STRATEGIC PLAN CLR

2022-2026

June 2022

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I. INTRODUCTION – WORK METHODOLOGY

The Strategic Plan of the Center for Labor Rights (CLR) for the years 2022 - 2026 was drawn up based on the results achieved and experiences gained during the previous 5 years as well as on new trends in the field of protection of workers rights. The previous experiences served as a guiding tool in the work of the organization, giving it the directions for the future as well as to pave the path to realizing the set objectives.

The issuing of the strategic plan was carried out after a long process of communication and discussion with the board of directors, staff and partners of the organization. The drafting process included the assessment & suggestions of the beneficiaries, partner organizations/unions, line institutions, as well as their concretization by the working group.

The process of planning and preparation of this document went through several very important steps such as:

1. Assessment of the achievements of the previous 5 years;
2. Strategic Planning Workshop and drafting of the first draft;
3. Drafting of the second draft of the Strategic Plan;
4. Presentation of the draft of the Strategic Plan to the Board of Directors and strategic partners;
5. Approval of the Strategic Plan.

Step 1: Assessing the achievements of the previous 5 years

For the assessment of the achievements of the previous 5 years, the working group organized 4 meetings during which the manner of collecting information, scope and organization of the focus groups was discussed, as well as the selection of people involved in this process.
With the support of the partner organization in South Africa, the LRS and its expert, a SWOT analysis was carried out, where all beneficiaries and stakeholders offered their assessments of the organization's work, as well as ideas and suggestions on where the CLR should focus its programs/services in the next 5 years.

The questionnaire included the following questions:
1. What are the organization's strengths and weaknesses?
2. What do you see as the organization's opportunities and obstacles?
3. What are the criteria you use when judging the work of the organization?
4. How have the organization performed based on the criterion (or criteria) you have used to evaluate its performance?
5. What would you like the organization to do more or less of?
6. What programs and/or services do you think the organization should focus on if it has sufficient resources in the next five years?

After the collection of information through focus groups, the preliminary processing and analysis of the information was done by the working group.

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Step 2: Strategic Planning Workshop and drafting of the first draft

The first draft of the Strategic Plan was drawn up during the workshop which analyzed in depths the information generated in advance about the strengths and weaknesses of the organization, the needs of the community and the possibilities for the future.

During the workshop, the working group focused on:

- Assesment of the previous 5-year achievements and positive experiences;
- Review of the organization's mission and vision;
- Determining the organization's values;
- Internal and external analysis of the organization;
- Identification of critical issues and general strategies;
- Defining goals and objectives for programs, services and management;
- Defining the main activities;
- Assessing risks and formulating assumptions.

8 people participated in the workshop. Participants were provided with the necessary documentation, such as the organization's strategic documents, annual narrative reports, and information gathered from focus groups and interviews.

Step 3: Issuing of the second draft of the Strategic Plan

The working group further developed the second draft of the strategic plan clearly defining the vision, mission, critical issues, goals, objectives and activities.
Also, the Strategic Implementation Framework and Activity Plan for the period 2022-2026 were drawn up.

Step 4: Presentation/reflection of the draft Strategic Plan to the Board of Directors and strategic partners

The draft of the Strategic Plan was presented at the meeting of the Board of Directors where ideas for further improvements were suggested. This draft was also consulted with CLR's strategic partners. The suggestions made by the Board of Directors and strategic partners were reflected in the Strategic Plan.

Step 5: Approval of the Strategic Plan

The final document of the Strategic Plan 2022-2026 was presented to the highest decision-making body of the organization, which approved it and passed it for implementation.
This Strategic Plan aims to expand and consolidate the expertise of the organization in the field of protecting the rights of workers, as well as to strengthen the management capacities, networking and visibility of the organization.
Also, this Strategic Plan will serve CLR as a guide in finding optimal solutions for beneficiaries, strengthening effective cooperation with line institutions, as well as finding ways to achieve its goals and objectives in the next 5 years.

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II. PROFILE OF THE ORGANIZATION

The Center for Rights at Work (CLR) is a national non-profit organization specialized in labour rights, founded on December 20, 2016, by decision of the Court of Tirana No. 1134.

CLR aims to support and engage in programs and projects that enable employees to exercise their rights in order to:

i)   improve their working and living conditions;
ii)   promote and protect the right of association and promote decent work, social justice and equality for the sustainable democratic development of the Albanian society.

CLR works with employees, labour unions, workers' councils, occupational safety and health councils, civil society, various interest groups, state institutions, state and private universities, employers' organizations and/or business entities, other state or private institutions of research and education.

CLR is a service and programatic oriented organization as follows:

- *Legal counselling and organizational assistance;*
- *The Labor Academy, focused on educating labour unionists and young activists in every sector of the economy;*
- *Counselling and support to workers, labour unions, workers' councils, Occupational Safety and Health Councils and/or all organized groups of workers at any level.*

MAIN OBJECTIVES:

• To encourage, coordinate and assist various social organizations that exercise activity in the field of labor relations and social dialogue through support and assistance in civil or legal actions.

• To strengthen and provide legal, administrative and capacity building support for labour unions at enterprise, sector and federation levels.

• To promote decent work and advance the labor movement through information, education and awareness in various labor communities and the general public at large.

• To train and educate existing and potential further union members/leaders.

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MAIN ACTIVITIES:

• Supporting and assisting labour unions and/or groups of employees in the collective resolution of disputes.

• Support and organization of employees, awareness campaigns, rallies, strikes, protests, demonstrations and any other civic engagement in accordance with the center's mission.

• Counselling and assisting employees to address in the competent structures any concerns related to non-compliance with Albanian labor legislation, such as: non-granting of work-leaves, wages, social and health insurance in accordance with the law or employment contract, non-compliance with health insurance and safety at work, conflicts and abuses in the workplace, unfair and unmotivated dismissals, etc.

• Information, education and awareness activities designed to meet the needs of working communities and Albanian society in general using media platforms and products, etc.

• Conducting surveys in enterprises / branches of activity / sectors of the economy and selected categories of employees to understand the level of respect for workers' rights and the applicability of social business responsibility schemes.

