



PARTNERS - ALBANIA
CENTER FOR CHANGE
AND CONFLICT MANAGEMENT

annual report

1 October 2006
30 September 2008





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About Partners-Albania

Partners-Albania, Center for Change and Conflict Management (PA) is an independent Albanian NGO registered at the Tirana court in April 2001. Its mission is the advancement of civil society and a culture of change and conflict management in Albania.

PA has become a national leader in the development of Albanian civil society sector. The training and technical assistance program for the non-governmental sector builds core skills in the civil society sector to better cooperate with government, business, and other sectors. Partners Albania regularly conducts comprehensive assessments of NPO sector capacities and needs in areas of advocacy, anti-corruption and organizational sustainability.

Partners-Albania since its creation has become a member of Partners for Democratic Change International network which comprises 18 independent centers in Albania, Argentina, Bulgaria, Columbia, Czech Republic, Georgia, Hungary, Jordan, Kosovo, Lithuania, Mexico, Peru, Poland, Romania, Serbia, Slovakia, US and Yemen. The Centers provide training and services to various actors of NPOs sector, local and central government and business sector in Central/Southeastern Europe, Latin America and Middle East.

Since January 2006 Partners for Democratic Change International operates in Brussels as a membership organization.

PA Executive Team

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Elvis Toçi, Vice Chair;

Representative of Carrier for Albania.

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Journalist, Top Channel

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Lawyer

A Message From Partners-Albania Director

This is the third public report of Partners – Albania since its creation in 2001. It is encouraging to see the level of effort and impact achieved in key development aspects of the NPO sector and consolidation of democratic systems in the country.

Transparency processes and reduction of corruption at all levels of the government have been in the focus of Partners work during this period. The goal was to foster the development of a more engaged citizenry and more responsive local and national governments in which officials pursue the public interest rather than private gain.

Research studies, monitoring reports and opinion polls with focus transparency and accountability of central and local government institutions were another contribution of Partners – Albania in the area of participatory processes and anti-corruption efforts.

Local elections of February 2007 marked a significant involvement of civil society and interest groups in political processes in Albania. Partners – Albania was a crucial contributor in organizing and supporting the Coalition of Domestic Observers, a constellation of nine organizations and 2,500 monitors, in monitoring the pre-election process and the Election Day.

The campaign “I Support Good Governance”, organized by Partners – Albania in seven cities in Albania, offered a new approach in promoting good governance and increasing citizens’ participation in decision making during an electoral year.

An enabling legal framework for the NPO sector is another important continuation of Partners –Albania support for the NPO sector in Albania. Partners through a coordinated effort with the NPO sector responded pro-actively to several legal changes initiated by the government with regard to fiscal regime.

The NPO Code of Ethics was introduced for the very first time during this period as a genuine effort to address transparency and accountability issues within the NPO sector. The initiative generated interest and support from a large number of NPOs around the country. The time has still to prove its relevance and effectiveness in the NPO sector.

Partners-Albania as a member of the Partners for Democratic Change International (PDCI) was happy to see the network expanding in three new countries with three new Centers in Serbia, Colombia and Yemen.

In December 2007 Partners – Albania moved to new premises, owned by them, considered a big step towards consolidation and financial sustainability of the organization.

Program Areas

Overview

Partners-Albania, Center for Change and Conflict Management presents in this publication an overview of its work and achievements for the period 2006-2008. These have been enabled by the commitment of its consolidated and competent staff, successful relations with partners in all sectors, in Albania and worldwide.

Training and Assistance

Enhance knowledge and strengthen capacities of organizations and governmental institutions at national and international level



Participatory Processes

Promote collaboration and ensure participation of diverse communities at all levels of decision-making



Research

Monitor the performance of governmental institutions in support of democratic processes



Encourage Citizen Initiatives

Promote advocacy tools to build participation, collaboration and ownership in meaningful and effective ways





NPO Legal Framework

Contribute to further development of enabling NPO legal framework and other self-regulatory mechanisms for the sector



Facilitation of Organizational Development Processes, Conferences, and Meetings

Provide professional assistance and advanced methodology in facilitation



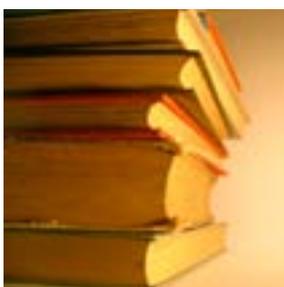
International Cooperation

Promote exchange of knowledge and experience



Training Curricula Development

Design training programs on various issues for civil society, public administration and business sector



PA Library

Books, articles, reports, newsletters and other publications on issues of democracy and development

Partners-Albania Activity Areas

Partners-Albania, Center for Change & Conflict Management comes in its 8th year of activity as a consolidated resource center of information, training, technical assistance and research for the non-governmental sector, local and central government.

During this period PA implemented a series of long term projects and initiatives promoting participatory processes, policy design and advocacy efforts to consolidate democratic and transparency processes in Albania.

Development of Civil Society Sector

Enhancing NPO sector capacity continued to be in the focus of PA activity also during 2006-2008.

Partners-Albania designed and provided training and technical assistance and small grants to local NPOs, and facilitated initiatives improving sector transparency, image and NPO enabling legal framework.

- **34 training program organized with participation of 552 representatives of local civil society organizations all over the country on participatory governance, facilitation of participatory processes, improvement of organizational management, policies and procedures, and community mobilization in electoral processes.**
- **45 active local civil society organizations trained and assisted to run citizen advocacy campaigns in the framework of 2007 local elections.**
- **With funding from USAID through Democracy and Governance Program, PA initiated and facilitated 7 local campaigns under the slogan “I support good governance” in Korça, Pogradeci, Shkodra Vlora, Durrësi, Gjirokastra and Fieri, promoting good governance mechanisms and increasing local elected leaders accountability.**
- **PA as part of DGA program mobilized and supported “The Coalition of Domestic Observers” comprised of nine local**

NPOs, recruiting 3300 local observers to monitor 2,301 voting centers in 65 municipalities, 53 communes and 340 counting centers throughout Albania, covering thus 100% of municipalities and 18% of communes in the country.

- **10 local civil society organizations assisted in developing organization long term strategic plans, in Kukesi, Shkodra, Tirana, Elbasani, Vlora, and Pogradeci.**
- **25 NPOs supported financially under Democracy and Governance Program, Small Grants Fund.**
- **For the first time designed and approved in principle the NPO Code of Ethic as a tool to promote transparency in the sector.**
- **PA facilitated meetings of NPO sector to address changes in the tax legislation affecting the NPO sector and led sector lobbying efforts to propose legal change at Government and Parliament level.**
- **28 local civil society representatives, trainers and leaders of NPOs in Jordan trained in Good Governance, Transparency, Accountability and Citizen Mobilization in Political Processes.**
- **Local staff of Advocacy Training and Resource Center in Kosovo strengthened their training skills on various topics and improved sub-granting management procedures through an eight months training and technical assistance program.**
- **3rd edition of “Directory of Albanian NPOs” published, providing a comprehensive overview of the sector.**
- **Best Practices Guide of Advocacy in Local Elections published highlighting Albanian NPOs experience in electoral process of 2007 local elections.**
- **NPO Financial Management Guide published, providing advanced knowledge and procedures for NPOs on accounting and reporting systems, internal controls, budgeting process, financial analysis and tax affecting the NPO-s in Albania.**

Good Governance

Democratic governance, transparency, accountability and anticorruption still remain the most challenging issues facing open society in new democratic countries such as Albania. Implementation of public participation techniques in decision-making processes, training

and technical assistance programs for public administration and local government officials, survey conduction to asses public services quality, development of strategies and action plans to cure and prevent corruption at local level and facilitation of participatory processes, are the main areas of PA contribution to Good Governance.

