> <li>✓ Increased capacities of CSOs and lawyers in providing legal aid;</li> </ul>	4.1.1	Analysis of the efficiency in the provision of legal aid since the entry into force of the law on legal aid provided by the state in 2017.
		4.1.2	Advocacy for the implementation of recommendations from the responsible institutions (DLA and MoJ) in cooperation with CSOs licensed to provide legal aid;
		4.1.3	Strengthening the capacities of licensed CSOs and the staff of Legal Aid Centres in the quality provision of primary legal aid;
		4.1.4	Cooperation with National Chamber of Advocate to increase the capacities of lawyers who provide secondary legal assistance according to the areas where deficiencies have been observed according to the assessment;
		4.1.5	Development of information campaigns for citizens in general and for vulnerable groups that benefit from legal aid in particular in cooperation

Intro	Profile	Projects	Direction	Risks
				with DLA and licensed CSOs.
4.2	<p><i>The continuous increase in the number of cases that ALTRI provides primary legal aid;</i></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ The number of cases of primary legal aid provided by ALTRI increases year after year;</li> <li>✓ The number of joint activities with the Legal Aid Centres is increasing year after year;</li> </ul>	4.2.1	Application to the MoJ and DLA for the continuation of ALTRIs license for the provision of primary legal aid;	
		4.2.2	Providing free legal aid for the categories defined by the law on legal aid guaranteed by the state in cooperation with the Legal Aid Centres;	
		4.2.3	Provision of primary legal aid to low-income categories on the social services that they benefit from, application procedures, documentation and appeals tools;	
		4.2.4	Providing primary legal aid, in cooperation with Legal Aid Centres, on alternative means of dispute resolution (mediation);	
		4.2.5	Cooperation with local and national media in order to inform citizens about the requirements of the law for the benefit of free legal aid, the beneficiary categories, the procedure and the responsible institutions.	

5	<b>Goal: Public Legal Education</b>			
<b>No.</b>	<b>Specific objectives</b>		<b>Activities</b>	
5.1	<p><i>Evaluation and strengthening of human resources capacities of Local Government Units in terms of providing Legal Education to the Public</i></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ A consolidated networking with central and local institutions for the coordination of interventions in the direction of the implementation of PLE measures created;</li> <li>✓ Evaluation report drawn up and published;</li> <li>✓ The presented recommendations have been accepted and the municipalities have begun to fulfil them;</li> <li>✓ Joint activities</li> </ul>	5.1.1	Creating bridges of cooperation between central and local institutions and civil society organizations to fulfil the priorities of Public Legal Education (PLE);	
		5.1.2	Assessment of the human resources needs of municipalities to enable effective intervention in the provision of PLE and the implementation of SELP measures;	
		5.1.3	Encouraging the implementation of recommendations in terms of securing the necessary human resources of LGUs to enable effective intervention in the provision of PLE	
		5.1.4	Cooperation and support of LGUs in the successful implementation of the measures provided for in the SELP Action Plan for municipalities.	

	between ALTRI and municipalities have been developed according to SELP provisions;		
5.2	<p><b><i>Public awareness of the importance of knowing the law, their rights and obligations, based on specific needs and encouraging citizen activism to strengthen the rule of law</i></b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>✓ Informative materials designed and published online;</li> <li>✓ Informative materials drafted in simple language and in suitable, easily accessible formats;</li> <li>✓ PLE digital platforms created and functional;</li> <li>✓ The number of citizens participating in the activities;</li> <li>✓ Monitoring report drawn up and published.</li> </ul>	5.2.1	Drafting of information materials that focus on specific legal topics and/or of interest to groups of citizens with special needs, in appropriate and easily accessible formats (free legal aid, services provided by courts, court fees, criminal court procedures and civil, claim/complaint/recourse request, rights and services to minors in the criminal process, social services, mediation, non-discrimination, gender equality, EU integration process, etc.);
		5.2.2	Publishing materials online and distributing them in suitable and easily accessible formats;
		5.2.3	Cooperation with the media for PLE (television interviews and thematic shows);
		5.2.4	Awareness campaign, to inform Albanian citizens about the rules and conditions of visa-free travel in the EU, the possibilities of regular migration and the consequences of irregular migration (as well as unfounded asylum applications);
		5.2.5	Awareness and information campaign related to the legal and institutional anti-trafficking framework, the forms, methods and phenomenon of human trafficking and knowledge of the victim's rights;
		5.2.6	Guaranteeing legal information in real time and as close as possible to the community through digital platforms dedicated to legal education according to various topics;
		5.2.7	Drafting of informative materials that enable the public to be informed and actively participate in decision-making at the local level;
		5.2.8	Open Days near the Municipalities/forums with citizens on issues of interest to citizens;
		5.2.9	Joint activities with students of the Faculty of Law in order to increase the level of legal knowledge of citizens (discussion forums, mock trials, citizen information points, etc.)
		5.2.10	Monitoring the implementation of the Public Legal Education Strategy Action Plan in cooperation with CSOs and advocacy for the improvement of the national ELP policy.