SUCCESS STORIES:

✓ CLR has helped oil and gas workers to organize into a new national union, "Albanian Oil and Gas Union", which is one of the new members of the National Labor Council (the highest body of social dialogue in Albania) thanks to CLR lobbying.

✓ CLR has assisted the employees of the call center sector to organize in a new union "SKOT National Union of Telephone Operators", which is now spreading throughout the call center and communication sector.

✓ CLR has successfully helped health sector workers to organize into a new union "Health Sector Employees Union". During pandemic times, in July 2020, with the support and mentorship of CLR, the union protested for improved working conditions and wages. Due to the media coverage of the protest, representatives of the Prime Minister's Office and the Minister of Health and Social Protection met with the representatives of the union. MHSP later began the process of negotiations with the union regarding wages and health & safety conditions. The Ministry has already created joint working groups, in which the representatives of the current union that signed the national collective agreement are missing.

✓ CLR has created and successfully runs the *"Labour Academy"* the only active training program in the country dedicated to the continuous education of young trade unionists and labor activists. Through the Labor Academy, about 20 trade unionists and rights activists at work are trained every year with a 1-year curriculum. Currently, about 40 activists have been trained, while 20 are in the process.

✓ CLR is a member of the National Council of European Integration and provides assistance to the KKIE for chapters 14, 15, 16, 19.

✓ CLR is a member of the Inter-institutional Working Group on the implementation of the partnership platform for European integration for chapter 19 "Social policies and employment" set up by the Ministry of Health and Social Protection.

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✓ CLR is a member of the Inter-institutional Working Group on the implementation of the partnership platform for European integration for chapter 2 "Free movement of workers" set up at the Ministry of Finance and Economy.

DONORS AND PARTNERSHIPS:

❖ CLR has a wide scope of networking and cooperation with all labour unions in Albania, public institutions, organizations, business companies, civil society, as well as with other subjects or individuals inside and outside the country. Our main donor and partner is the Olof Palme International Center, with funding from the Government of Sweden.

❖ CLR is a member of the National Council of European Integration and provides assistance to the KKIE for chapters 14, 15, 16, 19.

❖ CLR is a member of the Inter-institutional Working Group on the implementation of the partnership platform for European integration for chapter 19 "Social policies and employment" set up by the Ministry of Health and Social Protection

❖ CLR is an active member of the Clean Clothes Campaign (CCC), a global network dedicated to improving working conditions and empowering workers in the global garment and sports industry. Since 1989, it has worked to ensure respect for the fundamental rights of workers. The focus of the work is consumer education and mobilization, lobbying and direct support of workers for their rights and better working conditions. CCC is a grassroots network of hundreds of organizations and unions that identify local problems and objectives and transform them into global action, develop campaign strategies to support workers in achieving their goals, and also collaborate widely with similar labor rights campaigns. https://cleanclothes.org/

❖ CLR is a newly admitted member of SOLIDAR, the largest European and global network of organizations working to advance social justice in Europe and around the world. This network brings together 60 member organizations from 25 EU member states and 6 candidate countries, working together on Social Issues, International Cooperation and Education and Lifelong Learning. SOLIDAR cooperates with civil society and employee organizations, engages through them with citizens in EU decision-making processes, empowers people through lifelong learning and expresses their concerns to EU institutions, carries out lobbying, management and coordination of project, policy monitoring, research and awareness raising etc. https://www.solidar.org/en/about-us/solidar

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III. PROJECTS IMPLEMENTED IN THE TIME-PERIOD 2017-2021

NO.	TITLE OF THE PROJECT	DONOR	IMPLEMENTATION YEARS
1.	Decent work agenda in the Electoral Programs of the Parties	Olof Palme International Center with funds from the Swedish Government	2017
2.	Projects in support of employees of the garment industry for the region of Vlora.	Olof Palme International Center with funds from the Swedish Government	2018
3.	Projects in support of women's employment in the Patos region	Norwegian Government	2019
4.	Promotion of Labor Rights and Support for Trade Unions	Olof Palme International Center with funds from the Swedish Government	2017-2019
5.	"Towards improving health and safety at work in the Western Balkans"	Olof Palme International Center with funds from the Swedish Government	2018-2019
6.	Projects in support of young employees in the field of professional education.	Olof Palme International Center with funds from the Swedish Government partnering Liburnetik	2020-2021
7.	Empowering Young Women's Work through Informal Learning	Erasmus + program with EU funds in partnership with organizations in France, Turkey, Bulgaria	2019-2021
8.	Improving social dialogue and employment policies in Albania in function of the EU integration process	European Union, IPA grant schemes 2015	2018 -2020
9.	Promotion of Labor Rights and Strengthening of the Labor Movement in Albania	Olof Palme International Center with funds from the Swedish Government	2020 - ongoing
10	STOP harassment and violence in the workplace	Olof Palme International Center with funds from the Swedish Government	2020-2021

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IV. PHILOSOPHY OF CLR FOR THE STRATEGIC PLAN 2022-2026

1. Vision of the organisation

Enhancing and strengthening the rights of workers, encouraging their integration and social inclusion by promoting decent work and decent living conditions in Albania.

2. Mission of the organisation

To support and engage in programs and projects that enable workers to exercise their rights in order to:

i) improve their working and living conditions;
ii) promote and protect the right of association and promote decent work, social justice and equality for the sustainable democratic development of the Albanian society.

