



## STRATEGIC PLAN

Civic Resistance - Qëndresa Qytetare  
Tirana, Albania

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## **Introduction**

This strategy plan for the years 2022 to 2027 is being implemented as Civic Resistance/Qndresa Qytetare goes through some crucial alteration from a district-focused more local focused organization, to a national-focused organization platform for Albanian youth and community in general.. Civic Resistance/Qëndresa Qytetare is an organization founded on September 15, 2016, which consists of a group of young professionals who believe in the power of the citizen and who are determined to do the best for the citizens and their country. The Center has started its work with education, considering this sector as a priority because it can be turned simultaneously as a source of negative phenomena in society, but at the same time as an engine of the country's development if properly invested. Our work in these 4 years has been focused on its impact on public life and the results achieved for the targeted groups and not on the amount of reports or activities. In October 2017, we published the first survey on the perception of corruption, where the University of Elbasan came out as the most corrupt. The Civic Resistance through this strategy is derived from lessons learned from past years of the organization's existence and experience, that have been full of activities defined by substantial achievements, significant challenges, and thrilling marks of discovery within Albania, in regards to stakeholders' valuable guidance and support.

## **Civic Resistance/Qëndresa Qytetare Strategic Objective**

We at Civic Resistance base our work on the principles we believe in, in justice and dignity for all, giving priority to those who are more marginalized, such as the Albanian youth in general in different spheres.

We think that when individuals and their organizations work together, Albania can change. In support of a strong, active and forward thinking new civil society, we boldly confront local or central authority, we embrace transparency, inclusion and diversity and work to impact institutions to address and advocate for the most serious issues with it which the Albanian society faces, which are common and interconnected. During 2021, we faced new challenges that opened new paths for our organization. Civic Position played an active role in the April 25 parliamentary elections by monitoring the process, state resources and orienting young people towards quality candidates. Education and students remain our strongest and most natural causes since the founding of the organization.

During this year, we managed to hold the candidates for deputies accountable for what they will do for education and youth. Likewise, the new public policy analysts attached to the Civic Center monitored ministries, published reports and communicated with the public about their work and responsibilities. We will continue to empower ourselves as part of civil society, to become more responsible, effective and innovative actors of change by encouraging the cooperation and engagement of our various current and future networking members and partners.

We will continue to provide opportunities for young people to approach as civil society actors to maximize their network capacity and sustainable ways by creating opportunities for shared learning. We will promote and advocate for institutional architecture that supports and is supported by civil society, including coalitions and networks in finding ways to make that architecture more tangible, adaptable and responsive.

**Rigels Xhemollari**

Executive Director

## **Background to Civic Resistance/Qëndresa Qytetare**

In order to highlight and advocate for the requirements of young people's education and development, Civic Resistance/Qëndresa Qytetare was established as a major organization of youth-led programs in Albania. The organization was established as a result of the understanding that, despite the existence of policies and legal frameworks, as well as the favorable climate for prevention, response, and protection against negative social phenomenon, reaching Albania's youth continues to be a major issue. Lack of resources, particularly human and financial ones, inadequate duty bearers' and actors' capabilities, poor policies, and a weak civil society movement all contribute to the challenges facing the achievement of youth development.

## **Formulation of a strategic plan**

To ensure that this strategic plan is in keeping with the objectives of alliance partners, it was developed through a consultation process. It also offers strategic guidance for improving civil society cooperation to influence both policy and practice in Albania. The design of this five-year plan involved input from a wide variety of important stakeholders as well as participation from the Civic Resistance/Qëndresa Qytetare community.

## **Civic Resistance/Qëndresa Qytetare old (smaller) to new (wider)**

The management, board, and stakeholders understood throughout the strategic planning process that Qndresa Qytetare needed to be focused on a wider framework rather than only local key cities as it had been in the past. Activism, Accountability, Governance, Environmental Sustainability and Institutional Improvement, were added as new pillars as a result. As a result, three major regional coordination centers were planned for establishment in Albania.

## **Context Analysis**

The "Sustainable Development Goals," new worldwide goals for enhancing people's lives everywhere, represent an unparalleled effort to combat poverty's underlying causes. The SDGs recognize the importance of economic growth that doesn't leave anybody behind and offers every individual a fair chance to live a respectable life. Young people all across the globe have a fantastic chance to control the development discourse thanks to the SDGs. The SDGs will only be successful for nations like Albania if young people use their potential to contribute to their nations' development needs and if national governments provide an environment that is conducive to development, therefore the SDG is an unique platform for Albanian youth to seize. Youth unemployment, climate change, conflicts, and civil wars are some of the major development hindrances that Albanian youth must overcome. Access and cost of living are other significant development issues and challenges.

We are now experiencing and feeling the start of climate change on a global scale. There is growing evidence that the effects of climate change will be catastrophic for both people and the

environment. There are more socio-economic and political repercussions associated with climate change than just environmental ones. The vision for sustainable development will be impacted by climate change, which will worsen already fragile developmental challenges and may even halt progress on the Millennium Development Goals. It will be a significant serious impediment to initiatives to end poverty and advance environmentally friendly manufacturing and consumption practices. In addition, if prompt action is not done to lessen the impacts of climate change on humans – human rights, particularly the right to education, would deteriorate. Regarding the activism for ecology and climate, Civic Resistance/Qëndresa Qytetare is worried about how climate change may affect Albania's youngsters right to proper education. Climate adaptation is highlighted in this strategic plan as one of the main principles for growth.

