



PARTNERS - ALBANIA, CENTER FOR
CHANGE AND CONFLICT MANAGEMENT

September September
2004 - 2006
Activity Report

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INTRODUCTION

Partners - Albania, Center for Change and Conflict Management is presenting a series of accomplishments and successes in its second publication of the activity report. This is due to the accomplishments of the Center in its first 3-year activity period, to the commitment of its consolidated and competent staff, to the successful relations with its partners all over the sectors cooperating with the Center, in the country and abroad.

The year 2006, marked the 5-th anniversary of Partners - Albania, Center for Change & Conflict Management, which is currently coming up as a consolidated information resource, training & technical assistance center for the non governmental sector, public sector and wider. In this context, during the year 2006, Partners – Albania started the implementation of a series of long term projects.

With the support of the United States Agency for International Development, in the first three years of its activity performance (2001-2004), the effort of the Center to build a democratic culture was oriented towards further development and strengthening institutions through trainings and technical assistance, promotion and facilitation of participatory processes for policy design, building consensus, conflict management and development of curricula.

During October 2004-September 2006 and beyond, Partners Albania, as part of the consortium composed by National Democratic Institute for International Affairs (NDI), Partners for Democratic Change / Partners – Albania and International Board for Research and Exchange (IREX), with the support of USAID, is implementing the Democracy and Governance in Albania Program (DGA). The goal of DGA program is to promote good governance, participation of citizens in the political processes and in the fight against corruption.

In the framework of this program, Partners - Albania works for the development of the civil society through a diverse program of training, technical assistance and small grants. Partners - Albania assists in building of NPO-s and interest groups capacities for a more effective participation in good governance through engagement in the election processes and undertake of anticorruption initiatives.

Since January 2006, for the three up-coming years, Partners – Albania along with seven other NPO-s, is a member of the Network of Open Society for Albania (NOSA) that operates as a virtual NPO network and aims to influence policies in the areas of Good Governance, Civil Society and European Integration.

Partners - Albania role in the network is to contribute in the further development of the Albanian civil society sector and strengthening of its institutional capacities. The assistance of Partners - Albania in the framework of this program is the provision of training and consultancy to local NPOs, as well as facilitation of processes that contribute to the further development of the sector, including improvement of NPO legal framework and drafting of a Code of Ethics for the sector.

INTRODUCTION

Starting from September 2006, Partners - Albania is implementing partner of the Chemonics International in the Public Administration Reform Program, in support of the Albania's Millennium Challenge Account Threshold Country Plan (MCCPAR).

This ambitious two-years long program aims to reduce the corruption practices and to improve the investment situations through assistance in three areas: Tax Administration, Public Procurement and Business Registration. Based on its experience and expertise, Partners - Albania will cover in this program the component of public education and information.

Since its creation, Partners - Albania has become a member of Partners for Democratic Change International. This network consists of centers in 15 various countries of the world (Albania, Argentina, Bulgaria, Czech Republic, Georgia, Hungary, Jordan, Kosovo, Lithuania, Mexico, Peru, Poland, Romania, Slovakia and USA), which work to further advance good governance, civil society and promote the culture of change and conflict management world-wide.

It is since January 2006, that Partners for Democratic Change International registered in Brussels as an official network, and started functioning with an operational office since July 2006.

Partners - Albania staff continues to further increase its capacities and improve its expertise through involvement in a series of specialized Training for Trainers programs offered by affiliated members of the Network of Partners for Democratic Change International, as well as other partner organisations in international level. In this framework, staff capacities of Partners - Albania with regard to new programmatic areas have been further strengthened.

Due to the accumulated expertise and the reputation of the centre in years, in the last two years of its activity, Partners - Albania has been selected by many organisations, national and international institutions to offer training to their staff or different groups of interest.

Thus, in addition to training and assistance offered in the framework of the above-mentioned programs (DGA, NOSA), in the period 2005-2006, Partners - Albania has managed 23 service contracts in and out of the country.

In the international level, program beneficiaries have been representatives of non-for-profit sector in the Balkans (Kosovo, Montenegro and Macedonia), in former Soviet-Union Republics (Tajikistan) and Middle East countries such as Iraq and Jordan.

PARTNERS - ALBANIA STAFF

Juliana Hoxha, Director



Juliana Hoxha, is an expert trainer and consultant with over thirteen years experience in national and international NGO sector development. She has managed three programs funded through cooperative agreements by USAID and grant programs for the NGO sector in Albania.

She has a rich experience in program design and management, program evaluation, assessment design and administration, extensive experience in grants program design and management, especially umbrella grants for local organizations.

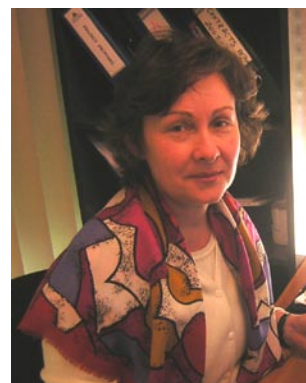
Juli has designed and implemented several policy advocacy campaigns and assisted in the designing of the first NGO law in Albania and the Albanian Constitution through a participatory process. She was the recipient of the ORT International Award of Achievement for the Contribution to the Advancement of Civil Society in Albania in December of 2000.

Juli in the capacity of Center Director, started up Partners – Albania in June 2001.

Rajmonda Duka, Senior Program Manager

Raimonda Duka is graduated in Economy at Economy Faculty in Tirana University and she is a PhD in Economy. She has a long experience in teaching and since 1999 she holds Associated Professor title.

Rajmonda has an extensive engagement with the civil society in Albania. During 2000-2006 she has been working with the Open Society Foundation for Albania as Program Coordinator and managed Civil Society Program and Public Administration and Local Government Program.



Actually she works at Partners - Albania as Program Manager and gives her contribution in different expertise fields like: civil society, local government and decentralization problems, project management and evaluation, development and coordination of training programs for civil society sector, central and local government.

Jonida Alite, Trainer/Program Manager



Jonida Alite joined the Partners-Albania staff in 2001, in the position of Trainer / Program manager. Mrs. Alite played a valuable role in the Center set-up and establishment, in the development of the training curricula for different sectors such as: civil society, local government, youth and woman sectors, and others. Thanks to her great exposure in national and international trainings some of the main topics she has managed successfully

include: Organizational Development, Conflict Management, Negotiation and Mediation, Leadership and Supervision, Bringing Social Change in Communities, Team Building, Networking and Coalition Building, Advocacy and Lobbying, Cooperative Planning, Participatory Governance etc.

Thanks to her broad experience in trainings and technical assistance Mrs. Alite has been contracted as consultant and trainer from different organizations in national and international level.

Jonida has published several articles in gender issues and disables people rights.

Ariola Agolli, Trainer/Program Manager

Ariola Agolli has a rich experience in program management, training and technical assistance for the NPO sector and different civil society groups in particular youth, thanks to her experience of work in the NPOs sector and to her engagement in national and international level.

Seven-year experience in civil society sector has enabled her to develop good skills in organizational management, communication and public relation, program design, program management and evaluation, training and consultancy.



Ariola has a good knowledge of the activity and role of the civil society sector and of the local government in Albania but in particular she has an extensive knowledge and understanding of Albanian youth concerns and capacity building issues. She has been part of the experts group that drafted the National Youth Strategy.

Besides her experience in training and program management, Ariola brings as well experience in psychological counseling and design of new programs of psychological support for youth and children.



Klotilda Tavani, Trainer/Program Manager

Klotilda Tavani has been graduated in the Social Work Department of Faculty of Social Sciences, Tirana University in 2002. Currently she is working on her thesis to accomplish her postgraduate studies in Social Work.

During 2001-2006 Mrs. Tavani has earned an important experience in designing and delivering a reach training curricula, mainly on youth issues, gender issues and civil society development in Albania, due to a great exposure to best training methodologies at international level. Some of the main training topics of her training curricula are: Gender Issues; Networking and Coalition Building, Conflict Management; Advocacy and Lobbying; Cooperative Planning; Participatory Governance; etc.

During her professional experience, she has shown and developed very good planning, managing, organizing and collaboration skills.

Shpresa Arbi, Trainer/Program Manager

Shpresa Arbi is an expert of providing professional training courses and offering consultancies in the area of business planning, marketing, strategic planning and feasibility study related to the business and NPO sector.