- **Citizen opinion surveys conducted regarding public services delivery by the municipality in Durrës, Kruja, Elbasani, Kucova, Rubiku, Korca, and Municipal Unit 1 and 5 in Tirana.** The findings helped the respective municipalities to identify problematic issues and design action plans addressing improvement of service delivery and increased public transparency.
- **Publication of the Guide “Restore the Health of Your Organization”** providing public officials with practical tools to cure and prevent corruption at local government level.
- **Internal and External Communication Strategy developed for Public Procurement Agency and Public Procurement Advocate Office.**
- **Professional Capacity Assessment of 335 employees of Large Taxpayers and Tirana Taxpayers Offices supporting re-assignment of LTO and TTO staff to the new functional divisions and identification of training needs.**
- **Customer perceptions survey for National Registration Center on services provision and delivery in Tirana, Durrësi, Fieri, Elbasani, Korça, Shkodra, Kukësi.**
- **Facilitation of four workshops organized by the Public Procurement Agency (PPA) on the new “Public Procurement Law” for 97 representatives of construction companies, Constructors Association of Albania, Albanian Chamber of Commerce, American Chamber of Commerce and Business Women Association.**
- **Facilitation of a roundtable on “The New Draft Tax Procedure Law”, on behalf of Ministry of Finance with the participation of representatives from Accountants’ and Lawyers’ Association.**
- **Organization and facilitation of three training workshops focused on “New Albanian Public Procurement Law and Electronic Procurement”; “Adjudication Procedures and New Albanian Public Procurement Law” and “Procurement Integrity and Anticorruption” for 72 officials from Supreme State Audit (SSA); Procurement Advocate’s office (PAO) and Magistrate School.**
- **Organization of four information workshops on Electronic Procurement System, for 93 representatives of media, Albanian Chamber of Commerce, American Chamber of Commerce, Professional and Business Women Association and Confindustria.**
- **Customer Care training for 42 employees of the National Registration Center, General Directorate of Taxation and Procurement Advocate Office, in cooperation with the MCATA Public Outreach Department.**
- **Organization of two round tables on the Procurement Advocate Office, for 46 economic operators.**
- **Organization of 16 trainings on the use of e-procurement for 477 contracting authorities’ officials and business sector representatives, in Tirana, Durrësi, Korca, Vlora, Shkodra, Fieri and Gjirokastra.**
- **Organization of four Training of Trainers for the 71 GDT head and regional officials, on Tax Collection; Tax Appeals; Audit; and Taxpayer Services.**

Development of the NPO Sector

Throughout the period of 2006-2008, Partners-Albania continued to invest towards a more vibrant civil society in Albania. The activity areas were:

1. *Training and Technical Assistance Program*
2. *Civil Society Advocacy Development*
3. *Small Grants Program*
4. *NPOs Legal Framework*
5. *Code of Ethics for NPO Sector*

Training and Technical Assistance Program

Training remains a continuous demand by the Albanian NPOs for the enhancement of staff capacities and organization's development in the area of democracy and good governance. Effective monitoring of government performance requires strengthening of their capacities, and development of co-operation and institutionalization of relationships between NPOs and government, through establishment of governing forums based on NPOs participation.

In the period of 2006-2008 the focus of PA assistance for the NPO sector was strengthening of NPOs institutional capacities and sustainability, thus enabling them to effectively participate in good governance, advocacy and lobbying efforts, and anticorruption initiatives.

The training and assistance for the sector has been delivered in the framework of Democracy and Governance in Albania (DGA) program, Network of Open Society in Albania (NOSA), and through a project supported by Olof Palme Center.

Based on the NPO sector needs assessment conducted in 2005, PA designed its training and technical assistance program for the period 2006-2008. The trainings provided addressed the overall sector needs but also individual organizations' ones.

The training program covered the following topics:

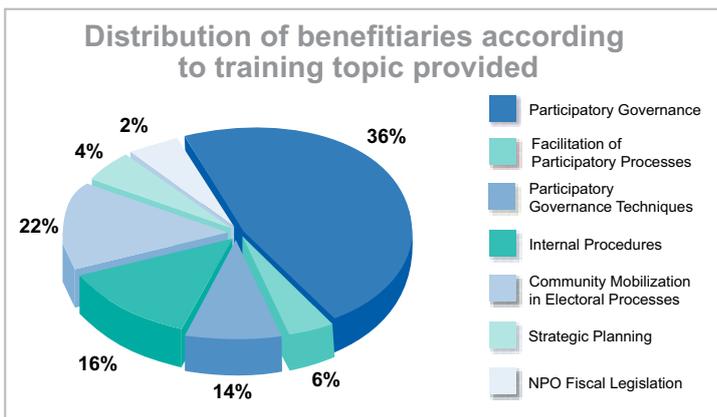
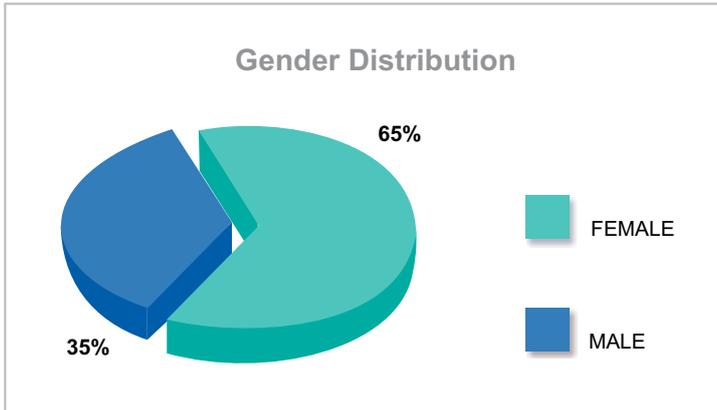
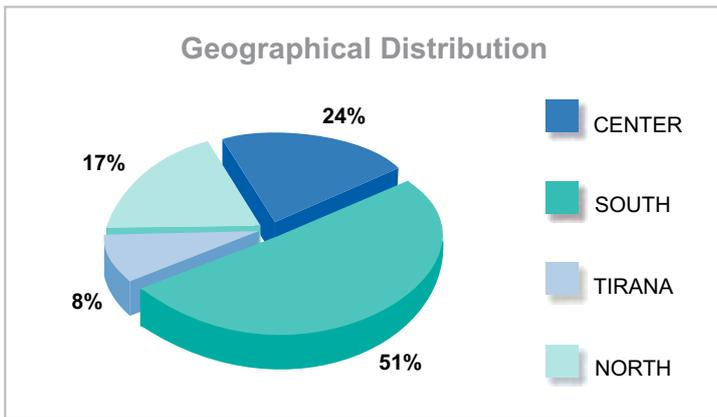
- Participatory Governance and Participatory Techniques to Increase Citizens Participation in Decision-Making
- Facilitation of Participatory Processes
- NPOs Internal Procedures and Effective Organizational Management
- Community Mobilization in Electoral Processes
- Strategic Planning
- NPO Fiscal Legislation