3. Values of the organisation

- **Humanism:** We are guided by the interests, values and dignity of people.
- **Tolerance:** We listen and accept without discrimination.
- **Sensitivity:** We treat every person with respect and dignity.
- **Accountability:** We use human and financial resources effectively.
- **Hospitality:** We are characterized by a sense of hospitality.
- **Readiness:** We are ready any time we are asked for help.
- **Persistence:** We are persistent in achieving our goals and mission.
- **Commitment:** We are dedicated to our mission.
- **Collaboration:** We work in partnership locally, nationally and internationally.
- **Volunteering:** We offer our expertise.
- **Effectiveness:** We offer quality services in accordance with the needs of the beneficiaries
- **Anti-Corruption**
- **Anti-Discrimination Principle**
- **Prevention of Sexual Harassment and Abuse**
- **Professionalism**
- **Group work**
- **Sustainability**
- **Legitimacy**

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	Strengths	Weeknesess
The internal environment	▪ Effective leadership; ▪ Competent and professional technical staff; ▪ Effective organizational structures; ▪ Serious organization with a positive reputation; ▪ Staying within the mission; ▪ Visibility in visual and written media, especially on social media; ▪ Organization with an open, welcoming, non-discriminatory mindset; ▪ Active in Advocacy & Lobbying programs for rights at work ▪ CLR is a partner, member of international networks such as CCC and Solidar ▪ CLR is a member of Commission for Integration and part of consultative processes ▪ Office equipment sufficient for a normal activity;	▪ Insufficient services and programs related to labor issues; ▪ Lack of sustainable facilities for the development of the organization's work; ▪ Insufficient ability to raise funds; ▪ Lack of IT skills and structure; ▪ Geographical scope not supported by staff in districts; ▪ Insufficient institutionalization of relations with public and non-public institutions; ▪ Insufficient institutionalization of media relations;
	Opportunities	**Obstacles**
The external environment	▪ Recognizing the needs of the community according to our mission; ▪ The need for the organization's services at the national level; ▪ Cooperation with central, local institutions, NGOs, media; ▪ Ratification of conventions on labor issues; ▪ There are international organizations that advocate for rights at work ▪ There are external experts/organizations that provide support for increasing staff capacities; ▪ The existence of donors who fund programs for labor issues	▪ The gap between the legislation in force and its implementation as a result of insufficient capacities of public institutions; ▪ Lack of and instability in human and financial resources; ▪ Dependence on foreign donor funds due to non-financing by state institutions; ▪ Unspecified legal basis for the tendering of services provided by NGOs; ▪ Informal and unfair competition (corruption, bribery, recognition, etc.); ▪ Lack of trust from the community to improve work-related issues

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VI. GOALS AND OBJECTIVES

A. PROGRAM: SERVICES

Strategic goal: Providing legal counselling and organizational assistance

A1. **Objective:** To encourage, coordinate and assist organizations that exercise activity in the field of labor relations and social dialogue through support and assistance in civil or legal actions.

A2. **Objective:** To strengthen and provide legal, administrative support for labour unions at the levels of enterprises, sectors and federations.

B. PROGRAM: EDUCATION

Strategic goal: Education of labour unionists and young activists in every sector of the economy

B1. **Objective:** To train and educate existing and potential further union members/leaders

B2. **Objective:** To promote decent work and advance the labor movement through information, education and awareness in various labor communities and the general public at large.

C. PROGRAM: LOBBYING

Strategic goal: Protection of worker's rights

C1. **Objective:** To promote decent work and advance the labor movement through information, education and awareness in various labor communities and the general public at large

C2. **Objective:** Increasing the capacities of state and non-state institutions for the effective implementation of existing national labor policies

C3. **Objective:** Improving the legal mechanisms for the prevention of abuse, sexual harassment and discrimination in the workplace through involvement in national and international advocacy initiatives

	Management: Goals	Management: Objectives
1. Staff and benefits	Professional staff dedicated to the realization of CLR's mission and vision	1.1 Finding efficent manners to select the staff 1.2 Increasing capacities continously 1.3 Finding effective alternatives to alleviate the wokload of the staff 1.4. Increasing the psychological – emotional wellbeing of the staff
2 Sustainability	Long-term financial sustainability of CLR	1.1 Diversification of income from various sources 1.2 Finding/using legal acts for the financial support of social-economic activities and particularly of social enterprises 1.3 Increasing the number of members in unions
3. Executive body	Active participation of the Board in fulfilling the of CLR mission	1.1 Periodic meetings of the board 1.2 Finding potential donors for the organization 1.3 Lobbying in high instances for the organization
4. Planning and assesment	Constant improvement of the activity of CLR	4.1 Having Planning, Monitoring and Evaluation systems in place 4.2 Update and review of the Strategic Plan, Statute, Manual of Financial Policies and Procedures, Procurement Manual, Internal Regulation, Anti-corruption policies, Prevention of Sexual Abuse and Harrassment

5 Public relations/ Marketing	Strengthening the public image of CLR	5.1 Issuing a Marteking Policy for the Public Relations includes: • updating the website • social media • local visual and written media (TV shows, interviews, writing pieces) • preparing and distribution of awareness materials 5.2 Having a person responsible for the Public Relations 5.2. Well-functioning of the structure for PR
6 Infrastructure	Effective and efficient insfrastrusture for the activity of the organization	6.1. Effective use of material and non-material assests of the organization 6.2. Improving the infrastructure for the realization of the organizations activities 6.3. Improving the IT infrastructure for the analyses, processing and reporting of data
7 Networks and cooperations	Unifying and expansion of joint activities on work issues	7.1. Inclusion of CLR in national, regional and international networks

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VII. OVERALL STRATEGIC DIRECTIONS CENTER FOR LABOUR RUGHTS 2022 – 2026

VISION						
Enhancing and strengthening the rights of workers, promoting their integration and social inclusion by promoting decent work and decent living conditions in Albania.						
MISSION						
To support and engage in programs and projects that enable workers to exercise their rights in order to: i) improve their working and living conditions; ii) promote and protect the right of association and promote decent work, social justice and equality for the sustainable democratic development of the Albanian society.						
PROGRAMMES						
A. SERVICES		**B. EDUCATION**			**C. LOBBYING**	
Goals according to programmes						
Providing legal counselling and organizational assistance		Education of labour unionists and young activists in every sector of the economy			Protection of worker's rights	
MANAGEMENT						
Staff	**Developing resources**	**Bord**	**Planning & Assessment**	**PR/ marketing**	**Infrastructure**	**Network**
Professional staff dedicated to the realization of CLR's mission and vision	Long-term financial sustainability of CLR	Active participation of the board in fulfilling the mission of the CLR	Continuous improvement of CLR's activity	Strengthening the public image of the CLR	Effective and efficient infrastructure for the organization's activity.	Unification and expansion of joint actions on labor issues