She manages strong abilities to coordinate different activities and possesses sufficient flexibility to respond quickly to the changes in market place and adequate ability to provide new ideas. She is strong in networking with other business-minded people and share excellent ideas. She has very good experience in bringing together a group of people and coaches discussion by an open door policy.

She managed several technical assistance and training programs for business sector in Albania in compliance with European standards; facilitate credit procedures and manage a guaranty fund; design and initiated different awareness campaigns to promote the best quality standard products; contributed in founding and developing of both LEAA and ADAMA national dairy and meat associations; as well as prepared several technical and specific publications related topics.

She dominates in delivering training and providing technical assistance, she handles to manage different programs, prepare written reports and newsletters about the provided projects.





Elona Muça, Small Grants Manager

Elona Muça has almost seven years experience including program management and development in NPOs sector as well as consultancy skills related monitoring and evaluation of projects and recommendations for program performance. As a result, of the experiences and educational background, she has developed the knowledge necessary to conceptualize and implement high-profile projects. Proficiencies include project planning, budget preparation and monitoring, program reporting on narrative and financial aspect, as well as designing, developing, reviewing and modifying program. Well versed in Logical Framework (LFA), Result Base Management (RBM). She has managed two grants programs funded by USAID for the NGO sector in Albania for the period 2001 through 2006.

She has also experience in delivering training on various issues including Financial Management, Project Management, Internal Procedure organizational development for NPOsector and designing of cooperative advocacy process. She has also worked for ten Municipalities on increasing the capacity of public officials through training on financial accountability.

Liliana Dango, Finance Officer

Liliana Dango is the Finance Officer of Partners Albania. She has been working with Partners-Albania since 2001 and has extensive experience in preparation of financial statements, budgets and financial reports and in setting up of financial management systems. In her role as Finance Officer Liliana oversees auditing for subgrants and provides subgrantees with training and technical assistance in financial management systems and reporting.



She has trained and assisted over 400 local organizations in Albania on financial management system management in accord with international standards of management. Part of her working experience during these years has been as well the assistance for local government officials in 10 Albanian Municipality for increasing financial accountability.

Liliana has participated in various advanced training courses in financial management, planning, and accounting in national and international level. She is experienced in using of contemporary accounting programs as ACCPAC, GMS, ALPH etc.

PARTNERS - ALBANIA STAFF



Elona Kapexhiu, Senior Management Assistant

Elona Kapexhiu has over thirteen years experience working with international and Albanian non-governmental organisations in Albania. During these years she has managed several duties and responsibilities with a strong emphasis on office management, assistance in management of grants, financial transactions and record keeping, office cash flow management and analysis, events coordination and planning, training, preparation of reports required by donor agencies, preparation and design of PR materials, management of databases and information elaboration, website management, translation etc.

Elona joined Partners-Albania since its early beginning in 2001.

Elona Dini, Staff Assistant

Elona Dini has been graduated in 2005 at Social Sciences Faculty in the University of Tirana, Social Work Department. Actually she is following the Program Master “Gender and Development” in Social Sciences Faculty.

Since 2003, Elona assists different aspects of office administration and assures support for all staff of Partners Albania. She is responsible for managing all in and out communication of the office, data entering and professional staff support working in team and independently. Elona is also manager of the recourse center of the organization and database, which she updates everyday with information from NPOs sector and further.



Arben Musaka, Driver

Arben Musaka has a fifteen years experience working with local and international NGOs in Albania such as OSFA, ORT, Care International, CIDA and since five years he is working with Partners-Albania.

He manages several operational and logistic tasks for the organization.

ACTIVITY AREAS OF PARTNERS - ALBANIA

I. STRENGTHENING AND SUPPORT FOR THE NPO SECTOR

Partners – Albania supports the NPO Sector to promote a more transparent and accountable governance through provision of training and technical assistance in:

- Facilitation and development of cooperation processes in addressing priority issues;
- Design of advocacy and lobbying public campaigns;
- Promotion of communication and negotiation skills as other conflict management mechanisms;
- Design of promotional campaigns and strengthening of relationship with mass media;
- Creation of effective networks and coalitions;
- Design and implementation of anticorruption campaigns;
- Promote to local government and NPOs the use of participatory governance techniques;
- Promote citizens to become part of decision- making processes

II. INCREASE LOCAL GOVERNMENT CAPACITIES AND CITIZEN PARTICIPATION IN DECISION-MAKING

In the context of decentralization reforms, the local government is continuously facing an increased responsibility and accountability towards citizens. The successful implementation of these reforms represents a great challenge requiring further improvement of management knowledge & skills by local government administration.

Partners – Albania supports local government officials to improve their leadership & management skills, and to increase citizen participation in local decision-making.

Partners – Albania, through its programs, promotes the cooperation of all sectors such as civil society, local government and private sector, in addressing concrete issues.

Through training and assistance programs, Partners – Albania promotes the creation of cooperation bridges between local and/or central governance levels and other sectors.

Partners - Albania facilitates cooperative planning processes and successful application of participatory governance techniques.

III. STRENGTHENING OF YOUTH LEADERSHIP AND INVOLVEMENT OF YOUTH IN YOUTH POLICY DESIGN

Youth occupies an important place in the programs of Partners - Albania.

In the context of strengthening of youth leadership, Partners – Albania has designed and implemented a training “package” to advance the potential of young professionals, representatives of youth NPOs, local and central government, business, media and other sectors.

In addition to that, Partners – Albania, as part of youth programs, has supported grassroots initiatives of the program participants addressing youth issues in different communities in Albania.

Partners – Albania facilitated the process of National Youth Strategy and Youth Action Plan 2006-2011 Design, through insuring a wide participation of youth and youth organizations throughout the country.

IV. INTERNATIONAL TRAINING AND TECHNICAL ASSISTANCE PROGRAMS

The experience accumulated in the Center throughout the years enabled Partners-Albania to offer a series of training and technical assistance programs to various sectors in the Balkans, in former Soviet Union Republics and Middle East countries.

V. BUSINESS ON THE FOCUS OF PARTNERS-ALBANIA

Based on private sector needs for improvement of their staff capacities to offer qualitative services to their clients, Partners – Albania aims to intervene in the private sector through offering a special training and technical assistance package.

I. STRENGTHENING AND SUPPORT FOR NPO SECTOR

In the period 2004-2006, the Albanian NPOs Sector has made an obvious progress regarding its capacity development and sustainability. Evidence of such progress is reflected even in the Civil Society Development Index (Freedom House Country Report 2006) according to which the sector development index has increased by 0.50, emphasizing that “Civil society organizations have enhanced their effectiveness through a better cooperation with each-other and the government institutions”.

However, intervening through diverse programs and support with the goal of further strengthening the sector, is still considered indispensable.

Partners-Albania as partner in implementation of “Democracy and Governance in Albania” Program, in order to address the many needs of the sector, is working on building and developing the non-for-profit organizations capacities through a diverse training program, technical assistance and small grants.

The strategy of intervention used by Partners-Albania in offering assistance to this sector aims enabling NPO-s to effectively participate in the areas of good governance, democratic processes such as election processes, lobbying and advocacy campaigns, monitoring of government platforms and involvement in the anticorruption initiatives.

In the meantime, as a member of the Network of Open Society for Albania (NOSA), Partners-Albania strategy is mainly focused in strengthening sector capacities in lobbying and advocacy, participatory governance and collaborative processes Government-NPO-Community, as well as in trainings and technical assistance for development of financial systems. A very important part of this program are also the initiatives related to the design of Code of Ethics for the non-for-profit sector, improvement of the NPOs legal framework as well as revision of other laws which regulate the relationship between state and the sector, especially regarding the fiscal policies and financial reporting of NPOs.

In its operational activities during the two year period 2004-2006 with NPOs sector, Partners-Albania is mainly focused in:

I.A. Albanian NPOs Advocacy Capacities Assessment, 2004

I.B. Design and implementation of the Training and Technical Assistance Program

I.C. Improvement of NPO Legal Framework

I.D. Implementation of a Small Grants Program

I. A. Albanian NPOs Advocacy Capacities Assessment, 2004

In this two-years period, Partners-Albania developed a new program of assistance and support for strengthening the capacities of the civil society sector with main focus on good governance, participation in the democratic processes, in the advocacy and lobbying campaigns and in the monitoring of the government platforms and anticorruption initiatives.