## ORGANIZATIONAL MANAGEMENT

Management of the organization includes: Staffing and benefits; Resource Development, Board of Directors; Planning and evaluation; Offices and equipment; Public relations; Infrastructure; Networks and partnerships.

	Goal	Objectives and activities
<b>1. Staff and benefits</b>	<i>Maintaining a professional and motivated staff.</i>	1.1. Continuous increase of the capacities of ALTRI staff according to the relevant profile: <ul style="list-style-type: none"> <li>○ Training for ALTRI Centre staff in accordance with specific needs;</li> <li>○ Participation in training provided by national and international organizations.</li> </ul> 1.2. Finding effective alternatives to relieve staff workload: <ul style="list-style-type: none"> <li>○ Periodic assessment of staff performance and workload;</li> <li>○ Giving monetary/material rewards for the good work of the staff;</li> <li>○ Staff supervision by a professional psychologist.</li> </ul>
<b>1. Development of resources</b>	<i>Diversification of financial resources to ensure the sustainability of the organization</i>	1.3 Finding innovative alternatives for raising funds for the organization: <ul style="list-style-type: none"> <li>○ Provision of legal expertise by staff for other institutions, against compensation;</li> <li>○ Organization of various activities aimed at increasing the visibility of the ALTRI Centre;</li> <li>○ Development of lobbying meetings with different donors with the aim of increasing the visibility of ALTRI and the financing of the planned activities;</li> </ul>
<b>2. Board of Directors</b>	<i>Holding a board with credible and active members in fulfilling the organization's mission.</i>	2.1. Effective functioning of the board of the ALTRI Centre: <ul style="list-style-type: none"> <li>○ Identification of new Board members (respecting the deadlines based on the organization's charter) with experience, integrity, reliability and influence in society;</li> <li>○ Timely appointment of Board members based on the organization's charter.</li> <li>○ Finding different ways to motivate and involve Board members:</li> </ul> 2.2. Increasing the influence of the Board in finding alternatives for increasing funds. <ul style="list-style-type: none"> <li>○ Activation of the members of the Board for representation of the ALTRI Centre in national and international activities;</li> <li>○ Continuously informing the Board about the activities of the organization and initiatives for raising funds.</li> </ul>

<b>3. Planning and evaluation</b>	<i>Improvement of planning and evaluation system of the organization's achievements.</i>	<p>3.1. Continuity in drafting realistic strategic plans:</p> <ul style="list-style-type: none"> <li>○ Continuous identification of needs for target groups.</li> <li>○ Creating a system for drafting strategic plans periodically, efficiently and effectively.</li> <li>○ Evidence of successful cases and lessons learned after each strategic plan.</li> </ul> <p>3.2. Continuity in the annual planning of activities and budgets:</p> <ul style="list-style-type: none"> <li>○ Breaking down strategic plans into annual, monthly, quarterly and six-monthly plans;</li> <li>○ Annual review of plans according to programs depending on developments and changes.</li> </ul> <p>3.3. Improving the organization's monitoring and evaluation process:</p> <ul style="list-style-type: none"> <li>○ Review of existing policies and procedures for internal monitoring of the organization;</li> <li>○ Audit of the organization's activities in accordance with the requirements of the law (every year).</li> </ul>
<b>4. Public relations</b>	<i>Increasing the image and visibility of the organization.</i>	<p>4.1. Increasing the visibility of the ALTRI Centre:</p> <ul style="list-style-type: none"> <li>○ Improving the content, organization and visual aspect of ALTRI's communication channels (Web page and social networks);</li> <li>○ Being more active in social media by publishing every activity and product of ALTRI;</li> <li>○ Organization of events with wide participation of central, local, national and international institutions;</li> <li>○ Publication of annual activity and financial reports (in electronic and written form), external and internal audit reports and ALTRI's Strategy on the website.</li> </ul>
<b>5. Infrastructure</b>	<i>Effective use of the organization's physical environments and equipment.</i>	<p>5.1. Improving the infrastructure of the organization in order to create the most optimal conditions for the work of the staff:</p> <ul style="list-style-type: none"> <li>○ Continuous control and repair of equipment as well as careful use of the Centre's premises;</li> <li>○ Purchase of equipment according to staff needs to provide quality services.</li> </ul>