## **THEORY OF CHANGE**

### **MANAGEMENT**

The Board, the organization's highest organ, determines the majority of the strategic and policy decisions for Civic Resistance/Qëndresa Qytetare. An executive director leads the executive staff. The board members were carefully chosen based on their areas of competence in social development, youth activism and education. The project programs committee is located below the board and is headed by the programme manager with assistance from the project coordinators. The executive staff is in charge of formulating, enacting, and implementing operational decisions, bylaws policies, budget management, fundraising, the development of human resources, and institutional development. They are also in charge of developing program action plans, work plans, key network coordination, and partnership decisions. The managers of theme areas, along with a group of networking staff members and volunteers, carry out Qndresa Qytetare's operations, sharing responsibility of members to perform the tasks.

The Civic Resistance/Qëndresa Qytetare Strategic Plan 2022-2027

The aim of this Strategic Plan is to develop Civic Resistance/Qëndresa Qytetare so that it may serve as an extended national coordination body for programs in Albania that are advocacy-focused. Furthermore, the strategy emphasizes creating a vibrant, devoted, and effective Civic Resistance/Qëndresa Qytetare governance and leadership function as well as adding value to the organization's membership. The plan is divided into the following five Strategic Objectives:

*Strategic Objective 1 - Promotion of Improved Educational Services*

*Strategic Objective 2 - Encouraging the participation of citizens in democratic processes*

*Strategic Objective 3 - Strengthening Institutional Capacity via Good Governance*

*Strategic Objective 4 - Networking and Collaboration*

*Strategic Objective 5 - Partnership for Environmental Sustainability*

For Civic Resistance/Qëndresa Qytetare to become better and more effective, each Strategic Objective contains a set of priority areas (measures) that are crucial. The organizational and institutional goals and initiatives that are most important to attaining Civic Resistance/Qendresa Qytetare's vision and mission, make up the emphasis areas.

### **Goals and Objectives of the Strategic Plan**

Main goal is that through advocacy, efficient civil society coordination, representation, and strengthened capacities – the strategic plan seeks to contribute to the local, national, and regional development agenda by ensuring quality educational coverage and environmental sustainability.

### **Strategic Objectives**

Enhance activism and knowledge management efforts targeted at fostering an atmosphere that would enable better responses to universal access to public education.

- Enhance the effectiveness of the Sustainable Development Goals (SDGs) localization process for the organization's partners and members through training in educational, anti-corruption, climate change, renewable/clean energy practices, and these other areas.
- Enhance the Civic Resistance's (Qendresa Qytetare) ability to coordinate and network among its members.
- Enhance the organization's emphasis on protecting the environment through partnerships and collaborations with organizations working in the fields of climate-smart agriculture, clean energy and natural resources.
- Enhance resource mobilization and independence for more effective and long-lasting organization operation in Albania.

### **Strategic Objectives, Interventions and Outcomes**

#### **SO1 - Strategic Objective one: Promotion of Improved Educational Services**

##### Strategic Interventions

- a) Implement an evidence-based advocacy agenda developed with the help of members and organizations with similar goals.
- b) Increase policy- and responsibility-bearers' participation at the municipal, national, regional, and international levels.
- c) Improve knowledge management about the provision of quality services and accountability.
- d) Creation and implementation of advocacy and communication strategies

## Strategic Outcomes

- a) Consolidated Civic Resistance/Qëndresa Qytetare representation and visibility at the municipal, national, and regional levels
- b) Access to funds and favorable policy conditions for advancing the national, regional, and appropriate educational and vocational agenda
- c) Better venues for effective interaction with important policy and decision makers
- d) Increased government involvement in CSO-organized advocacy for a readily available area of concern advocacy agenda produced by research findings and consent.

## **SO2 - Strategic Objective two: Encouraging the participation of citizens in democratic processes**

### **Strategic Interventions**

- a) Training and increasing the capacities of young observers, capable of monitoring election processes
- b) Providing instruments that facilitate the direct participation of citizens in decision-making
- c) Undertaking awareness and information campaigns with a focus on democratic education

### **Strategic Outcomes**

- b) Organization of electoral processes with integrity and high participation
- c) Local and central institutions more open to citizens
- a) Creating alliances with other organizations in the field of elections with experience and diversity of areas of expertise

## **SO3 - Strategic Objective three: Strengthening Institutional Capacity via Good Governance**

### Strategic Interventions

- a) Enhancing the structures of leadership and governance
- b) Civic Resistance/Qëndresa Qytetare institutional rebranding and management
- c) Civic Resistance/Qëndresa Qytetare membership expansion
- d) Establishing solid, transparent, and responsible financial and grant monitoring systems.

## Strategic Outcomes

- a) An effective and accountable Board
- b) The Civic Resistance/Qëndresa Qytetare strategic plan's effective and efficient execution
- c) Performance-based contracts for high-performing Civic Resistance/Qëndresa Qytetare members
- d) Increasing the fundings from donors.