VIII. FRAMEWORK OF THE STRATEGIC PLAN

Objectives of the program	Indicators	Baseline	Means of verification
To contribute to the achievement of adequate observance of the labour rights, through cooperation and support to existing or new labour movements with strengthened capacities to engage with duty holders.	**Indicator 1:**Increased level of labour rights implementation **Target:** Moderate to satisfactory **Indicator 2:**Improved involvement and cooperation between the trade unions **Target:** Cooperation between the trade unions materialized	Improved legislative framework but problems remain with the implementation. Lack of effective organised unions at profession level and basic level Lack of qualified human resources which are part of collective structures There are 90 organisations including trade unions, federations and confederations Low level of cooperation between trade unions Lack of formal cooperation between trade unions and employers particularly in the private sector.	National and International reports on the labour relations and labour rights status in Albania; ILO annual report; Registered trade unions; Trade Unions reports and information; Ombudsman reports
Intermediate Objective 1 Strengthen and provide legal, administrative and capacity building support to the newly established	**Indicator 1:** Better functioning of the unions with clear guidelines and activities to exercise their role and responsibilities	The newly established trade unions have yet to present themselves in their role and exercise their responsibilities.	CLR reporting Internal Monitoring and Evaluation reports; OPIC monitoring and evaluation;

trade unions in partnership with the CLR and other unions at enterprise, sector and federation levels aiming to increase the number of women in the leadership structures	**Target**: The beneficiaries are in better position and well recognised in their role Number of women enrolled in the unions and number of women in the leadership structures **Indicator 2:** Assistance to organised and collective structure in the health sector.		Feedback from partners, stakeholders and beneficiaries;
Intermediate Objective 2 Provision of dedicated advice, legal counselling and representation for employees individually or collectively in case of conflicting situations with private or public employers in the sectors of hydrocarbon, mining, transport, public services health and garment industry;	**Indicator 1:** Number of cases held by the CLR **Target**: number of collective or individual cases handled during the first year **Indicator 2:** Number of meetings carried out with trade unions and other organisations Monthly meetings with trade unions **Indicator 3:** Support to any feasible initiative for establishment of a new trade union **Target**: meetings	There were 10 legal cases handled and supported by the Centre. The new unions at enterprise and sector level are supported in their activities Assistance and support to the Albanian Nurses Associations, Order of Medical Doctors and Order of Nurses There is potential and interest for establishing a new trade union in the health sector.	CLR reporting Internal Monitoring and Evaluation reports; OPIC monitoring and evaluation; Feedback from partners, stakeholders and beneficiaries;

	Number of collective agreements assisted		
	Indicator 3: number of joint activities with trade unions		
	Target: 6 joint activities		
Intermediate Objective 3 Strengthen the Labour Relation Training Centre / Academy in serving as resource center for trade unions at different levels and should nurture the future leaders of the trade unions;	**Indicator 1:** Labour Academy correctly functions **Target**: It is fully recognised by the unions and involved in their agenda. **Target:** Number of people trained and certified **Indicator 2:** Number of the selected unions' actions supported by the CLR **Target:** at least six actions	There is no available baseline information on these aspects. The actions undertaken relate to main issues and challenges faced by the unions at their specific environment	CLR reporting Internal Monitoring and Evaluation reports; OPIC monitoring and evaluation; Feedback from partners, stakeholders and beneficiaries; Feedback from the selected trade unions;

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MANAGEMENT					
1. STAFF MANAGEMENT AND BENEFITS					
Goals	**Objectives**	**Indicators**	**Means of verification**	**Main activities**	**Assumptions**
Professional staff dedicated to the realization of CLR's mission and vision	**1.1** Finding efficient methods for staff selection	No. of work positions where the criteria/tasks/responsibilities are clearly defined Document with an effective methodology for staff selection	Documents for each job position Announcements and publications for each new position The document with the staff selection methodology	**1.1.1** Determination of criteria/tasks/responsibilities for each job position **1.1.2** Making public any position in social, written, visual media **1.1.3** Determination of the methodology for the selection of candidacies	Exchange of experiences with national and international organizations
	1.2 Increasing the professional capacity of the staff	No. of trainings offered inside and outside the country No. of activities that influence the increase of staff capacities (conferences, media shows, seminars, workshops, organization of public gatherings, etc.)	Photos Attendance list Training materials Video/ Scientific papers Reports/studies	**1.2.1** Continuous staff training **1.2.2** Follow-up of activities that affect capacity growth (within and outside Albania) **1.2.3** Exchange of work experiences inside and outside the staff	Exchange of experiences with national and international organizations

Goals	Objectives	Indicators	Means of verification	Main activities	Assumptions
	1.3 Finding effective alternatives to alleviate the staff workload	No. of realized evaluations and obj. drawn up for each employee Flexible working hours in accordance with staff needs and the situation/external factors	Assessment and self-assessment reports Timesheets	**1.3.1** Continuous indexation of the salary level according to legal changes **1.3.2** Creation of normal and safe working conditions **1.3.4** Completing the timesheets forms every month	Lack of funds for staff retention and recruitment Lack of infrastructure for normal work development
	1.4 Increasing staff well-being	No. of medical checks and analyzes carried out no of supervision sessions provided No. of retreats and socializing activities Prevention of staff (burn-out) consumption	Periodic medical checks for each employee Photos, agenda, supervision materials, expert report, participation list;	**1.4.1** Periodic health check **1.4.2** Provision of supervision sessions **1.4.3** Periodic organization of retreats for socializing and entertainment **1.4.4** Travels, excursions, physical/aesthetic treatments; professional development courses	Lack of funds for the development of activities
			**2. DEVELOPMENT OF RESOURCES**		
Goals	**Objectives**	**Indicators**	**Means of verification**	**Main activities**	**Assumptions**
Long-term financial sustainability for CLR	**2.1** Diversification of income from different sources	% of funds raised by writing projects % of funds received from public tenders % of funds raised by fundraising activities % of funds provided by businesses	Projects written and approved Signed agreements Photos/Videos/Spots/Documentaries CLR social media profiles	**2.1.1** Writing projects to secure funds **2.1.2** Participation in public tenders for securing funds **2.1.3.** Lobbying businesses to secure funding that includes formal requests, face-to-face meetings	Inappropriate and non-favorable legislation for business; Lack of business information/awareness to provide funding

