PARTNERS ALBANIA
CENTER FOR CHANGE AND CONFLICT MANAGEMENT

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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

- **Juliana Hoxha**, Director
- **Raimonda Duka**, Senior Program Manager
- **Jonida Alite**, Trainer / Program Manager
- **Arjola Agolli**, Trainer / Program Manager
- **Klotilda Tavani**, Trainer / Program Manager
- **Arla Gruda**, Trainer / Program Manager
- **Shpresa Arbi**, Trainer / Program Manager
- **Klodiana Dervishi**, Finance Officer
- **Elona Kapexhiu**, Senior Management Assistant
- **Elona Dini**, Program Assistant
- **Arben Musaka**, Driver

PA Board Members

- **Elvana Zhezha**, Board Chair
  - Chief of Cabinet, Albanian Minister of Foreign Affairs.
- **Elvis Toçi**, Vice Chair;
  - Representative of Carrier for Albania.
- **Klodiana Kapo**, Secretary
  - Journalist, Top Channel
- **Anduela Arbana**, Member
  - Specialist, Institute of Culture Monuments
- **Arten Zikaj**, Member
  - Vice director, Kosovo Enterprise Fund
- **Mirjeta Emini**, Member
  - Tax Consultant, Boga & Associates
- **Pranvera Behushi**, Member
  - 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, Gjirokastër 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 Kuksi, 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.
- 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 assess 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.
- 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, Librazhd, 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.
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.


• 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

<table>
<thead>
<tr>
<th>Shkodra</th>
<th>A coalition of youth organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Durrësi</td>
<td>A coalition of a women organization, a youth organization and representatives of women political organizations</td>
</tr>
<tr>
<td>Fieri</td>
<td>A coalition of youth organizations</td>
</tr>
<tr>
<td>Vlora</td>
<td>A coalition of youth and other organizations</td>
</tr>
<tr>
<td>Gjirokastra</td>
<td>Representatives from various NPOs with focus on cultural preservation, tourism and media</td>
</tr>
<tr>
<td>Pogradeci</td>
<td>A coalition of anti-corruption, environmental, women, educational, children and media NPOs</td>
</tr>
<tr>
<td>Korça</td>
<td>A coalition of business people and business NPOs</td>
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‘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 Ethics 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 form the best practices of one another.

During 2007-2008, PA continued the discussions within the NPO sector to structure the Code of Ethics 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 participatory 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, and 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-
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 polices and procedures, styles of management and leadership helped our vision regarding internal communication strategies...
# Publications

<table>
<thead>
<tr>
<th>Title of publication</th>
<th>Description</th>
<th>Year</th>
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<tbody>
<tr>
<td><strong>Directory of Albanian NPO-s 2007 - 3rd Edition</strong></td>
<td>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. The publication is available in English and Albanian and may be accessed on line at PA webpage.</td>
<td>2007</td>
</tr>
<tr>
<td><strong>Best Practices Guide Advocacy In Local Elections: The 2007 Albanian Experience</strong></td>
<td>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 grassroot advocacy campaigns to create new opportunities for citizens’ participation in decision-making processes. The publication is available in English and Albanian.</td>
<td>2008</td>
</tr>
<tr>
<td><strong>NPO Financial Management - Basic Concepts</strong></td>
<td>This publication is an introduction to accounting and reporting systems, internal controls, budgeting process, financial analysis and tax affecting the npo-s in Albania. The publication is available in English and Albanian.</td>
<td>2008</td>
</tr>
</tbody>
</table>
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.
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

<table>
<thead>
<tr>
<th></th>
<th>1 October 2006</th>
<th>30 September 2007</th>
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<tbody>
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Annex 1. Financial Statements

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<thead>
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<th></th>
<th>1 October 2007</th>
<th>30 September 2008</th>
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<tr>
<td>USAID Grant Fund</td>
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<td>Grants, contracts</td>
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<td>Office Supplies and consumables</td>
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<td>Bank Fee</td>
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<td>Others</td>
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<td><strong>280,295</strong></td>
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## GRANTS