## **SO4 - Strategic Objective four: Coordination and Networking**

### Strategic Interventions

- a) Participating in collaborative program execution and sharing prospects with partner organizations and members
- b) Increasing regional and international cooperation
- c) Improve the exchange of feedback and information between partners and members

### Strategic Outcomes

- a) Enhanced network member and partner collaboration through coordinated project implementation
- b) Higher performance of national and regional networks
- d) Better and more effective feedback and member empowerment mechanisms

## **SO5- Strategic Objective five: Partnership for Environmental Sustainability**

### Strategic Interventions

- a) Through trainings, members are given the tools they need to promote conservation of resources
- b) Promoting climate and taking part in discussions regarding clean and renewable energy
- c) Taking involvement in local, national, and international Sustainable Development Goals (SDGs)

### Strategic Outcomes

- a) Through trainings, members are given the tools they need to promote environmental and historical site protection and conservation.
- b) Improve agricultural strategies and clean energy applications

d) Influencing factors at the national, regional, and international levels through the Sustainable Development Goals

### Main development stakeholders

**Table: Stakeholder matrix**

<b>Stakeholder</b>	<b>Focus</b>	<b>Current Attitudes / Collaboration Areas</b>	<b>Decision making level</b>
<b>Local Governments within the operation area</b>	Principal beneficiaries of the campaigning initiatives  For Civic Resistance/Qëndresa Qytetare Advocacy activities, LGs are the main focus.	On most subjects, may easily work along with Civic Resistance/Qëndresa Qytetare	High
<b>CSOs - Members</b>	Interested in developing knowledge and ability and all other areas	Confident about Civic Resistance's activities/Qëndresa Qytetare	High
<b>Historical, Natural Resources and Environmental Government Agencies</b>	Environment-related coordination, supervision, and monitoring  Development of environmental awareness	Some of the CSOs' activities is seen as complementing the oversight mandate by these.	Medium

<b>Duty Bearers - Local and Central Government</b>	Initiating mechanisms for policies addressing matters of public concern to the Government	CSOs should be viewed as partners and information resources.	Medium
<b>Committees of the legislature (ex. Education, Budget)</b>	Legislation pertaining to educational spending, the environment.	CSOs should be viewed as partners and information resources.	High
<b>Private Sector</b>	Resource development and economic interactions with the citizenry	CSR, information sharing, and encouraging economic content	Medium
<b>Donors</b>	Supporting activism projects and programs Interested in putting international standards into effect	Acknowledge civic resistance as a partner in community development and as a catalyst for change.	High
<b>CSO Networks</b>	To facilitate cooperation in areas where interests are broadly similar	Acknowledge Civic Resistance a strategic partner	Medium

<p><b>Major government initiatives that have an impact on local communities</b></p>	<p>Communities participate in direct ongoing efforts and give information for activism.</p>	<p>They regard the Alliance Civic Resistance and its members as a reliable information source and civil rights advocate.</p>	<p>Medium</p>
<p><b>Institutions of Culture and Religion</b></p>	<p>Engagement of the community and possible collaborators on advocacy topics</p>	<p>Regarding CSOs as informational and collaborative partners</p>	<p>Medium</p>
<p><b>Media and outreach</b></p>	<p>Promote and spread advocacy concepts.</p>	<p>Reckon of CSOs as informational sources and collaborators</p>	<p>High</p>

## SWOT ANALYSIS:

Table: Internal environment analysis

### **STRENGTHS**

- Organized Structure: BoD is in effect and operational.
- All Albanian regions are represented (Internal Network)
- Executive staff capable of channeling funds and carrying out project implementation
- Local, national and regional recognised
- Existing infrastructure, including a workplace and equipment
- Participation in various regional and national networks

### **Indicative actions:**

- In order to be more successful, the Board and employees get regular training.
- To bolster its activities, keep adding new members and engage in capacity building.
- Provide continual training for the personnel
- At the municipal, national, and regional levels, foster the Civic Resistance/Qëndresa Qytetare agenda.
- Boost participation and membership in national and regional forums.

## **WEAKNESSES**

- Limited monitoring and reporting mechanisms between the Civic Resistance/Qytetare Board and other members
- To allow for substantial capacity building for members who have varying limitations in performance, the funds for capacity building are being restricted.
- Certain partner organizations lack transparency and appropriate responsibility, particularly toward their beneficiaries, which taints the perception of civil society as a whole.

## **Indicative actions:**

- Create guidelines and tools for reporting that are simpler to comprehend and utilize.
- Purposefully work on CSO and Civic Resistance capacity building.
- Encourage the use of standards by members of CSOs eco-system.

## **Assessing the external environment: CSO sector - Opportunities and Threats:**

### **Opportunities**

#### Presence of National and Regional NGO Networks

The absence of regional and theme networks gives Organisations the chance to develop, exchange research, methods, resources, and capacity while collaborating with the Albanian government and the private sector. A national CSO network's presence offers a foundation for supporting local level networks and assuring the NGO CSOs sector's continued strength by maintaining a substantial membership. This ecosystem offers the chance for strategic funding, access to adequate and reasonable capacity building aid, and a clear direction for the sector.

#### Expanded development projects and areas

Due to the administration's inability to handle the needs of the citizens, a variety of self-mobilization activities have been launched so that local communities to make initiatives on their own.

#### Information, communication, and technology usage trends (ICT)

As most studies, data-sharing, and communities of practice concerns may now be handled online, NGOs need to have a presence online as community has grown more technologically literate. It is also desirable and common to use social media for fundraising. Given the ease of communication, the use of ICTs is also creating more chances for CSOs to collaborate with international partners. Such collaborations serve as informational resources and promote the development of institutions through funding and technical assistance. Theme and issue-based activism campaigns that improve local interaction are supported by online collaborations like communities of practice.

### **Threats**

#### Interference in CSO ecosystem

The domain in which CSOs can operate has been more constrained over time as the government strives to exert more influence over the sector's operations. According to some activists, this is an attempt to control and divert CSOs so that they won't remain vigilant over and interact with the government.

#### Scarce funds and campaigning abilities:

The majority of the CSOs members struggle to acquire adequate, suitable, and ongoing financing for their work. The absence of capacity building expertise makes these problems worse. Additionally, the majority of CSOs look to foreign donors for funding and lose out on possibilities to utilize local resources. CSOs in Albania and the region have shown a high reliance on donors and a predisposition to change initiatives to meet donor goals, which has resulted in a low level of financial, operational, and organizational efficiency.