Goals	Objectives	Indicators	Means of verification	Main activities	Assumptions
			Platform set up for fundraising	**2.1.4** Organization of fundraising and other activities to secure funds **2.1.5** Creating the fundraising platform for CLR	Shortcomings in financial policies for the development of fundraising
	2.2 Finding/using legal spaces for financial support of social-economic activities	No. of laws/DCMs that support the opening of social-economic activities No. of lobbying activities No. of projects written and won	Law/DCMs Photos Procuded materials Attendance list Written projects Projects won	**2.2.1** Continuous updating of knowledge on the legislation in force **2.2.2** Lobbying & advocacy for improvement/ implementation of favorable legislation for NPOs **2.2.3** Awareness / collaborative meetings with business and institutions	Lack of experience in setting up social enterprises
	2.3 Establishment and operation of social enterprises	No. of business plans drawn up No. of initiatives for the opening of social enterprises No. of recruited and trained persons No. of periodic evaluations carried out	Business plan documents Signed contracts Electronic database of beneficiaries List of presences Photos Monitoring documents	**2.3.1** Identification of market needs and drafting of business plans **2.3.2** Determination of personnel structures and their recruitment **2.3.3** Capacity building trainings **2.3.4** Provision of services Periodic monitoring & evaluation of the progress of social enterprises	Exchange of experiences with national and international organizations
3. BOARD					
Goals	**Objectives**	**Indicators**	**Means of verification**	**Main activities**	**Assumptions**

Goals	Objectives	Indicators	Means of verification	Main activities	Assumptions
Active participation of the board in fulfilling the mission of the CLR	**3.1** Implementation of the regulation regarding periodic meetings	Efficiency of the revised regulation	Photos Attendance list Regulation document	**3.2.1** Periodic revision of the regulation every two years	Exchange of experiences with national and international organizations
	3.2 Board engagement in strengthening CLR's public image	No. of meetings/activities promoted by the board	Photos Attendance list Publications/videos	**3.3.1** Meetings and contacts with the media **3.3.2** Presentation and promotion of CLR in public meetings	Exchange of experiences with national and international organizations
	3.3 Commitment to finding financial resources and managing finances effectively	No. of donors/businesses/institutions contacted No. of meetings for the monitoring of finances	Photos Attendance list Monitoring reports	**3.4.1** Finding foreign donors, businessmen, local/central government **3.4.2** Periodic monitoring of financial management	Exchange of experiences with national and international organizations
4. PLANNING AND ASSESSMENT					
Goals	**Objectives**	**Indicators**	**Means of verification**	**Main activities**	**Assumptions**
Continuous improvement of CLR's activity	**4.1** Establishing and improving Planning, Monitoring & Evaluation systems	No. of policies and procedures for Planning, Monitoring & Evaluation systems drafted and revised	Photos, Attendance list Monitoring reports Policy and Procedure Document(s) for the Planning & Monitoring & Evaluation Section	**4.1.1** Review of policies and procedures for the Planning & Monitoring & Evaluation system **4.1.2** Drafting of the Public Procurement Manual **4.1.3** Periodic review of strategic plans **4.1.4** Periodic monitoring of strategic plans	Lack of internal capacities for the drafting of manuals Difficulty in finding funding for external experts

5. PUBLIC RELATIONS/MARKETING					
Goals	**Objectives**	**Indicators**	**Means of verification**	**Main activities**	**Assumptions**
Strengthening the public image of the CLR	**5.1** Establishing the structure responsible for Public Relations (PR)	Elevated structure efficiency No. of the selected criteria/tasks/positions No. the drafted protocol	Document with criteria/selected tasks and positions Protocol document	**5.1.1** Determination of criteria/position opening/selection **5.1.2** Drafting of a protocol for work methodology	Strengthening the public image of the CLR also depends on external factors
	5.2 The well-functioning of the structure for (PR)	No. of guidance/informative meetings with CLR structures No. of community meetings/Radio/TV shows. No. of writings, publications, videos No. cooperation contracts signed	Photos Attendance list Documents publication shows Signed agreements	**5.2.1** Periodic guidance/informative meetings with CLR structures for visibility specifically for: **5.2.2** Organization of community meetings **5.2.3** Organization of Radio/TV Shows **5.2.4** Writings in written and visual media **5.2.5** Organization of trainings in various campaigns for public and non-public actors **5.2.6** Round tables/ workshops/ seminars/ conferences **5.2.7** Contacts and collaborations with print/visual media to reflect CLR activities **5.2.8** Contacts and collaborations with written/visual media to reflect CLR activities	Lack of funds to develop activities Lack of time to develop these activities

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Goals	Objectives	Indicators	Means of verification	Main activities	Assumptions
				5.2.9 Contacts and collaborations with public and non-public institutions **5.2.10** Preparation and distribution of awareness/informative materials **5.2.11** Continuous updating of CLR's social media **5.2.12** Presentation and promotion of CLR in public meetings	
			**6. INFRASTRUCTURE**		
Goals	**Objectives**	**Indicators**	**Means of verification**	**Main activities**	**Assumptions**
Effective and efficient infrastructure for the organization's activity	**6.1** Effective use of material and non-material assets of the organization	Long-term use of equipment No. of website updates, social media profiles of the organization, financial management program; antiviruses	Equipment inventory Database/Register of data for updating the website, financial management program, antiviruses	**6.1.1** Effective maintenance of material assets **6.1.2** Updating the website, social media profiles of the organization, financial management program; antiviruses	Lack of funds and qualified staff
	6.2 Improving the infrastructure for the organization's activities	No. of new assets owned by the organization	Photo of assets Warranty card Certificate of Ownership	**6.2.1** Finding opportunities for sustainable premises/offices owned by the organization	Lack of funds to improve the infrastructure
	6.3 Improving the digital infrastructure for data analysis,	No. IT service contracts	Signed contracts Equipment purchased Software programs	**6.3.1** Tendering for IT services **6.3.2** Purchase of software **6.3.3** Ongoing Maintenance	Lack of funds for improving the digital infrastructure