PA conducted over 34 training programs, encountering a total number of 552 beneficiaries, representatives from non-for-profit organizations (working in the field of social services, women, and youth, human rights, civil education, and democracy, promotion of art, culture, sport and environment), local government officials, business, media and other interest groups representatives.

According to geographical distribution of the participants 17% of training beneficiaries represent north of Albania, 51% south, 8% Tirana and 24% central Albania. With regards to gender distribution, 35% of beneficiaries are male and 65% females.

The following graphs provide data on training and technical assistance programs beneficiaries, based on geographical and gender distribution, and training topics provided during this period by Partners-Albania.

During 2007, around 309 representatives of NPOs operating in Tirana, Peshkopia, Elbasani, Librazhdi, Kruja, Fieri, Vlora, Durresi, Shkodra, Pogradeci and Gjirokastra participated in these programs. PA training program aimed to increase the level of knowledge and update participants with new techniques of good governance, advantages of participation in local decision making processes as well as know-how to strengthen collaboration among different stakeholders.



To further build NPOs organizational management capacities, through a program financially supported by Olof Palme Center, PA trained 20 representatives of ten selected NPOs at national level and assisted them in development of long term strategic plans.



PA continued to work during 2008 on strengthening the capacities of local organizations for the community mobilization in electoral processes to forerun the 2009 parliamentary elections. About 122 civil society representatives of Shkodra, Durresi, Fieri, Vlora, Elbasani, Berati, and Korca NPOs have been trained to advocate, lobby and be more involved during and after the electoral processes, in order to prioritize public interest issues and monitor the government institutions performance in regard to realizing these issues.

To enhance NPOs capacities and organization's development, Partners-Albania delivered training programs on "NPOs Internal Procedures" to 88 representatives of active NPOs in Durres, Vlora, Gjirokastra, Shkodra, Pogradeci and Tirana.

Training and Assistance Program Results

- Around 25 NPOs participants in Advocacy and Lobbying training programs conducted advocacy initiatives mostly focused on efforts to increase government transparency and public participation in decision-making and community mobilization.
- Around 61% of the trained NPOs in Networking and Coalition Building training worked in coalitions after the training period. The issues that mostly brought NPOs together were promoting community and proposing / lobbying for legal changes.
- Around 30% of NPOs trained in Role of Civil Society in Anticorruption Initiatives, significantly increased members involvement in anticorruption initiatives at local level. At least 35% of the trained NGOs are implementing different initiatives focused on anticorruption.
- Over 66% of trained NPOs in Participatory Governance and Public Participation Techniques were actively involved in the municipality council meetings, monitoring efforts etc.
- Around 80% of the NPOs participants in Cooperative Planning training used cooperative planning process as an effective tool in identifying and pursuing key stakeholders to be part of their efforts.
- Ten NPOs drafted strategic plans and set up financial systems during 2007: "Me the Woman!" and "Intellectual Women" in Pogradec, "Women Forum" and "Public Health" in Elbasan, "Albanian Coalition Against Corruption" and "Every Child" in Tirana, "The Door" and "Hope for the Future" in Shkodra, "Youth in Free Enterprise" in Kukës, "Association of Women with Social Problems" in Durrës.
- 35 local civil society organizations improved their organizational policies and procedures.
- Advocacy action plans designed for more than 22 issues raised in trainings, to be followed in 2009.

Civil Society Advocacy Development

A key result of the PA activities with the civil society organizations was to increase citizen involvement in local governance. One of the most important ways citizens can influence decision-making is through advocacy. PA has a distinctive approach to advocacy which emphasizes cooperative strategies, engagement with decision-makers and cross sector partnerships.

In the framework of the local elections of February 18, 2007, PA as DGA program implementing partner, initiated and supported the local campaign "I SUPPORT GOOD GOVERNANCE". The aim of the initiative was to promote good governance, increase citizens participation in decision making processes, strengthen interest groups as an important element of the political processes in Albania and increase accountability and transparency of the local elected leaders in seven cities of Albania, respectively Korça, Pogradeci, Shkodra Vlora, Durrësi, Gjirokastra and Fieri.

The election specific advocacy methodology included: campaign planning and management, message development and delivery, media relations and strategic communication. Partners-Albania used a combination of training, grants support, facilitation and consulting services to build the advocacy capacities of seven targeted groups.

Cities and the Composition of Interest Groups

Shkodra:	A coalition of youth organizations
Durrësi:	A coalition of a women organization, a youth organization and representatives of women political organizations
Fieri:	A coalition of youth organizations
Vlora:	A coalition of youth and other organizations
Gjirokastra:	Representatives from various NPOs with focus on cultural preservation, tourism and media
Pogradeci:	A coalition of anti-corruption, environmental, women, educational, children and media NPOs
Korça:	A coalition of business people and business NPOs.

‘I support Good Governance’ initiative was implemented in the pre and post-election period. In the pre-election period, local NPOs and active citizens in the municipalities involved with the “I Support Good Governance” initiative, with PA support and facilitation influenced the candidate mayors’ agendas in support to their issues. The initiative started by identifying civil society groups that wanted to contribute to improve local-level democracy by implementing an election-related cooperative advocacy campaign. In places where coalitions or associations were not already formed to improve specific important issues under the same concern, Partners convened local civic organizations to establish new interest groups.

In the same time, Partners-Albania organized and facilitated a one-day strategic planning workshop for the interest groups in each city to help them envision and design an advocacy campaign. A total of 200 young people, women, business people, NPOs and citizens in the seven cities attended these workshops. Partners-Albania helped the groups identify key community needs, prioritize them and select an issue of common concern. PA also guided participants through the process of developing a detailed work-plan with a timetable of activities, budget, and strategies to draw attention to the issue, and identify allies, supporters and contributors. Partners-Albania’s model stressed the development of public awareness outreach materials. Each group selected a person or an organization to liaise with Partners-Albania and act as the group coordinator, facilitator and motivator.

The most challenging component of the campaign for the local interest groups was organization of Open Forums with candidates for Mayor.