Aiming the design of an intervention strategy for the non-for-profit sector toward the further strengthening of its capacities and a real address of the local NPOs needs, Partners-Albania administrated during September - December 2004, an assessment with the participation of a sample of 131 local organizations that operate in different areas such as: democracy, social/health services, education/culture, women, youth, environment and business.

The assessment aimed to evaluate the institutional capacities of NPOs in advocacy focusing various components such as: organizational and financial capacities of NPOs to support issues of common interest in the social, political and economical environment where they operate, governmental institutions attitude and support towards NPOs sector and NPOs access to media.

Findings of the assessment show that civil society in Albania is having time and again a bigger role in the important processes of the development of democracy in the country, including also the election process and anticorruption campaigns, but the mass and the geographical distribution of this commitment is still in low levels. Although the development of NPOs in the last years, still, especially NPOs outside Tirana lack the necessary organizational capacities in financial, human resources and infrastructure aspects, to undertake and implement successful advocacy campaigns.

Related to the financial sustainability, the main financial resource of Albanian NPOs is still the foreign donators. This happens because the NPO sector still lacks skills in designing strategic plans that would insure sector's sustainability and independence.

The experience by working in coalitions shows a low level of the collaboration initiatives between the NPOs, which reflects the low number of networks and coalitions created and the initiatives undertaken by them in lobbying for different issues. This shows the need of NPOs to create effective coalitions within the sector, for more successful advocacy campaigns.

What still remains to be problematic to NPOs is the weak image of the sector in the public, in the donor community and government structures, which emphasize the necessity of drafting a NPO Code of Ethics. Its application will affect the improvement of the image of civil society sector, not only to the public but also to other sectors such as government and business.

PARTNERS - ALBANIA PROGRAMS

The information collected through out the administration of the assessment served as a database for the second edition of “Albanian NPOs Directory” published in 2005. This edition contains enriched and reviewed information for about 350 Albanian NPOs, representing all sectors and geographical areas.

I. B. Training and Technical Assistance Program 2004-2006

Training remains a continuous need of Albanian NPOs aiming to increase staff capacities and organization development, especially in advocacy and lobbying, since the knowledge and experience of the sector in this area are still in low levels. Based on identified needs, Partners-Albania designed the NPO Training and Technical Assistance Program which includes the following modules:

- *Organization Development and Financial Transparency*
- *Advocacy and Lobbying*
- *Effective Networking and Coalition Building*
- *Participatory Governance and Cooperative Planning*
- *The Role of Civil Society in Anticorruption initiative*
- *Conflict Management, Negotiation and Mediation*



In the last two years Partners-Albania has designed and offered a complete package of training programs to various NPOs according to the above mentioned modules. The training programs are designed as interactive courses including practical exercises, case studies, printed materials, reference information and role-plays. They are tailored according to individuals and organizations needs and requests.

Partners-Albania uses a contemporary methodology for impact measurement of its trainings and technical assistance programs offered to the sector.

On this purpose, Partners-Albania has designed an outcome monitoring system to measure the effectiveness of the training program. Before each training program, participants are tested to determine the level of their knowledge and skills. Three to four months after the training, a sample of participants are contacted for an individual interview to learn how they have applied the new skills and knowledge gained during the training. This is done through a detailed questionnaire as well as direct interviews with beneficiaries.

In addition to impact assessment through testing and interviewing, Partners-Albania has developed a new qualitative assessment methodology referred to as “Most Significant Change”. According to this method, each organization participating in the programs of Partners-Albania, describes the projects and new initiatives undertaken in various areas due to the assistance provided by Partners-Albania. The process identifies the most significant changes as result of training and assistance offered by Partners-Albania, as well as the engagement of the organizations on their own.

This way are identified the most significant initiatives and success stories, processes

PARTNERS - ALBANIA PROGRAMS

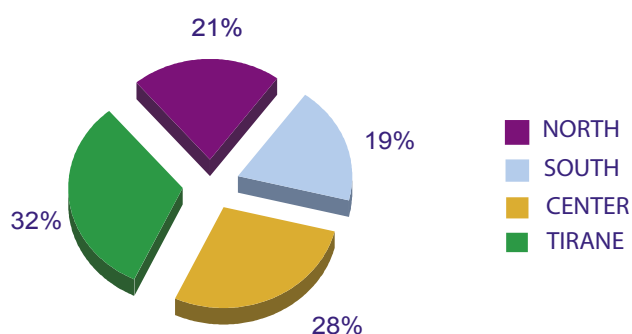
undertaken by program participants that have influenced policies, increase of government transparency and citizen participation in decision-making processes.

In the last two years, Partners-Albania has an increased number of training and technical assistance program beneficiaries.

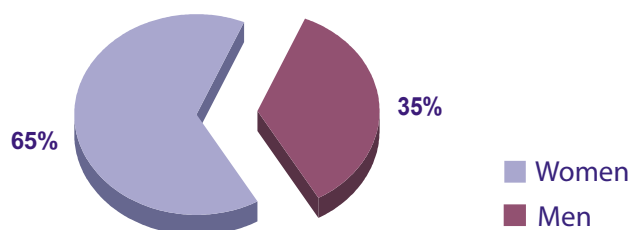
About 1018 participants, representatives of NPOs and local government have increased their capacities through training and technical assistance programs of Partners-Albania. Over 200 days of training and technical assistance have been offered in various towns of Albania from north to south. The total number of program beneficiaries is comprised of 659 women and 359 man.

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

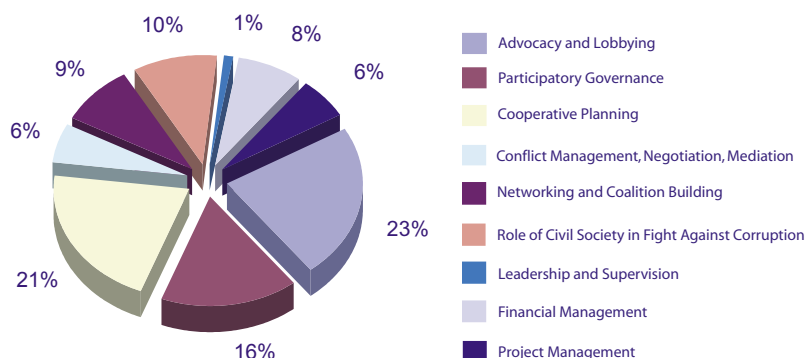
GEOGRAPHICAL DISTRIBUTION



GENDER DISTRIBUTION



DISTRIBUTION ACCORDING TO TRAINING TOPICS



PARTNERS - ALBANIA PROGRAMS

I. C. NPOs Legal Framework

Partners-Albania closely cooperates with national and international institutions interested in offering the expertise for development of NPO legislation in Albania. Partners-Albania facilitates sector initiatives that aim the improvement of legal framework for NPOs sector, with a special focus on fiscal and tax issues, by designing participatory processes that involve all key actors.

In the framework of common activities as part of Network of Open Society for Albania, the Open Society Foundation for Albania (OSFA) and Partners-Albania cooperating with a group of legal and economy experts are working since 2005 to assess the legal framework that regulates the activity of non-for profit sector in Albania. This assessment will contribute to the improvement of legislation, to facilitate the work in the NPOs sector regarding identification of alternative financial resources in the situation of lack or decrease of donor funds, and to the improvement of NPO image.

Large groups of NPO sector and donor representatives in a series of round tables organized in Tirana, Vlora, Shkodra and Pogradec, during April - May 2006, consulted the report produced by the Group of Expert. These meetings were organized to discuss problems deriving from implementation of the Law as well as proposals made by the group of experts. The participants in these round table meetings offered their support to the continuity of this process.

The group of expert is currently working to draft the legal amendments as well as regulations and procedures that will facilitate the Law enforcement in the non-for profit sector, reflecting as well the opinions of the NPO representatives in the round-tables.

I. D. Small Grants Program

Partners - Albania is working to strengthen and further develop the NPO sector in Albania through offering small grants to build NPO capacities and to support cooperative initiatives between organizations and other sectors.