<table>
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<tr>
<th>Period</th>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>January – December 2007</td>
<td>Olaf Palme</td>
<td>Improving NPOs Sustainability</td>
<td>26,308 Euro</td>
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<td>January – February 2007</td>
<td>CIDA</td>
<td>Publication of 3rd Edition of Albanian NPO Directory</td>
<td>2,000 CAD</td>
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<tr>
<td>February - December 2007</td>
<td>Open Society Foundation for Albania</td>
<td>Trainings on Participatory Governance and Participatory Techniques</td>
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<tr>
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<td>Partners Foundation for Local Development (FPLD)</td>
<td>Increasing the Commitment of the Leadership to Cure and Prevent Corruption at Local Level</td>
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<td>October – November 2007</td>
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<td>January – September 2008</td>
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<td>Dissemination and Implementation of the Curing and Preventing Corruption Approach at the Local Government Level in Albania</td>
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<td>June-December 2008</td>
<td>US Embassy Tirana</td>
<td>Toward a More Transparent and Accountable Local Government in Albania</td>
<td>18,900 $</td>
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<td>April 2008 - March 2009</td>
<td>British Embassy Tirana</td>
<td>Working Together Toward a More Transparent and Accountable Local Government</td>
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<td>Open Society Foundation for Albania</td>
<td>Training on “NPO Internal Procedures” and “Community Mobilization in Electoral Processes”</td>
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### Other Cooperating institutions

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<tr>
<th>Period</th>
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<tr>
<td>January 2007</td>
<td>Me, the Woman</td>
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<td>February 2007</td>
<td>Romani Baxt Albania</td>
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<td>February - March 2007</td>
<td>World Learning</td>
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<td>April - June 2007</td>
<td>World Bank</td>
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<td>April 2007</td>
<td>Association of Woman with Social Problems</td>
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<td>July 2007</td>
<td>UNDP</td>
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<td>May – November 2007</td>
<td>IREX</td>
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<td>July 2007 - February 2008</td>
<td>UndP</td>
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<td></td>
<td>Organizational Capacity Building</td>
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<td>Coaching for Sustainability Consultancy</td>
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<td></td>
<td>Training for Youth Voice Group of Albania</td>
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<td></td>
<td>Training on Communication Skills</td>
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<td></td>
<td>Training and Module Preparation</td>
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<td></td>
<td>Progressive report on the implementation of Roma Strategy in Albania</td>
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<td></td>
<td>Trainings for ATRC</td>
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<td>Date</td>
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<td>January 2008</td>
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<td>February 2008</td>
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<td>April - June 2008</td>
<td>Kvina Till Kvina</td>
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<td>December 2007</td>
<td>Chemonics International Inc. Millennium Challenge Albania Threshold Agreement Project</td>
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<td>March - May 2008</td>
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## Annex 3. Small Grants Beneficiaries

### FOURTH ROUND OF GRANTS

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<tr>
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<th>Budget</th>
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<td>Women for Global Action</td>
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<td>KRIK Albania</td>
<td>Monitoring of the Local Elections 17 February 2007</td>
<td>21,672 USD</td>
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<tr>
<td>Women and Children Kombinati Center</td>
<td>Monitoring of the Local Elections 17 February 2007</td>
<td>19,286 USD</td>
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<td>Mjaft Movement</td>
<td>Monitoring of the Local Elections 17 February 2007</td>
<td>17,738 USD</td>
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<td>Youth Council</td>
<td>Monitoring of the Local Elections 17 February 2007</td>
<td>16,686 USD</td>
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<tr>
<td>Albanian Coalition Against Corruption (ACAC)</td>
<td>Monitoring of the Local Elections 17 February 2007</td>
<td>4,457 USD</td>
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<tr>
<td>ECA</td>
<td>Monitoring of the Local Elections 17 February 2007</td>
<td>1,754 USD</td>
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<tr>
<td>Society for Democratic Culture</td>
<td>Monitoring of Partial Parliamentary Election for Zone 26</td>
<td>1,760 USD</td>
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<tr>
<td>Albanian Coalition against Corruption</td>
<td>ACAC Contributes to Good Governance in Albania</td>
<td>9,081 USD</td>
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<tr>
<td>Institute for Development and Research Alternatives</td>
<td>Media Monitoring for the Local Elections 2007</td>
<td>23,205 USD</td>
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<tr>
<td>Society for Democratic Culture</td>
<td>Domestic Monitoring in Twenty Re-runs Administrative Local Units in the Framework of the Local Government Elections 2007</td>
<td>4,685 USD</td>
</tr>
</tbody>
</table>
### FIFTH ROUND OF GRANTS

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