Partners-Albania used its extensive network in each city and institutional clout to ensure that the Open Forums happened and that they were broadcasted. Partners also drew upon the expertise, legitimacy and networks of the other DGA implementers to make the advocacy campaigns more visible. In the end, the local groups of interest were able to organize Open Forums in five out of seven cities. Around 1000 citizens participated in these Open Forums, all of which were broadcasted on local and national televisions.

More than 2500 citizens in seven cities were actively involved in the promotional activities, open debates and forums with candidates during the local campaigns, which helped to build a new culture of interaction between citizens and politicians.

Following the election, these coalitions went on to establish and strengthen six citizen’s advisory commissions, which increased citizens’ participation in local governance by providing some formal communication mechanisms between citizens and their municipalities on various issues, such as budget drafting, youth concerns, gender equality, promotion of cultural tourism, business and trade issues, and public infrastructure improvement.

Partners–Albania continued to support the interest groups to follow up advocacy initiatives and candidates engagements until the final results. About 60 representatives of the targeted groups in all cities were trained on facilitation of participatory processes to improve their proficiency.

The main impact of this initiative was strengthening the cooperation and institutionalization of the relationship between NPOs and Government in the meaning of establishing governing forums based on citizens’ participation.

“I Support Good Governance” - Advocacy Initiative Results

Shkodra:	Establishment of a Youth Policy Board
Durrësi:	Establishment of a Gender Equality Office in the Municipality
Fieri:	Improvement of local services for youth and increase of municipal budget for issues of youth concern
Vlora:	Establishment of a Youth Advisory Commission in the Municipality
Gjirokastra:	Promotion and development of cultural and historical heritage through increased budgetary allocations
Pogradeci:	Implementation of effective and non corrupted public administration
Korça:	Signing of an integrity pact on Anticorruption



Small Grants Program

Partners-Albania as part of the Democracy and Governance in Albania program administered the competitive Small Grant Fund, which was designed to support free and fair elections, contribute to the fight against corruption, and promote greater transparency and accountability in local and national government through financial support for Albanian non-profit organizations.

The DGA Grant Fund was designed to increase citizen participation and discussion at national and local level on issues related to government transparency, responsiveness and accountability and to enhance the effectiveness of civil society organizations in performing a watchdog, surveillance and advocacy functions.

During 2006-2007 PA administered the 4th and 5th round of Grant Program, awarding approximately \$270,000 in support of about 30 advocacy, elections and anti-corruption projects which addressed various issues such as:

- Monitoring local and parliamentary elections;
- Organization of public awareness campaigns

to increase citizens participation in the voting process;

- Monitoring public expenditures usage in the pre-election period;
- Monitoring the financial transparency of political parties during the election campaign
- Improvement of legal framework and election infrastructure;
- Creation of a dialogue between the local government and businesses;
- Monitoring the government performance in local and central level, regarding provision of services, citizens' rights and strategies;
- Enhancement of dialogue between civic groups and local government to increase citizen participation in local decision making, etc.

The grant program enabled Albanian NPO-s and civic organizations to increase their capacity to participate in the formulation, implementation and monitoring of public policy, including the provision of needed public services at both national and local levels. The grant program also encouraged citizens to promote their interests and present their problems to government institutions.

Prior to grant award, Partners-Albania provided information and consultation through

public meetings in various towns of Albania to explain the grant criteria and project nature, and offered consultancy and individual technical assistance on project proposal design and development. PA offered training and technical assistance to grant beneficiary organizations to strengthen their advocacy and organizational capacities and assisted them toward achievement of outcomes, objectives and their supervisory and monitoring efforts for better transparent and accountable government to the public.

Partners-Albania also offered extensive on-call technical assistance to grantees, with the goal that in the process of project implementation, the NGO would become more institutionally and financially sustainable. The professional mentoring provided by Partners-Albania staff included advice on setting up indicators and monitoring plans, on-site assistance in financial management, site visits, and assistance with report writing. In addition, when the projects ran into roadblocks, the staff of Partners-Albania was always available to consult on how to overcome obstacles and move the project forward.

Coalition of Domestic Observers

Partners-Albania and NDI worked to mobilize and coordinate the largest domestic election monitoring initiative in Albania's history. A coalition of nine local non-profit organizations, "The Coalition of Domestic Observers" trained and deployed more than 2,500 accredited volunteer poll monitors at 2,301 voting centers in 65 municipalities, 53 communes and 340 counting centers throughout Albania, thus covering 100% of municipalities and 18% of communes in the country.

With the recorded experience of supporting the coalition of local NPOs that monitored the national elections of 2005, Partners set some new standards and expectations for the 2007 monitoring effort. These measures insured a significant improvement over the 2005 elections in terms of the quantity, quality, and speed of data collected from the monitors on Election Day.

Partners-Albania and NDI established an Election Monitoring Operation Center and set up a comprehensive database of election information to help organize and manage the 2007 monitoring effort.

Small Grants Program Key Results

- Monitoring of Local Election process of February 18, 2007 covered 2,301 polling stations, respectively about 71% of voters in the 118 top most populous areas; this effort monitored the voting and vote counting processes in 100% of Municipalities and 18% of Communes. Partners-Albania facilitated the establishment of this group and provided technical assistance to ensure that the monitoring effort was well-coordinated and organized;
- 120 training sessions were conducted throughout the country to build the necessary professional capacity of the local observers;
- The monitoring activity of the Coalition of Domestic Observers during the Election Day had a strong media coverage. There were published articles in around 30 local political and independent newspapers, monitoring was broadcasted in the main local news editions of about ten local and national TVs;
- For the first time in Albania, the information was provided in real time through a SMS messaging technology. This information was provided through about 40,000 messages that were processed until the closure of the polling stations;
- The Coalition monitored the partial parliamentary elections in zone 26 in Shijak of Durrës prefecture, covering 100% of polling stations.
- The civil society increased its role in the election process by urging the actors to respect the law.
- The established Coalition of Korca Business Against Corruption promoted and encouraged the dialogue between business community and local institutions, and helped to create a bribery free environment and fair competition.



The election information database will be a key tool for organizing and managing future domestic election monitoring efforts.

Although the effort helped to build election monitoring capabilities in nine Albanian NPOs, they may still have insufficient technical expertise to run a complex initiative of this type on their own.

NPO Legal Framework

Partners-Albania since its establishment has played an active role in the amendment of the legal framework for the NPO sector. This role is thanks to the experience and contribution of PA's staff which dates from the primor years of NPOs sector in Albania. In this framework PA collaborated closely with national and international institutions interested to offer their expertise and to support the development of legal framework for NPOs in Albania.



During 2006 - 2007 period, a range of changes and amendments in the legal framework for NPOs brought along an increase to the fiscal obstacles for the sector. The proposed project-law from Albanian government recorded some changes in the articles related to the relief and exemptions of NPOs from fiscal obligations.



Information from governmental structures upon this issue and consultations with the NPO sector prior to drafting this project-law were almost inexistent. In these circumstances a representative group from non-governmental organizations including Partners-Albania, Albanian Helsinki Committee, Co-Plan, Center for Protection of Children's Rights in Albania, CANGO Albania and OSFA, organized throughout 2007 several debates within the sector and undertook steps toward the revision of this project-law, asking the Albanian parliament and government to include interests groups in such consultations.