Goals	Objectives	Indicators	Means of verification	Main activities	Assumptions
	processing, reporting	No. of purchased/maintained software equipment	Photos		
7. NETWORKS AND COLLABORATIONS					
Goals	Objectives	Indicators	Means of verification	Main activities	Assumptions
Unification and expansion of joint actions on labor issues	**7.1** Involvement of CLR in other local, national, regional and international networks	No. of identified networks No. of signed agreements No. joint activities carried out	Photos Attendance list Contracts signed Manufactured materials Payment record	**7.1.1** Identification of networks with the same focus as the CLR inside and outside Albania **7.1.2** Signing cooperation agreements **7.1.3** Designing the network work methodology **7.1.4** Design and implementation of joint programs/projects **7.1.5** Lobbying & advocacy for gender issues; Exchange of positive experiences **7.1.6** Participation in capacity building	Previous experience of CLR. Exchange of experiences with national and international organizations

IX. PLAN FOR THE IMPLEMENTATION OF ACTIVITIES

A. Program: SERVICE				
Purpose: **Providing legal counselling and organizational assistance** Indicator: **Unions and employees receive quality and valuable services**				
Activities and sub-activities	**Responsible person**	**Timeline**	**Indicators**	**Resources**
A1. To encourage, coordinate and assist various social organizations that exercise activity in the field of labor relations and social dialogue through support and assistance in civil or legal actions. **Indicator:** No. of organizations/unions assisted				
Act. 1 Providing technical assistance to various organizations/unions that are active in the field of labor relations and social dialogue	Lawyer	Periodically in assigned dates	Number of assistance provided Strong and consolidated organizations/unions	Dedicated staff Positive practices Updated legislation Standards in place Logistics Financial resources
A2. To strengthen and provide legal, administrative support for trade unions at the levels of enterprises, sectors and federations **Indicators:** No. of assisted cases, no. of established/supported services, etc.				
Act. 2.1 Providing free legal service to employees and trade unions at enterprise, sector and federation levels.	Lawyer	Periodically in assigned dates	number of counseling sessions provided number of cases followed in court	Adequate infrastructure Electronic database Positive practices Updated legislation Standards in place Logistics Financial resources
B. Program: EDUCATION				
Goal: **Educating labour unionists and young activists in every sector of the economy** Indicator: **Increased number of new labour unionists in the field of work**				
Activities and sub-activities	**Responsible person**	**Timeline**	**Indicators**	**Resources**
B1. To train and educate existing and potential further union members/leaders **Indicator:** No. of existing and potential labour union members/leaders trained at the Labor Academy				

Activities and sub-activities	Responsible person	Timeline	Indicators	Resources
B 1.1 Organization of the **Labor Academy** every year for the training of new trade unionists	Executive Director Program Manager Finance officer CLR experts	Periodically according to the forecasts in the project	**No** of participants who have increased knowledge on labor issues **No.** of concrete initiatives by the participants after the completion of the LA	The staff of the organization Expert Adequate infrastructure Electronic database Positive practice Print/visual/social media Logistics Financial resources
B 1.2 Organization of the LA Alumni group and their engagement in current work issues	Executive Director Program Manager Finance officer CLR experts	Periodically according to the forecasts in the project	No. of organized meetings No. of activities organized by the **LA Alumni** group	The staff of the organization Expert Adequate infrastructure Electronic database Positive practice Print/visual/social media Logistics Financial resources
B2. To promote decent work and advance the labor movement through information, education and awareness in various labor communities and the general public at large **Treguesit**: No. of persons informed and aware about labor issues				
B2.1 Meetings, Information Sessions, focus groups and Trainings held by CLR to promote decent work	Executive Director Program Manager	Periodically according to the forecasts in the project	**No** of participants who have increased knowledge on labor issues Gender ratio	The staff of the organization External expert Cooperation with institutions Print/visual/social media logistics Financial resources
C. Program: LOBBYING				
Goal: **Protection of worker's rights** Indicator: **Number of people enjoying full rights at work**				
Activities and sub-activities	**Responsible person**	**Timeline**	**Indicators**	**Resources**
C1. T To promote decent work and advance the labor movement through information, education and awareness in various labor communities and the general public at large				

Indicator: No. of people reached by the organization's lobbying and advocacy efforts				
C 1.1 Promote and publicize meetings, briefings, focus groups and trainings held by CLR to reach a variety of stakeholders	Executive Director Program Manager Social media manager	Periodically according to the forecasts in the project	**No** of participants who have increased knowledge on labor issues Gender ratio	The staff of the organization External expert Cooperation with institutions Print/visual/social media Logistics Financial resources
C 1.2 Active participation in advocacy activities, such as: meetings, protests, petitions, public marches, etc.	Executive Director Program Manager	In different periods of time	No. of meetings, protests, petitions, public marches, etc.	The staff of the organization Positive practice Successful partnerships Print/visual/social media Updated legislation Public/non-public institutions at different levels Logistics Financial resources
C 1.3 The use of the website and social networks in the function of advocacy and lobbying.	Social media manager	Ongoing	No of audience reached on website and social networks	The staff of the organization Positive practice Print/visual/social media Logistics Financial resources
C2. Increasing the capacities of state and non-state institutions for the effective implementation of existing national labor policies **Indicator:** No. of cases identified, referred and properly addressed in accordance with national legal mechanisms; no. of recommendations implemented by state and non-state institutions				
C 2.1 Trainings with representatives of state structures for the recognition and effective implementation of national/international legal mechanisms for work	Executive Director Program Manager	In different periods of time	No. of held trainings No. of identified, referred and well-addressed cases	The staff of the organization External Expert Updated legislation Public institutions Logistics Financial resources
C 2.2 Advocacy and lobbying training with community-based	Executive Director Program Manager	In different periods of time	No. of trainings held	The staff of the organization Labor issues expert