During 2001-2004, funded by USAID, Partners - Albania administrated the Social Development Grant Fund to build the Albanian NPOs capacities in services providing area. Partners - Albania funded 51 projects in five rounds of grants from which have benefited different social groups all over the country.

Under the DGA Program (2004-2007), Partners - Albania has administrated the Small Grants Fund, which was initiated 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-for profit organizations.

The Fund administrated in the framework of this program is 656,830 USD. The total grant fund used in the period September 2004 – September 2006, is 365,661 USD, administrated in three grant rounds.

PARTNERS - ALBANIA PROGRAMS

Partners-Albania received a total of 177 project proposals presented by local organizations from which 17 were funded. Many interest groups all over the country benefited from these projects. The projects addressed various issues such as:

- Monitoring of election process in two levels, during the voting and counting process;
- Public awareness campaigns to increase citizens participation in the voting process;
- Monitoring of public expenditures usage in the pre-election period;
- Monitoring of the financial transparency of political parties during the election campaign;
- Improvement of legal framework and election infrastructure to increase disabled people access in the voting stations and enabling blind people to vote independently;
- Improvement and creation of a no-bribery climate in the local government that facilitates business operations;
- Campaigns that promote public policies and support proposals for legal amendments and enforcement of existing laws, procedures and regulations;
- Monitoring of the government performance in local and central level, regarding provision of services and citizens rights.

Prior to grant awarded, Partners - Albania provided consultancy and individual technical assistance to about 50 NPOs on project proposal designing and development. Further, information and consultation were offered through public meetings in various towns of Albania.

Partners - Albania 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 monitory efforts for better transparent and accountable government to the public.

Some of the results of the small grants program 2004-2006 are:

1. Monitoring on the day of parliamentary elections by a group of 8 organizations under the logo of Albanian Coalition Against Corruption through engagement of 2900 local monitors in 12 prefectures. This effort covered 40% of the voting stations and 100% of the ballot counting stations.
2. Support of a massive public information campaign in the south-east area of the country and candidate debates during the pre - parliamentary election period which informed public on the importance of voting. This resulted in an increased participations in 2005 elections.
3. Assessment and analyses for the first time of allocations of public funds for public investments in the pre-election period by social society representatives. This assessment brought to light the names of politicians that have utilized their positions for political benefits during the pre-election period. This initiative was accomplished by the Center for Research and Development.

PARTNERS - ALBANIA PROGRAMS

4. Improvement and monitoring of legal framework and election infrastructure for increasing access of disabled people in the voting stations and enabling of the blind people to vote independently. This initiative was undertaken by Albanian Disability Rights Foundation.
5. The Korca Business Coalition Against Corruption was created for the first time with the initiative of Korca Regional Development Agency. Within one year the membership of small and middle businesses has increased to 52 members. The coalition promoted and encouraged the dialog between business community and local institutions and participation of this target group in creation of a bribery free environment and application of a fare competition. The priorities of the Coalition were: reduction of corruption in the Tax and Tariffs offices; reduction of corruption and increase of transparency of public procurement as well as decrease of informality as a way for creation of a fare competition environment. As a result of the creation of some control groups in the municipality, about 30 informal business were identified that were registered in the Tax-Tariffs office.
6. Improvement of the statutes of the Faculty of Social Sciences, Mechanical Engineering and Faculty of Agriculture regarding financial transparency and extension of student rights to participate in the budget drafting process as an outcome of continuous efforts by Albanian Student Government.
7. Continuous pressure to the Tirana Municipality to improve the city cleaning services. The Eden Center has made some recommendations after monitoring of the city cleaning services in some pilot zones of Tirana. The recommendations were considered by the municipality and will become part of new regulations that the municipality will apply in its contract with the cleaning firms.

II. INCREASE OF LOCAL GOVERNMENT CAPACITY AND CITIZEN PARTICIPATION IN DECISION-MAKING

In the framework of further deepening of the decentralization reforms, the local government is more frequently facing an increased responsibility and accountability towards citizens. A successful accomplishment of such reforms requires the enhance of management knowledge and skills of the local government officials, as well as development of processes that promote citizen participation in decision-making and monitoring of the local government performance.

A better and stable cooperation between the civil society actors, local government and business would influence a more realistic addressing of community needs, and increased transparency and accountability of local government toward citizens.

Partners – Albania, through training and technical assistance programs, works with local government officials to improve their leadership and management skills, and with other local actors to promote the interaction of all sectors and creation of cooperative models

to increase citizen participation in decision-making. At the same time, Partners – Albania facilitates exchange of best practices in national and regional level to benefit from positive experiences and adopt successful models of participatory governance.

Training and Technical Assistance Program

The two main training programs that Partners – Albania offers to leaders and public administration officials in local level are:

Cooperative Planning

Cooperative Planning is a change management methodology that brings together various actors to build a consensus approach for a certain issue. This enables representatives of civil society sector, local government, central government or business sector introduce their attitudes and interests, considering also the opinions of the others.

In the training programs for cooperative planning, Partners – Albania facilitates the dialogue among participants who focus on a problematic local concern, for the solution of which a common planning and engagement of sectors is required. (NPO, local government, business, media). During this process, the actors define their interests and responsibilities throughout the process of implementation and monitoring of this commonly drafted strategy.

Having gained a successful experience in the application of such a model, Partners – Albania is providing not only training programs for cooperative planning, but is also facilitating cooperative planning processes. Specific cases of some of the undertaken initiatives can be found in Appendix 1.

Participatory Governance

Partners – Albania training program on “Participatory Governance” promotes the importance of citizen involvement in the decision-making processes to improve the policies and programs that impact local community development.

Through introduction of Participatory Governance techniques, these training programs deliver information on operation of local government, the right of citizens to participate in decision-making processes, as well as possible ways of cooperation between local government and citizens. Through these programs, participants are trained to become an active part of local governance.

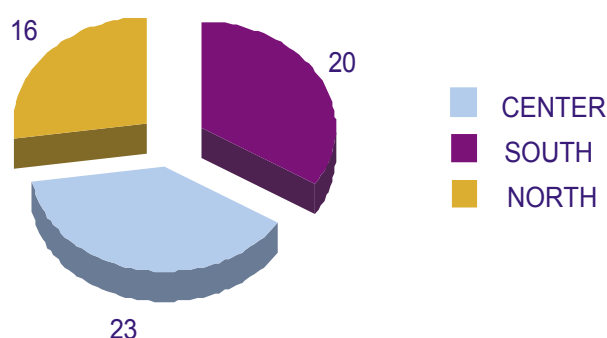
In this context, Partners - Albania has facilitated the dialog between representative groups of non-for profit sector and local government to improve local governance and promote application of technics that enable citizen participation in decision-making.

PARTNERS - ALBANIA PROGRAMS

The following graphic shows the geographical distribution of participants in the training and assistance programs offered by Partners-Albania on “Building Local Government Capacities” in the framework of DGA program.

Some successful outcomes of interest groups involvement in decision-making and creation of cooperation models civil society-local government resulted by Partners-Albania programs, are given in Appendix 1.

GEOGRAPHICAL DISTRIBUTION



Facilitation of Best Practices Exchange on Participatory Local Governance at Regional Level

Partners-Albania, since September 2005 implemented the project “Promotion and Dissemination of Best Practices on Participatory Local Governance at Cross- Balkan Level, Among Municipalities of Albania, Macedonia and Montenegro”. This one year project was funded by the Balkan Trust for Democracy Fund, a program of German Marshall Fund and SIDA. Partners - Albania, in the role of the initiator and coordinator of this initiative, worked for its implementation with other implementing partners in the project such as OPEN- Partners for Development in Macedonia, and Mediterranean Training Center in Montenegro (MTCM).



Through this pilot project, some of the best practices and most successful models of public participation in local government in Albania, Macedonia and Montenegro were promoted.

Thanks to a successful cooperation of P-A with the Albanian Association

of Municipalities, firstly were identified the best participatory governance practices in various municipalities of Albania. In this phase were selected the municipalities of Elbasan, Durrës and Shkodër as institutions in which were implemented the best practices for participation of citizens in decision-making. The municipalities involved in this project were at a later stage assisted by Partners - Albania to develop their case studies that were introduced and discussed in the workshops organized in Elbasan, Durrës and Shkodër aiming to present these models of participatory governance to the civil society representatives, business community and other government institutions.