## **Ineffective governance**

Albania's public sector governance is still deficient. According to Transparency International's annual corruption indices, Albania is one of the lists among corrupt nations, which continues to be a serious concern for governance, particularly in the public sector. It scored just 35 points out of a possible 100, placing it in the same league as Bosnia and Herzegovina, Malawi, Mongolia, and Thailand. Regionally it was surpassed by North Macedonia, Serbia, Turkey and Kosovo.

The world average was a score of 43 out of 100, putting Albania a full eight points below average. In Europe, the average score was 66 out of 100, meaning Albania was almost 50% below, falling far behind its European counterparts. The corruption that characterizes government procurement procedures, including "corrupt officials," has come to be associated with many facets of public services. Insufficient community engagement among citizens continues to prevent duty bearers from being held accountable. Communities and their representatives have a very limited capacity to oversee service delivery and, when required, hold individuals accountable. Furthermore, many CSOs exhibit poor governance, which may be seen in some of its members' attempts to control the CSOs/NGOs to achieve their own personal benefit. In light of a lack of NGO accountability and transparency, improper financial resource management, and Boards that don't understand their responsibilities, ineffective and wasteful actions occur.

It has been identified as one of the biggest threats to CSOs because it results in duplication of services, conflicting community-level strategies, a lack of experience-based learning, and NGOs' inability to speak with a voice that is unified and powerful enough to address local structural causes of poverty, deprivation, and underdevelopment. International and local CSOs frequently engage at the local level without conducting any community mapping and carry out programs without giving ongoing community activities the respect they deserve.

Almost all CSOs are aware of their limited organizational and technical capabilities for effective interaction with the government and the citizenry to enable good governance. Fundraising, governance, technical areas of development, leadership and management, advocacy, and technology development are examples of areas with insufficient capability. Even though community expectations and needs are growing, CSOs feel unable to fully meet these requirements. Despite women being the main users of important public social services like education and healthcare, they face difficulties such as refusing to take part in civic activities that would allow citizens to monitor and hold authorities accountable for service performance. Due to the inherent gender disparities between men and women, which have left them in an impoverished and powerless position, most women, particularly those living in rural regions, make up a significant portion of the vulnerable populations. In order to strengthen these vulnerable groups and enable their participation in the development process, the Civic Resistance/Qëndresa Qytetare will continue to collaborate with its members and other stakeholders to create initiatives.

Table: Summary of External Environment analysis

**OPPORTUNITIES:**

- Lack of proper Networks/Alliance of national and regional CSOs
- Expanded projects and development areas
- Information, communication, and technology usage trends (ICT)

**Indicative actions:**

- For the advantage of Civic Resistance/Qëndresa Qytetare and its members, promote strategic affiliations.
- Develop creative projects with local, national governments and development partners.
- Determine whether ICTs can improve Civic Resistance's (Qndresa Qytetare) activities while remaining cost-effective.

## **THREATS**

- Interference in CSO areas to interact
- Limited potential to deploy resources and skills:
- Inefficient governance
- Restricted capabilities to participate successfully.
- Vulnerability of specific demographics

## **Indicative actions:**

- Maintain a positive dialogue with the government to advocate for favorable policies.
- Strive towards a legal system that is more productive to all CSOs.
- Strive to achieve best results in all involved initiatives, where key donors would choose Civic Resistance/Qëndresa Qytetare as their preferred CSO. Retain a competitive advantage over other CSOs and NGOs in the sector.
- Constructively enhance collaborative CSO structures to provide them more power to speak out against inefficient governance.
- Encourage productive networking for the advantage of the CSO members.
- To strengthen institutional capacity for CSOs, explore for funds that support innovative strategies.

## **NEW STRATEGIC APPROACH:**

Civic Resistance/Qëndresa Qytetare Vision, Mission and Values:

### **Vision:**

Community knowledgeable, enhanced involved in addressing social concerns by monitoring and advocating toward Albania's good, sustainable, proactive policies, governance in local and central level.

### **Mission**

Empower civic engagement on youth-focused projects, community organizations as a platform where they can enhance through policy advocacy, raising awareness and civic participation.

### **Our Values**

Integrity - We have open and transparent relations with partners and collaborators.

Creativity - In work and communication we are guided by innovative and creative approaches to achieve the goals of our organization.

Legitimacy - In our work, we address the problems and concerns of the communities we represent.

Energy/Activity - We are characterized by group energy to achieve changes in society in accordance with our mission.

Cooperation - We collaborate with various grassroots groups to translate their needs into concrete initiatives.

Civic Resistance/Qëndresa Qytetare and its partners guiding principles

- A broad, inclusive network made up of individuals who are enthusiastic about community development having a wide participation and representation both locally and nationally;
- Making the Civic Resistance/Qëndresa Qytetare a credible and authoritative participant in cross stakeholder involvement and cooperation on development initiatives.
- Providing direction and collaboration to fulfill the shared goal while motivating and supporting CSO actors and organizations at the national level;
- Encouraging CSOs to collaborate, learn from each other and, and share knowledge for development work at the local and national levels.
- Intensifying local and national activism for community development with the potential to go beyond advocating into education, behavior change, and a supplementary role for policy initiatives as the Civic Resistance expands in scope, complexity, coverage, and ambition
- Establishing powerful collaborations with other civil society alliances, donors and key stakeholders

## The Civic Resistance's (Qendresa Qytetare) Strategic Objectives

The five-year objectives of Civic Resistance/Qendresa Qytetare are reflected into the following subject areas:

Create youth gathering spaces/centers that are role models for supporting initiatives and create a strong network of youth groups in Albania that works together to organize aspiring participation in initiatives and inclusive growth for the communities interest.