organizations, youth groups in the field of work.			No. of the recommendations made Number of concrete initiatives undertaken	Good practices Print/visual/social media logistics Financial resources
C 3. Improving the legal mechanisms for the prevention of abuse, sexual harassment and discrimination in the workplace through involvement in national and international advocacy initiatives **Indicator:** no. of initiatives undertaken by public and non-public institutions for the prevention of abuse, sexual harassment and discrimination in the workplace				
C 3.1 Identification and establishment of a database of active structures in the fight against gender inequality and violence in the workplace	Executive Director Program Manager CLR experts	Ongoing	No. of the identified structures 1 updated database	The staff of the organization Formal/informal local/national/international structures Visual/social media logistics Financial resources
C3.2 Organization and active participation in meetings, gatherings and other networking activities where CLR is a part.	Executive Director Program Manager CLR experts	Ongoing	No. of recommendations given by CLR experts	The staff of the organization CLR experts Positive practice Successful partnerships Print/visual/social media logistics Financial resources
c3.3 Exchange of information and good practices on legal mechanisms for the prevention of abuse, sexual harassment and discrimination in the workplace with other organizations.	Executive Director Program Manager CLR experts	Ongoing	No. of implemented good practices, etc.	The staff of the organization Good practice/similar models Successful partnerships Print/visual/social media Updated legislation logistics Financial resources
MANAGEMENT				
1. Staff management and benefits				
Goal: **Professional staff dedicated to the realization of CLR's mission and vision**				

Activities and sub-activities	Responsible person	Timeline	Indicators	Resources
1.1 Finding efficient methods for staff selection Indicator**: Professional staff that carries on the mission and vision**				
1.1.1 **Determination of criteria/tasks/responsibilities for each job position** 1.1.2 **Making public any position in social, written, visual media** 1.1.3 **Determination of the methodology for the selection of candidacies**	Executive Director	According to the positions available	No. of work positions where the criteria/ tasks/responsibilities are clearly defined Document with an effective methodology for staff selection	Statute Internal regulation Policies and Procedures Manual Human resources handbook Evaluation committee Legislation in force CLR standards Donor requirements Previous experience of CLR Logistics Financial resources
1.2 Increasing the professional capacity of the staff Indicator: **Professionalism and effectiveness at work of the staff**				
1.2.1 **Continuous training of internal and external staff; domestically and abroad** 1.2.2 **Follow-up of activities that affect capacity growth (within and outside Albania)** 1.2.3 **Exchange of work experiences inside and outside the staff**	Executive Director Program Manager	Ongoing	No. of training provided No. of participants No. of activities that influence the increase of staff capacities No. of staff who have benefited No. of shared experiences No. of staff directly involved in sharing experiences No. of staff benefiting	The staff of the organization Internal and external experts Financial resources National, regional and international networks CLR's experience over the years Contemporary literature Legislation in force infrastructure logistic Website Social media

1.3 **Finding effective alternatives to alleviate staff workload** Indicator: **number of newly recruited staff; workload balancing for each staff member;**				
1.3.1 **Continuous indexation of the salary level according to legal changes**	Executive Director	According to the legislation, the load level and the standard of living	Changing the salary level No. of realized evaluations and ob. drawn up for each employee Flexible working hours in accordance with staff needs and the situation/external factors	The staff of the organization Financial resources infrastructure Other positive experiences Legal basis Policies and Procedures Manual Human Resources Handbook Applied experiences Logistics
1.3.2 **Creation of normal and safe working conditions** 1.3.3 **Completing the timesheets forms every month**	Executive Director	Ongoing		
	Executive Director Program Manager	Every month		
1.4 **Increasing staff well-being** Indicator: **effective staff in their work;**				
1.4.1 **Periodic health check (according to the Labor Code)** 1.4.3 **Periodic organization of retreats for socializing and entertainment** 1.4.4 **Travels, excursions, physical/aesthetic treatments; professional development courses**	Executive Director	At the moment of starting work Periodically According to the forecasts in the project	No. of medical checks and performed analyses No. of retreats and socializing activities Prevention of staff burn-out	The staff of the organization Legislation in force (Labor Code, etc.) Financial resources External experts Logistics
2. Development of Resources				
Goal: Long-term financial sustainability of CLR				
Activities and sub-activities	**Responsible person**	**Timeline**	**Indicators**	**Resources**
2.1 Diversification/ Ensuring income from different sources Indicator**: Diversity of funding sources;**				

2.1.1 **Writing projects to secure funds** 2.1.2 **Participation in public tenders for securing funds**	Programs Manager Project writing staff and volunteers	Ongoing	% of funds raised by writing projects % of funds received from public tenders	The staff of the organization Financial resources Fundraising expert/NGO External IT Expert Applied experiences Legal basis Adequate/secure infrastructure Print/visual/social media Similar projects Networking Positive experiences of CLR Positive tendering experiences Business Donors
2.1.4 **Organization of fundraising and other activities to secure funds** 2.1.5 **Raising the fundraising platform for CLR**	Executive Director Executive Director Programs Manager	Ongoing Ongoing	% of funds raised by fund raising activities	

3. Planning and assessment

Goal: **Continuous improvement of CLR activity**

Activities and sub-activities	Responsible person	Timeline	Indicators	Resources
5.1 **Implementation of Planning, Monitoring & Evaluation systems**				
Indicator: **No. of monitoring and evaluations carried out; number of prepared documents;**				
5.1.1 **Review and update of the organization's statute** 5.1.2. **Review of policies and procedures for the Planning & Monitoring & Evaluation system** 5.1.2 **Drafting of the Public Procurement Manual**	Board/Executive Director	Every 5-7 years Planning: monthly plans/6 months/ annual Monitoring: ongoing Assessments: 6 monthly/Yearly	No. of policies and procedures for Planning, Monitoring & Evaluation systems drafted and reviewed A functional Manual for Public Procurement Revised strategic plan	The staff of the organization External expert Similar experiences Financial resources Adequate/secure infrastructure
		Every 5 years		