PARTNERS - ALBANIA PROGRAMS

In the same process, P-A implementing partners in Montenegro and Macedonia identified and assisted three municipalities in the respective countries and organized workshops to introduce the successful models in those cities.

After introducing the best practices in local level, study tours were organized in Albania, Montenegro and Macedonia to get a closer look at the work done by local government in the municipalities participating in this initiative, for drafting the local development strategies with the participation of interest groups. At the end of the study-tours in Albania, Montenegro and Macedonia, three regional workshops were organized in which representative participants from the municipalities of Elbasan, Durrës, Shkoder (Albania); Kavardac, Berovo, Kicevo (Macedonia); and Ulqin, Bari and Podgorica (Montenegro) exchanged their experiences and discussed the best practices created so far in the local participatory governance as well as further promoted involvement of citizens in decision making.



III. STRENGTHENING OF YOUTH LEADERSHIP AND INVOLVEMENT OF YOUTH IN YOUTH POLICIES DESIGN

In the period 2004-2006, P-A has offered training and technical assistance programs for the youth sector. Youth leaders and active representatives of youth NPOs, students forums and senates, as well as young volunteers from various sectors of society participated in these programs. In this framework, a number of strategic programs were developed, designed to strengthen and increase participation of youth groups in community initiatives, so as to display their leadership and cooperative skills and bring about social changes to the communities in which they live and work. A significant development directly impacting the improvement of governing policies in the country is also the involvement of youth in development of a strategic and political document and national youth action plan, a process that was facilitated by Partners-Albania.

III. A. Youth in Action

The Youth in Action program followed the successful implementation of the one year Youth Leadership program implemented by P-A during 2001-2004 period.

In the Youth in Action program participated about 200 youngsters from various sectors and regions of the country, who attended a series of intensive training courses aiming at development of their leadership and management potentials, as well as replication of training and implementation of some of the pilot projects designed by them.

The main goal of the new program Youth in Action was advancement of knowledge and strengthening of communication skills for social inclusion of youth in community

PARTNERS - ALBANIA PROGRAMS

initiatives and process facilitation. On this purpose, P-A developed and presented two new training curricula: “Social Change in Local Community” and “Cooperative Planning”.

Participants in the Youth in Action Program were 120 youngsters holding high management and leadership positions in the youth NPOs sector, local government, media and universities structures. Out of this group of 120 participants, at the end of the first training phase, 10 young trainers were selected who assisted by P-A staff replicated the above training programs for other youngsters, increasing the number of beneficiaries to 200.



On a Training Course from the Youth in Action Program

In addition to youngsters being trained in the above mentioned topics, another significant outcome of the program was the creation of a youth network with program beneficiaries and beyond that, who promote and exchange information and experiences between them. Some of the most active participants in the program were promoted by P-A to other activities and various public events.

Open Society Foundation in Albania (OSFA) funded Youth in Action Program.

III. B. National Youth Strategy and Plan of Action

P-A in cooperation with Ministry of Tourism, Culture, Youths and Sports and supported of UN agencies in Albania (UNDP, UNICEF, UNFPA, ILO IPEC) facilitated during May –September 2006 the process of drafting the National Youth Strategy and Plan of Action 2006-2011.

Aiming at organizing a large participatory process of youth, their representative organizations, and other institutions and organizations that implement youth programs in Albania, P-A involved in this process a large number of interest groups in youth issues throughout the country such as youth organizations, political youth forums, other organizations that offer services to youth, representatives of local government, chamber of commerce and industry, regional development agencies, etc.

P-A coordinated and facilitated the work of the group of expert in youth issues for drafting the strategy, and organized four regional workshops in Tirana, Shkodra, Korca and Vlora for designing the National Youth Action Plan. About 300 youngsters countrywide were involved in these regional workshops and had the opportunity to make comments about the drafted strategy as well as recommendations on youth programs and projects, necessary to be implemented in all country, aiming at further social-economic and cultural development of youth and their involvement in the decision-making processes.

P-A processed and forwarded all recommendations made by interest groups in the Ministry of Tourism, Culture, Youth and Sports and through it, to Albanian Government.



During working group discussion Vlora Regional Workshop

PARTNERS - ALBANIA PROGRAMS

In October 2006, the Albanian Government approved Youth Strategy and National Youth Action Plan 2006-2011.

Organization of such processes, which involve interest groups in the drafting of political documents, is bringing about a new culture in Albania that needs to be further developed and promoted.



VI. INTERNATIONAL TRAINING AND TECHNICAL ASSISTANCE PROGRAMS

Based on the expertise and experience accumulated in the Center throughout the years, P-A has continued during this two year period to offer a series of training and technical assistance programs to various sectors in international level.

Some of the commitments of P-A related to offering training and assistance in international level in the period of 2004-2006, are:

Training and Assistance to main organizations of the NPO sector in Tajikistan

After signing two service contracts with IREX Tajikistan through Partners for Democratic Change, P-A has offered two successful programs of training and technical assistance to 25 leaders and top managers of some local NPOs in Tajikistan, grant beneficiaries of IREX-Tajikistan.

The first initiative was accomplished in Albania in November 2005. This program was focused in offering an intensive training course on “Advocacy and Lobbying” combined with a number of study-tours in Albanian organizations that operate in the area of advocacy and lobbying. The training program was designed as a professional tool based on the needs of NPOs from Tajikistan, beneficiaries of the Advocacy Civil Initiative in Tajikistan program, which have proved to be successful in undertaking advocacy initiatives in their country. Beneficiaries of the program were eight NPO leaders that operate in various sectors such as youth, environment, women rights, disability and media in Tajikistan.



The second program on training and technical assistance focused on “Project Cycle Management and Organization Development” was organized in Dushanbe, Tajikistan in April 2006. Participants in this program were 17 leaders and program managers from eight local NPOs, grants beneficiaries of IREX-Tajikistan, who extended their knowledge on project management and got to know successful models of organization development.

PARTNERS - ALBANIA PROGRAMS

Training and Assistance to NPOs in Kosovo

Since several years there is a consolidated cooperation between P-A and Balkanactie Van De Gemeenten Belgium in Kosovo, a Belgium organization focused on social and economic development of the villages and communes of Shtime in Kosovo. In the framework of this cooperation, Partners-Albania was again contracted by this organization to assist and offer three training programs respectively on “Network and Coalition Building”, “Participatory Governance” and “Project Cycle Management” during September 2005 and April 2006.



Training in Shtime, Kosovo

Beneficiaries of these programs were leaders of some local youth organizations in Kosovo (Albanians and Serbs) grant beneficiaries of Balkanactie Van De Gemeenten Belgium, as well as five members from the staff of the organization. These training courses provided the participants with knowledge and information on networking and coalition building, participatory governance and participation techniques in the decision-making processes.

The interactive methodology of the training enabled the audience comprised of Albanians and Serbs to work together and discuss the challenges of country successful coalition building.

In the meantime, in autumn 2005 and beginning of 2006, P-A has again offered some intensive programs of technical assistance for setting up financial systems, as well as in the area of Project Cycle Design and Management for the staff of Partners-Kosovo.

Capacity Building for the sector of NPOs in Middle-East (Jordan and Iraq)

With the support of the National Fund for Democracy and the United States Institute of Peace, Partners for Democratic Change implemented a one year program (2005-2006), to develop skills on conflict management and consensus building with 25 leaders of civil society from Iraq.

In the framework of this project, P-A lead in June 2005 a workshop on organization participatory processes that enables involvement and engagement of a diverse population living in Iraq. The workshop was focused on discussions about significance of democratic changes highlighting the protection and the respect for good values, enabling management of changes in the country through facilitation, negotiation and effective communication.



Training with Iraqi NPOs organized in Jordan, July 2005

PARTNERS - ALBANIA PROGRAMS

In September 2005, the group of 25 NPOs from Iraq received a package of more advanced techniques, which develop the skills of civil society leaders in designing and implementation of a potential conflict resolution process. This program increased the awareness of participants towards peaceful achievement of consensus on community concerns and equipped them with participation techniques. The representatives of Iraq NPOs drafted concrete action-plans for projects that aim to resolve specific issues in their communities.