<p><b>6. Networks and partnerships</b></p>	<p><i>The ALTRI Centre is an active member in all the networks that operate in the field of ALTRI's activity</i></p>	<p>6.1. Increasing the contribution and participation of the ALTRI Centre in the existing networks of which it is a part:</p> <p>6.2. The inclusion of the ALTRI Centre in other networks in order to fulfil its mission:</p>
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### Risks and Assumptions

*Probability of occurrence -PO (1=small; 2=somewhat; 3=medium; 4=big; 5=very big)*

*Risk level - RL (1=small; 2=somewhat; 3=medium; 4=big; 5=very big)*

<b>Risks</b>	<b>PO</b>	<b>RL</b>	<b>Assumptions / Measures taken</b>
Change of employees/contact points in public institutions. One of the problems encountered by ALTRI is the frequent removal/replacement of employees of the public administration and municipalities, thus bringing difficulties in the implementation of the foreseen activities (some of the activities are determined depending on the assessment of the needs of the institutions). New employees, despite the fact that they may be within the profile, they are unknown and unfamiliar with policies, national legislation, initiatives in implementation as well as with the needs presented.	3	3	Signing cooperation agreements.  Frequent meetings to discuss activities and interventions in more detail.  Capacity building trainings.
Lack of cooperation and activation of civil society organizations.	2	2	Conception of joint interventions in agreement and together with CSOs; Creating opportunities for financial support of partner CSOs in the implementation of agreed initiatives;
Lack of interest from the beneficiaries of initiatives and interest groups.	2	2	Frequent meetings to present the initiative, discuss activities and interventions in more detail. Activation of figures with integrity and influence in the community in order to activate beneficiaries and stakeholders.
The impact of the effects of the COVID 19 pandemic on the health of ALTRI staff and beneficiaries.	4	4	Rigorous implementation of the protocol approved by the Ministry of Health for the protection against COVID 19. Help for staff to cover the costs of medications in cases of infection with COVID 19. Using online communication tools in order to implement activities and achieve results.

Leaving staff with experience and a high level of expertise. From the experience of ALTRI, the staff has left for career growth with central public institutions and international organizations.	2	1	Providing training for new staff by experts inside and outside the organization.
The risk of financial stability of the organization. During these years, the budget of the organization was mainly covered by funds from national and international donors. Given that donors' priorities change based on their policies, this poses a risk of non-financing of the organization's activities by these donors.	3	3	Increasing efforts to find potential donors inside and outside the country, using the visibility of ALTRI, existing donors, international networks, etc.





**A.L.T.R.I**

**ALBANIAN LEGAL AND TERRITORIAL RESEARCH INSTITUTE**

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Tiranë, 17.12.2021

**BORDI DREJTUES**

**VENDIM**

**PËR MIRATIMIN E PLANIT STRATEGJIK 2022-2025 TË QENDRËS ALTRI**

Sot më datë 17.12.2021 u mbledh Bordi Drejtues i Qendrës ALTRI për të diskutuar dhe votuar mbi pikat e rendit të ditës sipas njoftimit të datës 9.12.2021.

Të pranishëm janë pesë anëtarët si vijon:

1. Znj. Blerina Goga (Anëtare);
2. Znj. Iris Baboçi (Anëtare);
3. Z. Ermir Gjata (Anëtar);
4. Z. Ervin Karamuço (Anëtar).

Rendi i ditës do të përmbajë:

- Diskutimin dhe miratimin e Planit Strategjik 2022-2025 të Qendrës ALTRI;

Bordi Drejtues pasi mori në shqyrtim dhe miratoi rendin e ditës, vendosi:

- Miratimin e Planit Strategjik 2022-2025 të Qendrës ALTRI.

Ky vendim hyn në fuqi menjëherë.

Anëtare  
Blerina Goga

Anëtare  
Iris Baboçi

Anëtar  
Ervin Karamuço

Anëtar  
Ermir Gjata