### **Objectives**

- To organize and increase the ability of youth-focused communities in Albania to lead actions to improve education rights using the Youth Development Centers.
- Provide youth-friendly services to the Albanian community in order to provide improved access to educational and advocacy services.
- Building the capacity and fostering collaboration among youth-led groups and initiatives is important for enabling Albanian youth to acquire resources for development, seek employment, and enhance their living standards.
- Encouraging environmental sustainability by promoting and utilizing digitalization of services

### **Strategic approach**

The overarching goal of this Strategy is to discover an Albania in which youngsters are at the core of all initiatives, have a sufficient amount of inputs, and meaningfully achieve sustainable development. Building a robust network of youth groups with the ability to mobilize and organize access to educational and creative resources, promote protection of the environment, and advance the general digitization of services will help achieve this. Furthermore, over the five-year term, the strategic plan establishes four goals that must be met. The strategic plan should achieve the changes envisioned in the theory of change through the four objectives.

The activities associated with these objectives center on governance, leadership, and personal development. they also involve educating organization employees, providing guidance & monitoring, and developing strategic capabilities for other alliance CSO organizations.

### **Work programs of the organization**

- **Education**

The Civic Resistance team places a significant emphasis on education as a solution to societal issues and dedicates a significant amount of effort towards this area. Our efforts are primarily directed towards strengthening and supporting student groups, promoting improvements in educational services, and increasing transparency in educational institutions, such as universities and the Ministry of Education.

- **Good Governance**

The Civic Resistance's good governance program is closely aligned with the organization's mission to empower citizens to actively participate in governance. Through this program, young policy analysts build their abilities to monitor and advocate in order to put pressure on government institutions, specifically focusing on the Ministries they are monitoring, using a watchdog approach to monitor the institutions' finances and the rule of law, while promoting active citizen engagement. This program aims to promote citizens' reactions to bad governance and is guided by the principles of good governance, such as transparency, anti-corruption, and active engagement.

- **Democratic Education**

The democratic education program aims to educate young people about democratic principles such as voting, referendums, protesting, and boycotting through innovative forms of public communication and the involvement of the best independent experts in Albania. The program includes studies, political academies and schools to enhance the knowledge and capacities of young people in the field of democracy. A large focus is placed on elections, with the goal of training young electoral observers and increasing their capacities, through observations and analysis to contribute to transparent and integrity elections.

- **Sustainable Development**

Climate change and its impact on socio-economic issues affecting Albanian citizens are a major focus of the Civic Resistance. The organization has a dedicated group of young people who closely monitor climate developments both regionally and globally, while also taking concrete actions in Albania to protect endangered natural resources and promote a green lifestyle among the younger generation. The Civic Resistance also actively promotes reactions and protests aimed at improving economic standards for citizens.

## **PERFORMANCE EVALUATION**

### **Monitoring and Evaluation:**

Within member organizations, there is an increased need for improving assessment evaluations, a learning environment, and a focus on accountability for outcomes. Civic Resistance/Qëndresa Qytetare and its stakeholders are more motivated and enthusiastic in proving outcomes, impacts, and gains to communities.

In our perspective, systematic, comprehensive monitoring and reporting during the implementation phase help organizations learn, which is what final assessments are meant to support, while also enabling timely decisions on the project's development. In order to achieve this strategy plan, deliberate efforts have been undertaken to establish a comprehensive M/E framework that will provide some annual and quarterly reports. However, an organization with such a diversity, and particularly when addressing key challenges, must conduct independent, objective evaluations to reflect stakeholders and donors accurate findings and to evoke productive discussions about potential projects interventions hereafter.

### **Strategic plan review**

All network members, management, and the Board must exercise leadership in order to carry out the Civic Resistance/Qëndresa Qytetare Strategic Plan. Indicators that are both quantitative and qualitative should be used to assess how effectively this strategy plan is being executed. The last component will involve constructive dialogue, improving perceptions, and giving affected citizens a sense of belongingness. By fostering communication between its members and other stakeholders at the local, state, and regional levels, Civic Resistance/Qëndresa Qytetare will a platform and resources for learning and collaboration. Each strategic goal benchmarks and ideas will be assessed throughout the review. Civic Resistance/Qëndresa Qytetare will serve as the standard for measuring developments and progress in the process of accomplishing the strategic objectives into coordinated efforts.

The competence of Civic Resistance/Qëndresa Qytetare to effectively monitor and assess the achievement of the anticipated objectives mentioned above on a continuous basis is crucial to the success of this plan. The strategic plan will be continuously monitored and evaluated by Civic Resistance/Qëndresa Qytetare utilizing a results-based methodology. The goals of monitoring and evaluation are to:

- Assess how much Civic Resistance/Qndresa Qytet's activities contribute to the community development that its members hope for;
- Evaluate challenges and weak points that have been found and possible solutions;
- Determine whether the overall strategies are succeeding; and
- Conduct routine assessments of stakeholders' perceptions.

At the halfway mark of the implementation phase, Civic Resistance/Qëndresa Qytetare will analyze its strategy to determine the applicability of the strategic objectives in the local and national levels.