Another intensive training program was offered also to the representatives of the Partners-Jordan network of trainers. Thus, in February 2006, Partners-Albania together with Partners-Poland organized in Jordan a training program on “Conflict Management”.

V. BUSINESS ON THE FOCUS OF PARTNERS - ALBANIA

Development of a powerful & dynamic private sector in Albania, in the recent years, has brought to light the need for qualification of managers and employees of profit companies.

Private companies on their own are continuously highlighting the need for qualification of their staff, as well as their willingness to buy services that enhance the quality of their employee performance.

Based on this situation, Partners – Albania aims to intervene in the private sector through offering of qualitative training and technical assistance services, and process facilitation which are part of its mission and expertise. In this framework, Partners – Albania staff have prepared a specific training package for the business sector. This package includes:

- *Customer Care and Sales;*
- *Business Communication Skills;*
- *Conflict Management;*
- *Team Work;*
- *Organizational Change;*
- *Performance Monitoring and Assessment;*
- *Leadership;*
- *Decision making and problem solving.*

This training and technical assistance program is led by demand and responds to the needs identified by the companies to increase their chances for success. Program content and methodology is based on both international and national experience.

SUPPORTERS AND COLLABORATORS

Partners – Albania is thankful to all its donors and partners for the participation and support they have offered in these two years of its activity performance. This support has enabled Partners – Albania to achieve a long-lasting and sustainable impact in its work with diverse communities in Albania.

Through on-going fund-raising initiatives, diversification of funding sources, development of contract and fee based services, and effective partnerships in the NPO sector, government and donor community, Partners – Albania has achieved institutional and financial sustainability of the organization and its operations. Partners - Albania has developed into a professional local organization with strong capacities in the area of institutional capacity building, resource and information management in the non-for-profit sector, process facilitation and design and implementation of cooperative models between various sectors.

Throughout this two-year period, the activity of Partners – Albania has been supported by USAID (US Agency for International Development) through a grant awarded to Partners for Democratic Change to implement the Democracy and Governance in Albania Program.

Partners – Albania has also cooperated with other donors, national and international organizations such as Open Society Foundation in Albania (OSFA) for the implementation of the Program of Network of Open Society for Albania (NOSA), United Nations Development Program (UNDP), other UN Agencies operating in Albania such as UNICEF, UNFPA, ILO-IPEC, Balkan Trust for Democracy Fund, Balkanactie Van De Gemeenten Belgium in Kosovo, etc.

A special thanks is dedicated to all members of Partners for Democratic Change International for their partnership and support.

PARTNERS - ALBANIA GRANTS AND CONTRACTS

LIST OF GRANTS AWARDED TO PARTNERS-ALBANIA DURING SEPTEMBER 2004-SEPTEMBER 2006

USAID through the Program "Democracy and Governance in Albania" <i>Democracy and Governance in Albania</i>	1,100,451 USD
Open Society Foundation for Albania <i>Training in Financial Management and Project Management</i>	19,485 USD
Open Society Foundation for Albania <i>Network of Open Society for Albania (NOSA)</i>	77,930 USD
UNICEF, UNDP, UNFPA, ILO-IPEC <i>Drafting the Youth Strategy and Plan of Action for 2006-2011</i>	34,409 USD
Balkan Trust For Democracy Fund <i>"Promotion and Dissemination of Best Practices on Participatory Local Governance at Cross- Balkan Level, Among Municipalities of Albania, Macedonia and Montenegro"</i>	24,890 USD

LIST OF CONTRACTS AWARDED TO PARTNERS-ALBANIA DURING SEPTEMBER 2004-SEPTEMBER 2006

National Endowment for Democracy and United States Institute of Peace <i>Training on Consensus Building and Cooperative Planning for Iraqi NGOs, organized in Jordan in June 2005</i>	UNDP <i>Training of Trainers Program on Networking and Coalition Building</i>
National Endowment for Democracy and United States Institute of Peace <i>Training on Consensus Building and Cooperative Planning for Iraqi NGOs, organized in Jordan in September 2005</i>	Albanian Center for Population and Development <i>Training on Monitoring and Evaluation</i>
Partners - Jordan <i>Training on Conflict Management for Partners Jordan Trainers Network</i>	Every Child <i>Training of Trainers for the Staff of Every Child</i>
Partners - Kosovo <i>Training on Project Management</i>	Children Alliance <i>Training on Children Rights Convent - Advocacy and Lobbying, Monitoring and Evaluation</i>
Partners - Kosovo <i>Training on Project Proposal Writing and Project Management</i>	Independent Forum of Albanian Women <i>Training on Advocacy</i>
Partners- Kosovo <i>Financial Management Training and Technical Assistance</i>	IREX Tajikistan <i>Training on Project Cycle Management for NGO representatives in Tajikistan, Dushanbe, November 2005</i>
Balkanactie van Degementum Belgium – Balkan Initiative <i>Training on Coalition Building and Participatory Governance</i>	ICMC <i>Training on Community Needs Assessment, Data Analysis and Reporting</i>
IREX Tajikistan <i>Tajic NGOs Learn about Advocacy in Albania, Training and Study Visit Program</i>	Balkanactie van Degementum Belgium – Balkan Initiative <i>Training on Project Management Cycle</i>
Human Development Promotion Center (HPDC) <i>Training on Participatory Governance</i>	Balkanactie van Degementum Belgium – Balkan Initiative <i>Training on Needs Assessment</i>
World Vision <i>Training Program on Advocacy, Coalition Building and Leadership</i>	DIANET and Human Development Promotion Center (HPDC) <i>Regional TOT Advocacy Program for Minority Rights</i>
	Market Surveillance System in Albania <i>Training on Cooperative Planning and Coalition Building</i>
	Eden Center <i>Financial Management Training and Technical Assistance</i>

STATEMENT OF SOURCES AND USES OF FUNDS

	SEPTEMBER 2004	SEPTEMBER 2005
USAID Grant Fund	367,578.00	606,901.00
Other Grants	55,748.00	19,485.00
Contracts	0.00	7,218.00
Income from services	60.00	24.00
Other Income	0.00	6,124.00
Bank interest received	0.00	812.00
Total Income	423,386.00	640,564.00
Grants	192,218.00	214,923.00
Training	173,855.00	26,667.00
Salaries	66,703.00	70,095.00
Social Insurance	22,606.00	22,109.00
Equipment	0.00	2,667.00
Rent	9,360.00	0.00
Telecommunication	7,000.00	9,000.00
Travel	4,527.00	22,099.00
Office Supplies	6,300.00	5,715.00
Total	482,569.00	373,275.00
Balance of funds	-59,183.00	267,289.00
Cash opening balance	176,301.00	117,118.00
Cash closing balance	117,118.00	384,407.00

	SEPTEMBER 2005	SEPTEMBER 2006
USAID Grant Fund	606,901.00	493,550.00
Other Grants	19,485.00	137,229.00
Contracts	7,218.00	24,696.00
Income from services	24.00	88.00
Other Income	6,124.00	4,450.00
Bank interest received	812.00	6,927.00
Total Income	640,564.00	666,940.00
Grants	214,923.00	71,970.00
Training	26,667.00	35,094.00
Salaries	70,095.00	90,497.00
Social Insurance	22,109.00	27,997.22
Equipment	2,667.00	0.00
Rent	0.00	800.00
Telecommunication	9,000.00	8,885.28
Travel	22,099.00	33,056.00
Office Supplies	5,715.00	3,685.00
Total	373,275.00	271,984.50
Balance of funds	267,289.00	394,955.50
Cash opening balance	117,118.00	384,407.00
Cash closing balance	384,407.00	779,362.50

MOST SIGNIFICANT CHANGE STORIES

PARTNERS-ALBANIA TRAINING PROGRAM CONTRIBUTES TO THE ESTABLISHMENT OF THE FIRST ADVISORY COMMISSION OF NPOS IN Durrës MUNICIPALITY

Name of program: Democracy and Governance in Albania / Training Program

Name and location of organization: Civil Society Development Center (CSDC)-Durrës

Date/month in which it occurred: February-April 2006

Theme: Promoting NPO Participation in Local Decision-Making

INTRODUCTION

The purpose of this case study is to present a significant improvement in cooperation between the civil society sector and local government in Albania as a result of training and technical assistance delivered by Partners-Albania in the framework of the Democracy and Governance in Albania Program (DGA).