Partners-Albania played the role of facilitator for the discussion process within the sector and lobbied with the relevant Ministries and Parliamentary Commissions. PA also mobilized national and international legal experts in the issue. Several meetings were organized with representatives of the sector, members of parliament, Ministry of Finance, and participation of the Chair of Parliament. Initiators of this initiative and other representatives of the sector took part in a session of the Parliamentary Commission for Legal Issues,

where they discussed in depth the project-law and the possibility to amend it. This initiative had wide media coverage, emphasizing the role of the NPO sector in the country development.

To assist Albanian NPO sector in its effort to comply with the legislation in power PA prepared and published a Financial Management Handbook, which will serve as a tool to enhance the financial management of NPOs. PA organized in January 2008 an advanced training with the participation of financial officers of NPOs and some experts in fiscal issues.

Continuing in 2008, PA played an active role to oppose the legal changes and other normative acts on fiscal obligations of NPOs. These initiatives consisted in facilitating the discussions within NPO sector, the communication with government institutions, meetings with international donors, as well as making this issue public through electronic and written media.

NPO Code of Ethics

During 2006-2008, PA initiated a countrywide awareness movement in the civil society sector with the purpose to draft a Code of Ethic for NPOs.

During 2006, Partners–Albania organized several meetings with the NPO sector aiming to increase the awareness on the importance of such document and to contribute on its drafting. 200 representatives of local NPOs participated in the meetings held on this purpose in Vlora, Pogradeci, Gjirokastra, Durrësi, Shkodra, Elbasani and Tirana.

The Code is a self-regulating mechanism, a tool to build stronger and more effective organizations in the civil society sector. A Code of Ethics helps to improve the efficiency of the non-for-profit organizations through creating a model according to which the management practices

can be evaluated and improved. The Code of Ethics ensures transparency and accountability in the functioning of NPOs, on voluntary and self-regulating basis, and aims to improve the quality of services offered by NPOs, helping them to adopt and conduct high standards of ethics, as well as to be more effective in decision-making procedures. It also aims to improve the communication within the NPOs sector and between NPO sector and other actors, as well as to improve the performance of the NPO community through exchange of experience between its members and learning from the best practices of one another.

During 2007-2008, PA continued the discussions within the NPO sector to structure the Code of Ethic and its content. A group of experts with a long experience in the sector, worked on drafting the Code of Ethics based on suggestions given by the NPO representatives all over the country and also in international models of Codes for NPOs. Partners–Albania organized three national workshops with the participation of the most active local NPOs, to discuss the main pillars of the Code, the structure and the draft document. In the last national workshop organized in June 2008 the NPO representatives approved the final document, and also decided on accreditation procedures and membership criteria, as well as further modalities related to the management and facilitation of this process in the future. The accrediting mechanisms include the General Assembly, Monitoring Committee of the Code of Ethics and its Secretary.

The Code of Ethics which has just started its implementation should be considered by everyone as another effort to be taken towards more transparency and professionalism in the non-for-profit sector.

The initiative was supported by OSFA in the framework of Network of Open Society in Albania program.

Contributing to Good Governance at Local and Central Level

During 2006-2008, Partners-Albania worked with local and central government administration in transparency and accountability issues and citizens' participation in decision-making.

Partners-Albania efforts focused in:

- Increasing the capacities of local government to adapt and implement comprehensive plans to cure and prevent corruption;
- Increasing government accountability by making its operations more transparent;
- Strengthening interaction between civil actors and government.

Training and Technical Assistance for Municipal Staff

Partners-Albania assistance programs helped local government to come closer to citizens and improve their service delivery capacities. This was achieved through:

- Tailored assistance for local government officials in identifying community needs, design transparent procedures and effective service delivery.
- Mixed audience trainings on participatory governance and participatory techniques for representatives of local government, civil society, media and business.

Partners-Albania work in this area was supported by USAID through Democracy and Governance in Albania Program (DGA), Open Society Foundation for Albania through NOSA, and Partners Foundation for local Development in the framework of the regional program "Working Together".

Promoting Transparency and Accountability of the Local Government

Albania has one of the highest rates of corruption in Europe. According to Transparency International, over 40% of Albanians surveyed for the "Global Corruption Barometer 2006" had paid a bribe in the past year. The extensive corruption throughout the country has a very damaging effect on the overall country development impeding the process of European Union accession, exacerbating poverty, discouraging investment and economic growth.

The corruption is a problem that should not be addressed only at the national government level, but it is also a direct concern to local government. Corruption distorts the allocation of local resources and the performance of local government. The praxis consequences of corruption at local level in Albania are scarce and inefficient public services, increased social polarization, low investments and decreased economic growth.

To address this problem, Partners Albania is implementing the program "Working together toward more transparent and accountable local government". The goal is to increase local government accountability by making its operations more transparent, thereby reducing the opportunities for corruption to infiltrate. Partners-Albania believes in a direct correlation between reduced corruption and increased efficiency and quality in public services. Partners in this program are six municipalities and two municipal units in Tirana.

The initiative started with publication of a practical guide for curing and preventing corruption at local government level "Restore the Health of Your Organization", which was introduced to the representatives of local government and

other interested parties in Albania in a one-day workshop “Mayors National Workshop”, in November 2007.

The workshop discussed participatory methods as a way to diagnose and prevent corruption at local level and extended an invitation to participating municipalities to become part of the program. Among applications from several municipalities, PA selected to implement its program in the municipalities of Kucova, Rubiku, Korca, Elbasani, Kruja, Durrësi, and Municipal Units 1 and 5 in Tirana.

In the above mentioned municipalities, PA conducted surveys on citizens’ opinion and their level of satisfaction regarding the municipal service delivery. The results of the research were disseminated in all participating municipalities and will continue to be discussed in the upcoming regional and national workshops with participation of local government and civil society actors.

As a second step, PA is assisting municipalities to develop and implement action plans in the framework of anticorruption strategies. The program is using innovative participa-

tory approaches in curing corruption by establishing sustainable networks among civil society, business community and local government, and building monitoring capacities at local level.

The program is financially supported by United States Embassy, British Embassy and the Embassy of the Kingdom of the Netherlands in Albania, and Partners Foundation for Local Development.

Support Transparency at Central Government

For two years, Partners-Albania was the implementing partner of Millennium Challenge Albania Threshold Agreement Project. This program assisted the Albanian government to reform and modernize the tax administration, public procurement, and business registration, and build an integrated system through state-of-the-art business process management and e-government information technology.



Drafting Communication Strategies

PA developed the Communication Strategy of the Public Procurement Agency (PPA) and Public Procurement Advocate Office (PPAv). The goal of the Strategy was to enhance the institutions effectiveness and transparency in communication with internal and external audiences, to develop an internal and external communication plan and identify human and financial resources needed for implementation.