Activities and sub-activities	Responsible person	Timeline	Indicators	Resources
5.1.3 Periodic review of strategic plans **5.1.4 Periodic monitoring of strategic plans**	Board/Executive Director	Every 5 years Every year		
4 .Public Relations/ Marketing				
Goal: **Strengthening the public image of the CLR**				
Activities and sub-activities	**Responsible person**	**Timeline**	**Indicators**	**Resources**
6.1 Establishing the structure responsible for Public Relations (PR)				
6.1.1 Determination of criteria/position opening/selection	Executive Director Programs Manager	Ongoing	No. of work positions where the criteria /tasks/responsibilities are clearly defined	Statute Decision of the Court Similar experiences
6.1.2 Drafting of a protocol for work methodology	Executive Director Programs Manager	According to the positions available	No. of protocols drafted No. document and effective methodology for staff selection	Legislation in power CLR standards Donor requirements
6.2 The smooth functioning of the structure for the PR				
6.2.1 Periodic guidance/informative meetings with CLR structures for visibility specifically for:	PR	Ongoing	No. of guidance/informative meetings with CLR structures No. of participants	Similar experiences Financial resources Adequate infrastructure
6.2.2 Organizing community meetings	PR	Ongoing	No. of community meetings No. of participants	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media
6.2.3 Organization of Radio/TV broadcasts	PR	Ongoing	No. of Broadcasts on radio/TV	Similar experiences Financial resources

				No. of their copies on CD; online No. i Radio/TV engaged	Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media
6.2.3 **Writings in written and visual media**	PR		Ongoing	No. writings, No. of publications, No. of videos No. of the persons involved	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media
6.2.4 **Organization of trainings in various campaigns for public and non-public actors**	PR		Ongoing	No. of activities No. of participants Training package Evaluation questionnaires Expert reports	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media
6.2.5 **Round tables/ workshops/ seminars/ conferences**	Menaxheri i Programeve		Ongoing	No. of activities No. of participants Duration of meetings Meeting conclusions	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media Experts from the field
6.2.6 **Contacts and collaborations with print/visual media to reflect CLR activities**	PR		Ongoing	No. of signed cooperation contracts No. of reflected activities	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media Experts from the field

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Activities and sub-activities	Responsible person	Timeline	Indicators	Resources
6.2.7 Contacts and collaborations with public and non-public institutions	PR	Ongoing	No. of cooperation contracts signed No. of the activities carried out No. of engaged institutions No. of participants	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media
6.2.8 Preparation and distribution of awareness/informative materials	PR	Ongoing	No. prepared materials No. of distributed materials	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media Publishing houses
6.2.9 Constantly updating CLR's social networks	PR	Ongoing	No. of updates on social networks	Similar experiences Financial resources Adequate infrastructure Print/visual/social media
6.2.10 Presentation and promotion of CLR in public meetings	PR	Ongoing	No. promotional activities No. of participants No. of engaged persons	Similar experiences Financial resources Adequate infrastructure Partnerships with public and non-public institutions Print/visual/social media
5. Infrastructure				
Goal: **Effective and efficient infrastructure for the organization's activity.**				
Activities and sub-activities	**Responsible person**	**Timeline**	**Indicators**	**Resources**
7.1 Effective use of material and non-material assets of the organization				
7.1.1 Effective maintenance of material assets	Finance officer	Ongoing	Long-term use of equipment	Similar experiences Financial resources Adequate infrastructure

Activities and sub-activities	Responsible person	Timeline	Indicators	Resources
7.1.2 **Updating the organization's website, social media profiles, financial software, antivirus**	IT	Ongoing	No. of website updates, organization's social media profiles, financial software, antiviruses	Similar experiences Financial resources Adequate infrastructure
7.2 **Improving the infrastructure for carrying out the organization's activities**				
7.2.1 **Finding opportunities to have premises/offices owned by the organization**	Executive Director	Ongoing	No. of new assets owned by the organization	Similar experiences Financial resources Adequate infrastructure Donors Businesses
7.3 **Setting up IT infrastructure for data analysis, processing, reporting**				
7.3.1 **Procurement for IT services**	Procurement commission	Once	IT service contract Minutes of the commission Incoming offers	Similar experiences Financial resources Adequate infrastructure Print/visual/social media
7.3.2 **Purchase of software**	Finance officer	Once	No. of purchased computer programs	Similar experiences Financial resources Adequate infrastructure
7.3.3 **Maintenance**	IT	Ongoing	No. of maintained equipment	Similar experiences Financial resources Adequate infrastructure
6. Network and cooperations				
Goal: **Unification and expansion of joint actions on labor issues**				
Activities and sub-activities	**Responsible person**	**Timeline**	**Indicators**	**Resources**
8.1 **CLR involvement in other networks**				
8.1.1 **Identification of networks with the same focus as the CLR inside and outside Albania**	Executive Director Programs Manager	Ongoing	No. of identified networks No. of signed agreements	Similar experiences Financial resources Adequate infrastructure Print/visual/social media Local/national networks/

			No. joint activities carried out	international
8.1.2 **Signing cooperation agreements**	Executive Director	Ongoing		Similar experiences Financial resources Adequate infrastructure Print/visual/social media Local/national networks/ international
8.1.3 **Designing the network work methodology**				
8.1.4 **Design and implementation of joint programs/projects**	Executive Director Programs Manager	Ongoing		Similar experiences Financial resources Adequate infrastructure Print/visual/social media Local/national networks/ international
8.1.5 **Lobbying & advocacy for labor issues**				
8.1.6. **Exchange of positive experiences**	Executive Director Programs Manager	Ongoing		Similar experiences Financial resources Adequate infrastructure Print/visual/social media Local/national networks/ international
8.1.7 **Participation in capacity building**				