The Civil Society Development Center in Durrës, the coordinator of this initiative, referred the story to Partners-Albania.

CIVIL SOCIETY DEVELOPMENT CENTER BACKGROUND

The network of five Civil Society Development Centers (CSDCs) in Albania was created in 2001 by the OSCE Presence in Albania and the Netherlands Development Organization (SNV). The Centers were administered by the project partners and funded until the end of 2003 by the Dutch Government. As part of their sustainability strategy, the CSDC in Durrës was registered as a Center in May 2004, according to Albanian non-profit organizational law. The Center is now a legal entity, and changed its status from a project to an implementing partner of the OSCE Presence in Albania.

The mission of CSDC-Durrës is to contribute to an articulate and vocal civil society by giving free space to the community to meet, discuss, debate and learn. The Center also facilitates joint activities by Local Government and civil society organizations, in order to encourage cooperation and dialogue between different actors in the community. The Center also provides advice and consultancy on interaction between civil society organizations and the Local Government. To fulfill this role, in collaboration with some other organizations operating in the city of Durrës, CSDC-Durrës started its efforts to be part of the local decision making process by founding the first Advisory Commission of Non-Profit Organizations (NPOs) in the city of Durrës.

THE MOST SIGNIFICANT CHANGE STORY

The idea of creating the Advisory Commission came up during the training courses in “Cooperative Planning” and “Participatory Governance” for the NPO sector and local

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government in the city of Durrës, delivered by Partners Albania in December 2005 and January 2006.

In these training courses, NPO and local government representatives participated in exercises and role-plays designed to teach them how to cooperate with other sectors, and how to use various mechanisms for participating in local decision-making processes. They also learned about the cooperative planning process, which is designed to enable cross-sector collaboration. Participants in the Durrës trainings decided that the best way to become productively involved in local governance was to create an NPO Advisory Commission for the Drafting and Monitoring of the Municipality Budget, in order to express and reflect the community priorities in the budget and make the budgeting process transparent and accountable.

The content of the two training courses delivered by Partners-Albania was adapted by CSDC to use for the creation and management of the Advisory Commission. Specific skills used by the CSDC from the training included: issue identification, creation of a coalition, communication with the Municipality, establishment of the Advisory Commission, identifying a facilitator-stakeholder to follow the process (The Bridge Center) and assist with the implementation of the working plan.

CSDC played the role of the coordinator and facilitator at the beginning of this initiative. All NPOs of Durrës were invited to be part of a coalition that would create an Advisory Commission. Eight NPOs responded to the announcement, of which six were previous participants in Partners-Albania's Cooperative Planning and Participatory Governance training courses.

The decision for the creation of the Advisory Commission with the participation of eight NPOs was taken on 8 February 2006. The aim of the Commission is to make the NPO sector part of the budget drafting and monitoring process in the Municipality of Durrës. Members include:

- Nature for Human Association;
- Blood Donors Association;
- Hope for the Orphans Association;
- New Life Association;
- Solidarity of the Handicaps Friendship Association;
- Woman Care Association;
- Albanopoli Association;
- CSDC – Durrës.

The first action of the newly-formed Advisory Commission was to contact the Municipality of Durrës to present the reasons for, and the importance of participation by the Commission in the municipal budgeting process. On March 7, 2006, the Mayor of Durrës Municipality, Lefter Koka, approved the establishment of the Advisory Commission, composed of representatives of NPOs who would participate in the process of drafting and monitoring

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the municipal budget. From April 2006, CSDC-Durrës asked the organization “The Bridge” to take over the coordinating role for the Advisory Commission. The Bridge supports citizens, local officials, NPOs, and the media to understand, participate in and monitor the local budget process. In summer 2006, The Bridge organized meetings with the members of the Advisory Commission to discuss their future role, function and activities, and ensure that they will play an important role in the budget drafting and monitoring process for the year 2007. The Commission began by agreeing on priorities for the budget of 2007, which were sent to the Municipality for review. These priorities were discussed in an open meeting between municipal officials and the NPO representatives in September 2006. The meeting was followed by a media awareness campaign, with the aim of educating citizens about the budgeting process through the local media.

SIGNIFICANCE OF THE STORY

The creation of the Advisory Commission is a very important change for the NPO sector in Albania. For the first time in the city of Durrës, NPOs established a structure on their own initiative that aims to participate in local decision-making processes in order to defend the needs and interests of their constituencies. Now there is a connection between the two sectors (civil society and local government), and complaints by NPOs that they are not heard by the Local Government authorities have been eliminated.

“ME, THE WOMEN!” IMPLEMENTS SUCCESSFUL PROGRAMS IN COOPERATION WITH DIFFERENT STAKEHOLDERS

Name of program: Democracy and Governance in Albania / Training Program

Name and location of organization: Me, the Woman!, Pogradec

Date /month in which it occurred: 15 June 2006

Theme: Building NPO’ capacity to create coalitions with other NPOs and relationships with Local Government.

“ME, THE WOMEN!” – ORGANIZATIONAL BACKGROUND

“Me, the Woman!” is an Albanian NPO that works mainly on gender equality and strengthening the integration of women in Albanian society. Its main areas of work are: counselling, training, public awareness, information dissemination, monitoring of local decision-making from the gender perspective, lobbying and advocacy on gender issues.

“Me, the Woman!” is a resource center for Pogradeci and Korca towns and for surrounding rural areas. In previous projects, the NPO established a network of beneficiaries in these rural areas; now, these people have created mini-resource centers that deliver free information on human rights, family planning, and other topics in the form of brochures, leaflets, booklets that the NPO receives from national and international NPOs and state agencies.

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Although the NPO “Me, the Woman” was registered in 2003, its members and leaders have been working and contributing to the sector for many years. The new NPO is building upon the successes of other women’s NPOs that work in the area, which are branches of Tirana NPOs.

The registration of “Me, the Woman” as a new, independent NPO is a sign of a new beginning, exploring new possibilities and extending their service area and consequently the beneficiaries. The focus of their work has shifted from counseling and the fight against violence towards women and children, to strengthening women’s roles and increasing women’s participation in decision-making and policymaking. Members of “Me, the Woman” have been invited by government institutions to participate in drafting of the National Gender Strategy.

THE MOST SIGNIFICANT CHANGE

Women’s Leadership Program

The Women’s Leadership program, which “Me, the Woman” is conducting with rural women members of its network, is modeled on Partners-Albania’s Women’s Leadership Program 2002-2003. Afroviti Gusho, Executive Director of “Me, the Woman!” was a member of the network created through Partners-Albania’s program, comprised of 18 women from all over the country. When interviewed about the most significant changes in her NGO, she expressed appreciation for Partners Albania’s Women’s Leadership Program, because she had been able to use the materials, knowledge and skills received to conduct a similar program.

Cross Border Cooperation

“Me, the Woman” is becoming well-known in Albania and in the region through its successful cooperation with NPOs from other countries such as the Kosova Women’s Network, and women’s NPOs in Skopje, Struga, and Ohrid. The latest important event that the NPO organized was an international conference “Gender Equality in Local Decision-making” in which NPO representatives from Kosovo and Macedonia, as well as local and central government representatives from bordering countries, participated.

Results of work with Local Government

The NPO’s work with local and central government, as well as with women NPOs and political parties, resulted in an agreement between the women’s forums of the main political parties (Socialist Party, Democratic Party, and Socialist Movement for Integration etc.), the Municipal Council of Pogradec, and civil society organizations. According to this agreement, for every two male members in the Municipal Council, there should be one female member.

Another success was the review of a decision of the local government in Pogradec, on a local tax applied to NPOs, categorizing them as social-cultural institutions, which would have subjected them to a much higher. The NPO lobbied with the local government to

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repeal this decision, and as result, the amount of the tax to be paid by NPOs was decreased by 50%.