PA also developed a series of communication tools in support of the strategy, which included a newsletter, job description for the public relation officer, suggestions related to website, data analysis and standard formats, outreach information regarding media and economic operators.



Administration of Surveys and Assessments

Partners-Albania conducted during April-May 2008 the “Professional Capacity Assessment of

Large Taxpayers Office (LTO) and Tirana Taxpayers Office (TTO)", targeting 335 officials from these two institutions. The purpose was reorganization of the tax administration along functional lines and identification of the staff training needs related to the new functions. The assessment was conducted by standard questionnaires and face to face individual interviews.

During March-June 2008, Partners-Albania conducted the survey "Monitoring of National Registration Center (NRC) performance on service provision and delivery". The main objective of this survey was to evaluate the performance of NRC with regard to customer services, customer perceptions about NRC, and establishment of a sustainable process at NRC for continuous assessment of customer satisfaction with its services and service delivery.

Overall PA conducted 1,605 interviews in nine service windows including National Registration Center, and eight NRC windows in municipalities of Tirana, Durrësi, Elbasani, Korça, Fieri, Shkodra, Kukësi, Gjirokastra.

The monitoring was based on direct interviews with NRC customers after requesting or receiving a service at the NRC window, as well as discussions in focus groups. The questionnaire used for the interviews provided quantitative data about customers experience with NRC services. Follow up focus groups discussions allowed for an in-depth exchange with NRC customers to provide context to the questionnaire data and explain observed trends, leading thus to well-grounded interpretative conclusions.

Events Organization and Facilitation

Starting from September 2006 Partners-Albania as an implementing partner of Chemonics International Inc. in support of the Albania's Millennium Challenge Account Threshold Country Plan, assisted in strengthening the capacities of Tax Administration, Public Procurement Institutions and National Registration Center. PA also facilitated the organization of a series of trainings and round tables with participation of these institutions, aiming to inform them and other interests groups on Public Procurement Law, Electronic Procurement, Customer Care etc.

Only in 2007 the number of participants in these events was 352 public administration employees and interest groups representatives.

Partners-Albania played a valuable role in facilitating the series of workshops organized from Public Procurement Agency (PPA), aiming to increase awareness of the beneficiaries on the new Public Procurement Law. Around 97 beneficiaries participated in these workshops representing construction companies, Albanian Builders Association, Albanian Chamber of Commerce, American Chamber of Commerce and Business Women Association.

The Ministry of Finance with the assistance of the Project organized a workshop on "Consultation on the New Draft of Tax Procedure Law", with the participation of 48 representatives of Accountants' and Lawyers' Association. Partners-Albania facilitated the organization of the roundtable and coordinated the work with the Project staff.

Parallel to this Partners-Albania organized three training workshops focused on "New Albanian Public Procurement Law and Electronic Procurement", "Adjudication Procedures and New Albanian Public Procurement Law", "Procurement Integrity and Anticorruption", with participation of 72 representatives from the Supreme State Audit, Procurement Advocate's office and Magistrate School.

In addition, four information workshops were organized on Electronic Procurement System, attended by 93 representatives of media, Albanian Chamber of Commerce, American Chamber of Commerce, Professional and Business Women Association and Confindustria.

In December 2007, Partners-Albania in collaboration with MCATA provided three training courses on "Customer Care" for 42 employees of the National Registration Center, General Tax Department and Procurement Advocate's Office.

In April 2008 Partners-Albania organized two round tables with the participation of 46 economic operators, regarding functions of Public Procurement Advocate's Office.

During 2008, sixteen trainings on electronic procurement procedures were organized with the participation of 477 contracting authority officials and representatives of business sec-



tor in Tirana, Durrësi, Korca, Vlora, Shkodra, Fieri e Gjirokastra.

Four Training of Trainers on tax collection, control and appealing, were organized in July - August 2008, with participation of 71 officials from the General Tax Directorate.



Partners-Albania International Work Experience

Increase Capacities of Advocacy Training and Resource Center (ATRC) in Kosovo

During July 2007-January 2008 Partners-Albania assisted ATRC trainer's team in developing new training curricula and skills through a number of TOT sessions.

The training program covered topics on Public Relations and Marketing for NPOs, Project Cycle Management, Communication & Negotiation, Human Resource Management, Participatory Governance, Role of Civil Society in Anticorruption, Cooperative Planning and Participatory Budgeting.

PA assisted ATRC grants department to assess and improve the entire grant management procedures and working methodology with the subgrantees.

Contributing to Good Governance in Middle East

PA delivered two four-days TOT training programs in "Good Governance, Transparency, Accountability and Citizen Mobilization in Political Life", for 28 civil society and local government trainers in Jordan.

The trainings covered issues related to good governance such as accountability, transparency, responsiveness, participation, inclusiveness and anticorruption. The first TOT focused on participatory governance techniques and the second on some tools for citizen mobilizations in political life.

Some key comments from the ATRC staff:

We have highly evaluated the training methodology used by PA trainers as well as the content of each topic delivered. We appreciate the contemporary and practical materials shared by Partners and the participatory methodology applied in trainings...

PA trainers shared their knowledge and expertise, and discussed on each of the module they presented. The consultation sessions were useful, helpful to review and develop the center modules in the future....

Most of the TOT topics were new to ATRC training curricula and we must work hard to apply them in the local context...

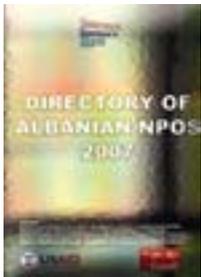
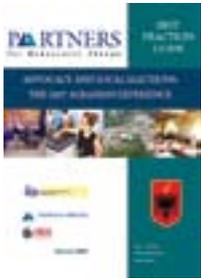
Sessions on TOT Action Plans were of a great help for us as trainers....

The SWOT analysis helped us (ATRC staff) to assess Center capacity and plan a course of action to address weaknesses and threats. Discussions about internal policies and procedures, styles of management and leadership helped our vision regarding internal communication strategies...



Partners-Albania as Resource Center

Publications

Title of publication	Description	Year
 <p data-bbox="300 1010 603 1077">Directory of Albanian NPO-s 2007 - 3rd Edition</p>	<p data-bbox="691 705 1093 920">Provides a comprehensive view of the sector and intends to facilitate communication within the NPO sector, and between the NPO sector and government institutions, donors, businesses and media.</p> <p data-bbox="691 958 1093 1061">The publication is available in English and Albanian and may be accessed on line at PA webpage.</p>	2007
 <p data-bbox="300 1429 550 1599">Best Practices Guide Advocacy in Local Elections: The 2007 Albanian Experience</p>	<p data-bbox="691 1131 1077 1514">This retrospective analysis highlights the innovations and best practices with regard to citizen advocacy and election monitoring efforts in the framework of democracy and governance in albania program. PA worked on grassroots advocacy campaigns to create new opportunities for citizens' participation in decision-making processes.</p> <p data-bbox="691 1547 1077 1615">The publication is available in english and albanian.</p>	2008
 <p data-bbox="300 1980 512 2085">NPO Financial Management - Basic concepts-</p>	<p data-bbox="691 1682 1086 1854">This publication is an introduction to accounting and reporting systems, internal controls, budgeting process, financial analysis and tax affecting the npo-s in albania.</p> <p data-bbox="691 1888 1086 1957">The publication is available in english and albanian.</p>	2008



Restore The Health
Of Your Organization
– Volume 1

Concepts and strategies (a practical guide to curing and preventing corruption in local governments and communities)

2008

The publication is available in albanian.