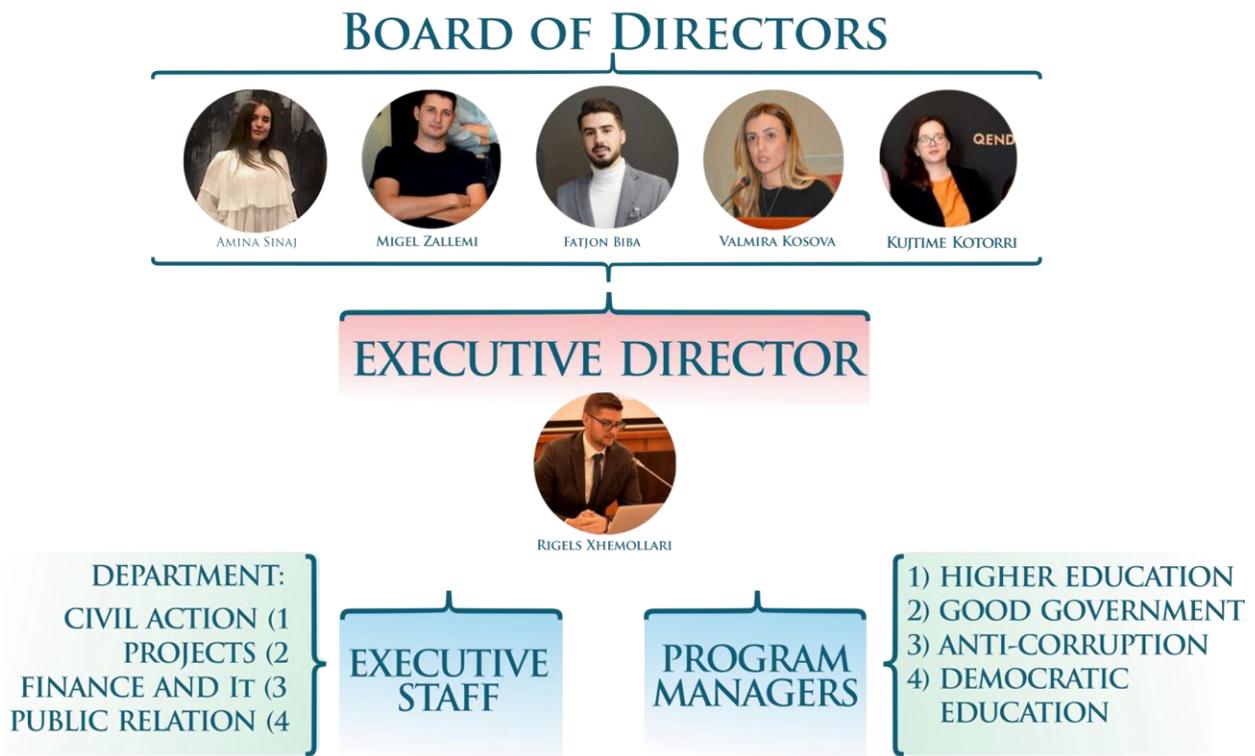
### Strategic Plan review process - outcomes

The outcomes of the process for reviewing the strategic plan will be utilized, along with several other factors, to achieve the foregoing:

- Assessments of the relative effects on the mission and priorities of the organization objectives;
- Establishing objectives involving substantial performance and difficulties discovering qualitative enhancements, such as adjusting the plan, the budget, or the workflow;
- Determining on budget and performance submission suggestions to the board and members of Civic Resistance/Qëndresa Qytetare;
- Suggest concrete measures that Civic Resistance/Qëndresa Qytetare can take.

### Organizational Structure

@RESISTANCE STRUCTURE



## Communication strategy

Advocacy and communication strategies will be created in a manner that satisfies both the specific and general demands of Civic Resistance/Qëndresa Qytetare's. The following tactics are suggested at the board level, however, to make sure that the many stakeholders among whom Civic Resistance/Qëndresa Qytetare will engage and cooperate in the upcoming five years have a clear perception of the strategic plan of Civic Resistance/Qëndresa Qytetare. A robust advocacy and communication plan is established using the following structural model:

### Communications strategy model

Audience	Main communication message	Main communication channels	Expected Results
<b>Civic Resistance members and partner organizations</b>	<p>The organization is robust and functional</p> <p>Organization's internal procedures and results are effective</p> <p>Implementation of the strategic plan: achievements and shortcomings</p>	<p>Yearly reporting on achievement</p> <p>Email list</p> <p>Civic Resistance Social Media and Website</p> <p>Project and campaign reports</p> <p>Board meetings</p> <p>Yearly member gatherings</p>	<p>Increased awareness about CR activities by its members</p> <p>Increased sense of accomplishment and engagement among participants in CR processes</p> <p>Increased participation and understanding of the CR Strategic Plan</p>

<p><b>Community members</b></p>	<p>The CR is crucial platform to their demands.</p> <p>Effectiveness of organizations interventions</p> <p>The appropriate platform for expressing community issues is the network Civic Resistance.</p>	<p>Community Network meetings</p> <p>Social Media postings</p> <p>Findings</p> <p>TV discussion shows</p> <p>Social media and networks</p>	<p>Increased interest in joining CR</p> <p>Growth in the number of members CR</p>
<p><b>Local and central administration</b></p>	<p>CR is competent about the political landscape</p> <p>CR is a reputable, established local organization.</p> <p>CR has a solid proof base, and its activities and projects are supported by verifiable facts.</p> <p>Required reforms and policy adjustments for the various strategic objectives</p>	<p>Local and municipal council sessions</p> <p>Documents and reporting</p> <p>Talk programmes in television and radio</p>	<p>New policies that benefit the areas that Civic Resistance/Qëndres a Qytetare programs have been conducted</p> <p>Enhanced cooperation and participation between the government and CR</p>

## BUDGET FORECAST

### Funding sources

Civic Resistance/Qëndresa Qytetare is particularly prone to donor demands since it has relied heavily on project-based funding from a small number of donors. This has restricted Civic Resistance/Qëndresa Qytetare's ability to hire personnel for the administration and invest in long-term capital assets to produce resources.

The following chart displays the key contributors who supported Civic Resistance/Qëndresa Qytetare financially during the previous five years:

Sources of funding since 2017:

**BUXHETI 2021**

<b>Nr.</b>	<b>Projekti</b>	<b>Forma e financimit</b>	<b>Donatori</b>	<b>Shuma në Euro</b>	<b>% e totalit</b>
<b>1</b>	Open Univeristy	Marrëveshje granti	FES	15,000	<b>8%</b>
<b>2</b>	Reforma në Arsimin e Lartë	Marrëveshje granti	FFS	2,000	<b>1%</b>
<b>3</b>	Arsimi në Fokus	Marrëveshje granti	Olof Palme Center	20,000	<b>11%</b>
<b>4</b>	Java e Integritetit - Aktiviteti: Korrupsioni ha edhe etë zotini	Marrëveshje granti	Olof Palme Center	3,800	<b>2%</b>
<b>5</b>	Zqledhje Gjithëpërfshirëse	Marrëveshje granti	Westminster Foundation for Democracy	11,000	<b>6%</b>
<b>6</b>	Your Vote is Priceless	Marrëveshje granti	NDI	16,500	<b>9%</b>
<b>7</b>	Fostering the Accountability of Public Officials	Marrëveshje granti	NED	36,000	<b>19%</b>
<b>8</b>	My Voice, My Vote	Marrëveshje granti	Komiteti Shqiptar I Helsinkit	18,820	<b>10%</b>
<b>9</b>	Jashë, në natyrë për të mësuar	Marrëveshje granti	OFNDRA SHQIPTARE PER KERKIME EKONOMIKE	1,000	<b>1%</b>
<b>10</b>	Akademia Citizens in Charge	Marrëveshje granti	Ambasada e Hollandës	52,035	<b>28%</b>
<b>11</b>	Akademia e aktivizmit Kreativ: Premtot heroit tënd!	Marrëveshje granti	OSFA	9,000	<b>5%</b>
<b>TOTAL</b>				<b>185,155</b>	<b>100%</b>

### BUXHETI 2020

<i>Nr.</i>	<i>Projekti</i>	<i>Forma e financimit</i>	<i>Donatori</i>	<i>Shuma në Euro</i>	<i>% e totalit</i>
<b>1</b>	Open Univeristy	Marrëveshje granti	FES	12,000	12%
<b>2</b>	Studim mbi ligjin 80/2015	Marrëveshje granti	FFS	6,000	6%
<b>3</b>	Arsimi në Fokus	Marrëveshje granti	Olof Palme Center	20,000	20%
<b>4</b>	QytetarIN	Marrëveshje granti	LevizAlbania	19,000	19%
<b>5</b>	Fostering the Accountability of Public Officials	Marrëveshje granti	NFD	26,000	26%
<b>6</b>	Ndërmjetësit e rinj	Marrëveshje granti	Porgrami SACP	4,500	5%
<b>7</b>	Këshilli i Qytetit Studenti	Marrëveshje granti	USAID	11,800	12%
<b>TOTAL</b>				<b>99,300</b>	<b>100%</b>

### BUXHETI 2019

<i>Nr.</i>	<i>Projekti</i>	<i>Forma e financimit</i>	<i>Donatori</i>	<i>Shuma në Euro</i>	<i>% e totalit</i>
<b>1</b>	Open Univeristy	Marrëveshje granti	Friedrich Ebert Stiftung	15,000	30
<b>2</b>	"Njihuni me bashkinë tuaj"	Marrëveshje granti	Friedrich Ebert Stiftung	5,000	10
<b>3</b>	Sondazh: "Qëndrimet dhe çështjet e të rinjve në Shqipëri"	Nënkontraktim	Westminster Foundation for Democracy	11,400	22
<b>4</b>	Arsimi në Fokus	Marrëveshje granti	Olof Palme International Center	20,000	38
<b>TOTAL</b>				<b>51,400</b>	<b>100%</b>

### BUXHETI 2018

<i>Nr.</i>	<i>Projekti</i>	<i>Forma e financimit</i>	<i>Donatori</i>	<i>Shuma në Euro</i>	<i>% e totalit</i>
<b>1</b>	Ndërmjetësit e rinj	Marrëveshje granti	Sweden-FCG SWEDISH DEVELOPMENT AB SACP	4,900	28.41%
<b>2</b>	Open Univeristy	Marrëveshje granti	Friedrich Ebert Stiftung	3,000	17.39%
<b>3</b>	Monitorimi i transparencës financiare dhe autonomisë së universiteteve publike	Marrëveshje granti	Friedrich Ebert Stiftung	6,850	39.71%
<b>4</b>	Intervista me Diktatorin	Marrëveshje granti	Friedrich Ebert Stiftung	2,500	14.49%
<b>TOTAL</b>				<b>17,250</b>	<b>100%</b>

### BUXHETI 2017

<i>Nr.</i>	<i>Projekti</i>	<i>Forma e financimit</i>	<i>Donatori</i>	<i>Shuma në Euro</i>	<i>% e totalit</i>
<b>1</b>	Shkolla e Gjelbër	Marrëveshje granti	AMSHC (Agjencia për Mbështetjen e Shoqërisë Civile)	25,800	87%
<b>2</b>	Qëndresë korrupsionit në Arsimin e Lartë	Marrëveshje granti	Macedonia-FONDACIJA METAMORFOZIS SKOPJE	3,850	13%
<b>TOTAL</b>				<b>29,650</b>	<b>100%</b>

## Guidance for funding

On a local and national level, Civic Resistance/Qëndresa Qytetare will look for financing to further activities within its project and engagement focus areas. The mobilization of resources at Civic Resistance/Qëndresa Qytetare will be guided by the following principles:

- The Board Team will develop a relationship with alliance partners and engage in collaborative action planning in order to share project ideas, solicit support, and educate members of funding options.
- Plans, preparations, identification, and relationship-building with new potential contributors will be our core internal focus.