Restore The Health
Of Your Organization
– Volume 2

Process facilitation tools (a practical guide to curing and preventing corruption in local governments and communities)

2008

The publication is available in albanian.



Training Curricula Development

Partners-Albania offers training to develop skills for different actors of civil society, government and business sector in the following topics:

Cross Sector and NPO Training

- Partners Collaborative Model
- Facilitation of Participatory Processes
- Communication
- Conflict Management
- Negotiation
- Mediation
- Advocacy and Lobbying
- NPO Governance
- Internal Procedures for NPOs
- Office and Time Management
- Leadership and Supervision
- Team-Building
- Strategic Planning
- Fundraising and NPO Self-Financing
- Public Relations and Marketing in NPOs
- Networking and Coalition-Building
- Community Social Change
- Community Needs Assessment
- Project Proposal Writing
- Project Cycle Management
- Monitoring and Evaluation
- Financial Management
- Cooperative Advocacy
- Civil Society Anticorruption Initiatives

Local Government

The autonomy of local government and devolution of power from central to local level is accompanied by many institutional challenges. To assist local government in responding to increased responsibility and to implement the leadership and management role such decentralization entails, Partners-Albania designed a series of training programs.

- Human Resources Management
- Roles of Elected Leaders
- Code of Ethics for Municipal Officials
- Strategic Planning For Local Government
- Financial Transparency and Accountability in Local Government
- Communication and Outreach Skills for Public Officials
- Elements of a Transparent and Accountable Government
- Participatory Governance and Participation Techniques
- Participatory Budgeting
- Curing and Preventing Corruption Approach at Local Government Level

Private Sector

The development of a strong and dynamic private sector in Albania, in these recent years, has shown the necessity of a further qualification for managers and company employees. Partners-Albania has prepared a special training and technical assistance package tailored to the private sector needs.

- Customer Care and Effective Sales
- Communication

Online Sales and Communication
 Conflict Management and Negotiation
 Organizational Change Management
 Team Work
 Leadership, Problem Solving
 and Decision-Making
 Sales and Promotion
 Performance Coaching
 Job Recruitment and Interviewing Process
 Effective Time and Stress Management at Work
 Job Supervision

Women Leadership

Partners–Albania supports the development of women’s leadership role by building skills and networks among women enabling them to more effectively advocate for their own needs while also contributing to the development of the country.

Program:

Communication Skills
 Public Relations, Public Speaking
 and Public Image
 Team-Building, Networking and
 Coalition Building
 Leadership and Management
 Conflict Management, Negotiation and Mediation
 Facilitation
 Advocacy and Lobbying
 Cooperative Planning
 Strategic Planning
 Project Proposal Writing and Project
 Cycle Management
 Financial Management

Youth Leadership

To prepare young professionals from the NPO, local and national government, and business sectors to enable them to fulfill their leadership potential and to better work in collaborative, multidimensional situations social development necessitates, Partners-Albania developed a training package consisting in:

Leadership and Management
 Conflict Management, Negotiation and Mediation
 Effective Communication Skills
 Team-Building, Networking
 and Coalition Building
 Project Proposal Writing and
 Project Cycle Management
 Facilitation

Advocacy
 Public Relations

Training of Trainers

Training of Trainers and Training for Trainers is an important component to ensure a multiplier effect of skills dissemination.

Adult learning principles
 Learning styles
 Learning steps
 How to organize an effective training
 Preparing for a training
 Trainers’ role
 Groups’ diversity
 Group dynamic management
 Training methodology, key techniques
 to be used in training
 Preparing a training agenda and a session plan
 Using effectively the accessory tools
 Training evaluation

Library

Partners-Albania has a rich collection of publications, books, articles, reports, newsletters covering areas of Legislation, Human Rights, Democracy, Women, Local and Central Government, Social and Economical Development, Decision Making, Ethics, Management, Negotiation and Conflict Management, Anti-corruption and Anti-trafficking, Advocacy, Social Change, Problem Solving, Publications on Poverty, Business Sector, NPOs, Environment, Finance, Media and resource books such as Dictionaries, Encyclopedias, Directories; etc.

Publications are available in English and Albanian language.

Internship Program

PA offers internships for national and international students or post graduates seeking skills and experience for a new career. PA internship program provides opportunities for students to gain work experience and learn about work ethic through on-job-training, create networks, gain school credits and for international students to experience cultural diversity.

PA welcomed during 2008 two Albanian interns and two interns from Hong Kong.

Supporters and Collaborators

We are thankful to all our supporters and collaborators who believed in Partners capacity and professionalism by contributing to our joint efforts.

Their support has been vital to Partners–Albania success in strengthening local capacities and contributing to the democratization of public life in Albania.

PA developed into a professional local organization in the area of institutional capacity building, resource and information management, process design and facilitation, and implementation of multi-stakeholders collaborative models.

In these two years, Partners–Albania main supporters have been USAID through Democracy and Governance in Albania Program, Millennium Challenge Account Threshold Program for Albania, OSFA through the Network of Open Society in Albania (NOSA), US Embassy, British Embassy and Royal Netherlands Embassy in Tirana.

Partners–Albania also cooperated with other donors, national and international organizations such as Olof Palme Center, World Bank, United Nations Development Program (UNDP), Kvinna Till Kvinna, Partners Foundation for Local Development (FPLD), World Learning, IREX Kosovo.

Annexes

Annex 1. Financial Statements

	1 october 2006	30 september 2007
USAID Grant Fund	493,550	505,980
Other Grants	137,229	177,825
Income from Services	88	-
Other Income	4,450	8,953
Bank Interest received	6,927	3,471
Income from exchange	-	16,479
Total Income	642,244	712,708
Grants	71,970	280,708
Training, workshops	35,094	92,941
Salaries	90,497	137,094
Social Insurances	27,997	21,536
Tax	-	8,778
Equipment	-	2,475
Rent	800	-
Telecommunication	8,885	9,164
Travel	33,056	21,507
Office Supplies	3,685	4,740
Bank Fee	-	820
Others	-	5,463
Total Expenses	271,984.5	585,226.2
Balance of Funds	370,260	127,482
Opening Balance	384,407	226,878
Closing Balance	779,363	354,361

Annex 1. Financial Statements

	1 october 2007	30 september 2008
USAID Grant Fund	505,980	142,050
Grants, contracts	177,825	379,902
Other Income	8,953	8,763
Bank Interest received	3,471	1,206
Income from exchange	16,479	2,349
Total Income	712,708	534,270
Grants	280,708	38,682
Office	-	232,231
Training, workshops	92,941	106,853
Salaries	137,094	129,182
Social Insurances	21,536	22,303
Tax	8,778	16,904
Equipment	2,475	18,399
Utilities	-	2,552
Telecommunication	9,164	10,087
Travel	21,507	17,177
Office Supplies and consumables	4,740	6,192
Bank Fee	820	1,227
Others	5,463	6,547
Total Expenses	585,226.2	608,336
Balance of Funds	127,482	-74,066
Opening Balance	226,878	354,361
Closing Balance	354,361	280,295

Annex 2. Partners-Albania Grants Sources and Uses of Funds

GRANTS

January – December 2007	Olof Palme	Improving NPOs Sustainability	26,308 Euro
January – February 2007	CIDA	Publication of 3rd Edition of Albanian NPO Directory	2,000 CAD
February - December 2007	Open Society Foundation for Albania	Trainings on Participatory Governance and Participatory Techniques	58,271 USD
January - September 2007	Partners Foundation for Local Development (FPLD)	Increasing the Commitment of the Leadership to Cure and Prevent Corruption at Local Level	5,000 USD
October – November 2007	Partners Foundation for Local Development (FPLD)	Needs Assessment and Conduction of Training at Saranda Municipality on "Project Proposal Writing & Management	3,800 USD
January – September 2008	Partners Foundation for Local Development (FPLD)	Dissemination and Implementation of the Curing and Preventing Corruption Approach at the Local Government Level in Albania	5,983 USD
June-December 2008	US Embassy Tirana	Toward a More Transparent and Accountable Local Government in Albania	18,900 \$
April 2008 - March 2009	British Embassy Tirana	Working Together Toward a More Transparent and Accountable Local Government	49,000 GBP
September 2008- March 2009	Embassy of the Kingdom of the Netherlands Tirana	Working Together Toward a More Transparent and Accountable Local Government	2,783,430 Leke
February - December 2008	Open Society Foundation for Albania	Training on "NPO Internal Procedures" and "Community Mobilization in Electoral Processes"	66,609 USD

Other Cooperating institutions

January 2007	Me, the Woman	Improving Internal Procedures of the association "Me, the Woman"
February 2007	Rromani Baxt Albania	Organizational Capacity Building
February -March 2007	World Learning	Coaching for Sustainability Consultancy
April -June 2007	World Bank	Training for Youth Voice Group of Albania
April 2007	Association of Woman with Social Problems	Training on Communication Skills
July 2007	World Vision Albania	Training and Module Preparation
May – November 2007	UNDP	Progressive report on the implementation of Roma Strategy in Albania
July 2007 - February 2008	IREX	Trainings for ATRC

Other Cooperating institutions

January 2008	Partners Jordan	Trainings on Good Governance: Fighting Corruption; Increase Citizen Participation in making
February 2008	Partners Jordan	Trainings on Good Governance: Citizen Participation in Political Life;
April - June 2008	Kvina Till Kvina	Training and Coaching for Sustainability
December 2007	Chemonics International Inc. Millennium Challenge Albania Threshold Agreement Project	Training on Customer Care for NRC, Procurement Advocate and Tax Department Staff
February – July 2008	Chemonics International Inc. Millennium Challenge Albania Threshold Agreement Project	Monitoring of National Registration Center Performance on Service Provision and Delivery
March - May 2008	Chemonics International Inc. Millennium Challenge Albania Threshold Agreement Project	Large Tax Office & Tirana Tax Office Professional Capacity Assessment
February - April 2008	Chemonics International Inc. Millennium Challenge Albania Threshold Agreement Project	Organizing a training program and two round tables
April - July 2008	Chemonics International Inc. Millennium Challenge Albania Threshold Agreement Project	Organization of information workshops on E-Procurement
June 2008	Chemonics International Inc. Millennium Challenge Albania Threshold Agreement Project	TOT for General Tax Department

Annex 3. Small Grants Beneficiaries

FOURTH ROUND OF GRANTS

Winning NPO	Project Title	Budget
Society for Democratic Culture	Monitoring of the Local Elections 17 February 2007	24,730 usd
Society for Democratic Culture, Elbasan	Monitoring of the Local Elections 17 February 2007	10,780 usd
Albanian Institute for Election System Development	Monitoring of the Local Elections 17 February 2007	21,101 usd
Women for Global Action	Monitoring of the Local Elections 17 February 2007	19,551 usd
KRIK Albania	Monitoring of the Local Elections 17 February 2007	21,672 usd
Women and Children Kombinati Center	Monitoring of the Local Elections 17 February 2007	19,286 usd
Mjaft Movement	Monitoring of the Local Elections 17 February 2007	17,738 usd
Youth Council	Monitoring of the Local Elections 17 February 2007	16,686 usd
Albanian Coalition Against Corruption (ACAC)	Monitoring of the Local Elections 17 February 2007	4,457 usd
ECA	Monitoring of the Local Elections 17 February 2007	1,754 usd
Society for Democratic Culture	Monitoring of Partial Parliamentary Election for Zone 26	1,760 usd
Albanian Coalition against Corruption	ACAC Contributes to Good Governance in Albania	9,081 usd
Institute for Development and Research Alternatives	Media Monitoring for the Local Elections 2007	23,205 usd
Society for Democratic Culture	Domestic Monitoring in Twenty Re-runs Administrative Local Units in the Framework of the Local Government Elections 2007	4,685 usd

FIFTH ROUND OF GRANTS

Winning NPO	Project Title	Budget
Albanian Coalition Against Corruption	ACAC Contributes to Good Governance in Albania	11,052 USD
Association for Women with Social Problems	Establishment of Women's Office in Durres' Municipality	4,985 USD
Foundation "Development and Monitoring of the Infrastructure, Environment and Civil Society	Citizens and Civil Society Organizations participation in policy making - new forms of Good Governance for local development in Albania	4,955 USD
Intellectual Women of Pogradec	Monitoring the Performance of the Municipality Staff	4,775 USD
Me Women	Our Opinion about the Municipality Investment	4,508 USD
Vlora Youth Center	Youth Participation in Local Decision Making	4,120 USD
Fier Youth Center "Epoka e re"	Youth Participation in Local Decision Making	4,120 USD
Regional Development Agency of Korça	Encouraging Public-Private Dialogue as a Tool to Fight Corruption and improve Business Environment	4,946 USD
Regional Forum of NPO in Kruja	Where we are with the Fulfillment of Pledges during the Election Campaign	4,380 USD
Change	A Citizen Report for Citizens of Vlora	2,050 USD
Think for Us	Together for Good Governance	3,215 USD
In Family for Family	For a Green City	4,705 USD
Independent Forum of Women – Burrel Branch	Good Governance with Citizen Participation	4,115 USD
The Association for the Protection of Market Traders	The improvement of effectiveness of civil society organization in performing their watchdog and monitoring role	4,987 USD
Society for Democratic Culture	Monitoring of Partial Parliamentary Election for Zone 31	2,260 USD