- Board members, executive director and the project managers shall utilize their official roles as networking and resource mobilization opportunities at maximum pace.
- Civic Resistance/Qëndresa Qytetare will work together to raise project funds. A variety of community members will be involved in creating funding proposals, including the hiring of consultants, and Civic Resistance/Qëndresa Qytetare will take into account its potential to carry out and manage the projects.
- Civic Resistance/Qëndresa Qytetare will assure the terms and conditions of financing arrangements, processes, and reporting timeline are acceptable to both parties when engaging with donors.
- With significant donors, Civic Resistance/Qëndresa Qytetare will strive to establish relations and trust. A thorough communication plan that aims to comprehend mutual ecosystem of work and objectives will help to accomplish this.
- Civic Resistance/Qëndresa Qytetare will support donor based initiatives projects which align with the organization's general goals and can be accomplished with the necessary support cooperation.

Whereas Civic Resistance/Qëndresa Qytetare will count on still established sources of financing, an effort will be made to secure the variety of resources in order to decrease reliance on short project-based funding.

## **Risks and assumptions**

The implementation of this strategic plan has been subject to the following risks and assumptions:

### Risks

The realization of the anticipated goals in this strategic plan does not come without risks, due to a variety of internal and external elements, regardless of thorough planning. Civic Resistance/Qëndresa Qytetare has nonetheless recognized these potential risks, evaluated their probability and seriousness, and specified the actions that will be done to lessen them (avoid), as well as to resolve them if they do arise (mitigation). The following is an overview of this analysis:

## SWOT Analysis

### Local and Central - Governmental

Positive	Negative
<p data-bbox="180 443 326 478"><b><u>Strengths</u></b></p> <ul data-bbox="240 527 756 936" style="list-style-type: none"><li data-bbox="240 527 756 642">● Group of capable individuals having a diverse range of abilities that may be used together.</li><li data-bbox="240 653 756 768">● Members of the Civic Resistance who are active nationwide and have easy access to the fundraising.</li><li data-bbox="240 779 756 936">● Dedication to providing board members, executive, administrative staff, and partner organizations with learning opportunities.</li></ul>	<p data-bbox="764 443 943 478"><b><u>Weaknesses</u></b></p> <ul data-bbox="824 527 1341 768" style="list-style-type: none"><li data-bbox="824 527 1341 562">● Limited financial resources</li><li data-bbox="824 573 1341 609">● Inadequate institutional frameworks</li><li data-bbox="824 619 1341 693">● Insufficient facilities and coordinating offices</li><li data-bbox="824 703 1341 768">● Various inadequate initiatives carried by by partners organizations</li></ul>

## Opportunities

- Rising awareness of and interest in young people as key players in driving progress.
- National and international development vision with a clear emphasis on youth.
- The demand for networks and organizations that focus on youth is increased by demographic change.
- Information technology is becoming more important for development interventions and productive communication.
- Opportunities for supporting youth interest projects at the national and regional levels.

## Threats

- Albania's development objectives may be impacted by the unclear direction of national policies and regulations.
- Conflicting national development objectives might have an impact on the strategic direction of Civic Resistance/Qëndresa Qytetare.
- Implications of prospective developments on education and social improvement, both positively and negatively.

## Internal/Organizational

<b>Risk</b>	<b>Possibility</b>	<b>Impact</b>	<b>Mitigation</b>
Civic Resistance's efforts to increase capacity in several project emphasis areas will be hindered by a lack of competent personnel.	Medium	Medium	In addition to supporting the creation of professional training materials that may be distributed through our established members and partners, Civic Resistance/Qëndresa Qytetare will continue to make efforts to directly give coaching.
Donors' shifting strategies for funding methods	Medium	Medium	Civic Resistance/Qëndresa Qytetare will make sure that there is a tighter relationship with donors.

## Assumptions

An important assumption made during the development upon this Strategic Plan is that all members and partner organizations will continue to stay solid over the course of the following five years, enabling growth on prior accomplishments at the institutional and community level as well as a continued desire to be a part of Civic Resistance/Qëndresa Qytetare.

Other fundamental assumptions are:

- The lives of people, education, food security, and livelihoods at the local and national levels will continue to be significantly impacted by poor governance and corruption.
- High levels of vulnerability and rising community demand for CSO assistance
- The respectful and community close CSO sector's upward trend will continue.
- Within the next five years, the private public partnership framework will substantially take shape as a means of financing community development.

## Strategic Plan Budget Projections

Estimated total costs for carrying out a strategy plan over the next five years.

### THE STRATEGIC PLAN BUDGET 2022-2027

<b>STRATEGIC OBJECTIVE</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>TOTAL</b>
Advocacy and Promotion for Improved Educational Services						
Encouraging the participation of citizens in democratic processes						
Strengthening Institutional Capacity via Good Governance						
Networking and Collaboration						
Partnership for Environmental Sustainability						