Five members of this NPO have attended Partners-Albania's trainings in "Role of Civil Society in Fighting Corruption", "Advocacy and Lobbying", and "Cooperative Planning". These programs have helped raise the NPO's capacity to achieve their objectives. Ms. Gushe, the Executive Director said, "Your training programs taught us how to approach local government and how to work with them, a considerable part of our success in lobbying efforts and cooperation with local government is attributed to all useful training programs we received from Partners- Albania".

PARTNERS-ALBANIA TRAINING PROGRAM CONTRIBUTES TO THE SUSTAINABILITY OF THE CENTER FOR PROTECTION OF THE RIGHTS OF DISABLED PEOPLE, LIBRAZH

Name of Program: Democracy and Governance in Albania / Training Program

Name and Location of Organization: Center for Protection of the Rights of Disabled People, Librazhd.

Date /Month in which it occurred: 2005- 2006

Theme: Implementation of joint projects between NPOs and Local Government.

INTRODUCTION

The objective of this case study is to present a significant success achieved by the Center for Protection of the Rights of Disabled People in Librazhd, which illustrates the positive changes taking place across Albania in the relationship between civil society and local government.

CENTER FOR PROTECTION OF DISABLED PEOPLE - BACKGROUND

The Center for Protection of Rights of Disabled People, Librazhd (PRDP) was registered as an Albanian non-profit organization in 2000. The Center operates in Librazhd, in Central Albania, but its activities extend to Elbasan, Tirana and Vlora. The mission of PRDP is to facilitate the process of integration of disabled people in society through advocacy campaigns and lobbying initiatives; provision of trainings for disabled people and their families, and community public awareness campaigns. The Center provides psychological and social support and ambulatory services for disabled people and their families; works to raise the awareness of the community on the rights of the disabled people; lobbies with local businesses and other stakeholders for contribution for the long sustainability of the Center; contributes to changing the mentality of the community by creating a friendly and supportive environment that enables the integration of people with disabilities and respect for diversity. The PRDP Center is an active member of the Advocacy Network set up by

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Albanian Disability Rights Foundation in Tirana and a member of the “National Forum of Disabled People” set up by Handicap International. Because of these memberships, the PRDP has been able to increase the impact of its efforts to protect the rights of disabled people. The most important contributions of the NPO, as part of these coalitions and forums, have been:

Approval of the Social Services Law for Disabled People (to improve the provision of Socio-economic aid for disabled people);

Improvement of Life Standards for Disabled People;

Drafting the National Strategy for Disabled People in Albania.

In December 2004, Handicap International gave an award to the Center as “The most successful daily center in Albania that has contributed in improvement of the education system for disabled children”. This was because of the NPO’s success in reviewing the legal framework and giving recommendations on the following laws:

- Law of Education for Disabled People
- Improvement on the Law of Accessibility for Disabled People
- Drafting the National Law of Antidiscrimination of Disabled People.

THE MOST SIGNIFICANT CHANGE

PRDP’s Director, Zela Kola, reports that the most significant change that occurred in their organization over the past two years is that they have become more sustainable due to a better relationship between the NPO and local government institutions. During these years, PRDP has made significant efforts to become involved in local decision-making processes. Local government is now an important stakeholder and partner in the implementation of different initiatives and projects of the Center. The Center has implemented several joint projects with the Municipality of Librazhd and other local institutions. The PRDP Center collaborates with local governmental and non-governmental institutions in order to improve the infrastructure for disabled people. Zela Kola attributes a great part of the improved relationship with local government to the participation of Center staff members in the training programs delivered by Partners-Albania. She sent 11 of her staff members to participate in the advanced training programs in “Advocacy and Lobbying,” “Coalition Building and Networking,” “Role of Civil Society in Fighting Corruption,” “Conflict Management,” and “Participatory Governance.” Mr. Kola reports that the training programs have really helped the Center successfully implement projects and initiatives in collaboration with local government, as well as improving the organization’s sustainability. Thanks to the updated training methodologies used during Partners-Albania’s trainings, the Center’s staff members have learned how to successfully advocate and lobby for the rights of the people with disabilities in coalition with other organizations. They have been informed on the “Law on Freedom of Information” and their right to participate in municipal open meetings, to create and be member of citizens’ advisory commissions and to use other participating techniques in governance.

MOST SIGNIFICANT CHANGE STORIES

SIGNIFICANCE OF THE STORY

Even though they have only recently started to initiate advocacy and lobbying campaigns and become involved in local government decision-making processes, the PRDP Center has already seen the first positive impacts of its work. For the first time, the PRDP has implemented joint projects with the local government of Librazhd, has been an active member of coalitions, and has established contacts with elected leaders and policy-makers to change laws related to Disabled People. The Center has now created connections and partnerships between the sectors (civil society and government) to better solve the problems of people with disabilities.

IMPROVEMENT OF THE SCHOOL INFRASTRUCTURE IN PORTO ROMANO AREA

Name Of Program: Democracy and Governance in Albania / Training Program

Name And Location Of Organization: Council of Youth Associations- Durres

Date / Month In Which It Occurred: 2004 - 2005

Theme: Enhancing Civic Participation in Local Decision-Making Processes

INTRODUCTION

This case study presents an overview of an initiative undertaken by the Council of Youth Associations- Durres as a result of their participation in Partners-Albania's training programs in the framework of the Democracy and Governance in Albania Program (DGA). The case is a good example of a successful advocacy campaign, and illustrates a significant improvement in the participation of citizens and civil society organizations in local decision making processes in Albania .

COUNCIL OF YOUTH ASSOCIATIONS OF DURRES - ORGANIZATIONAL BACKGROUND

The Council of Youth Associations of Durres (CYAD) was established by 1998 in Durres as a local branch of the Albanian Youth Council. CYAD was legally registered in 2000 and includes in its network 6 Youth NPOs. The mission of the Council is to create spaces for education, exchange, leisure time, art and recreation and services for youth in the Durres area. The organization also represents youth interests, works to increase the role of youth and youth organizations in building up an open and democratic civil society, and raises the awareness of institutions and the general public about the role of youth in the development of society. The Council is a coordinating body for all of the activities that the member organizations organize in Durres area. Network members include:

- Durres Youth Center
- Young Researchers of Social Science, Durres

MOST SIGNIFICANT CHANGE STORIES

- Association for Sexual Problems
- Green Globe Association
- The Generation of Changes Association
- Young Musicians Association

CYAD staff have participated in Partners–Albania’s DGA Training Program. In particular, the “Advocacy” training was cited by the Council Director as a very useful tool that they have used in their daily work to increase youth participation in decision-making processes. The story described below is a concrete example of how CYAD has facilitated citizen engagement in improving living conditions.

THE MOST SIGNIFICANT CHANGE STORY

The Council of Youth Association of Durres has been involved in a lot of projects and initiatives in support of the youth or larger community groups in Durres city and its suburban areas. In the last two years of the Youth Council’s activities, they have paid particular attention to youth in need or youth with limited possibilities. In 2004, the Youth Council began advocating for the improvement of schools in Porto Romano, an area in the suburbs of Durres. There was an existing secondary school, but its capacity in comparison with the number of children that should attend was not enough. As a result, around 25 % of young people dropped out of school and were unable to attend other schools in Durres, because of the long distance from their homes. As a result of its projects with young people and parents in the Porto Romano community, the Council of Youth Associations of Durres was in a good position to initiate contacts with responsible local institutions and other actors that could help this cause. CYAD conducted an advocacy campaign using the process taught in Partners-Albania’s training program, including the following key steps:

Meetings with Durres Regional Educational Directorate. The Youth Council and some representatives from Porto Romano community met with representatives from the Regional Educational Directorate to be informed about the plans that the directorate had for the improvement of the learning conditions of the children in that area.

Petition signed by Porto Romano community members. The Council of Youth Associations drafted a petition addressed to Durres Municipality, Council of Region, and the Ministry of Education and Sciences, in which the inhabitants of Porto Romano asked for the expansion of school facilities to accommodate the actual number of secondary school students in the district. More than 2500 signatures were gathered.

Meetings with local government officials. The Youth Council and Porto Romano community representatives held meetings with local government representatives including the Mayor of Durres. The Mayor and the Departmental Directors dealing with educational and social issues showed a great willingness to put their efforts toward a solution to the difficult situation. Representatives from the CYAD and Porto Romano community attended several Municipal Council Meetings regarding infrastructure and education. They spoke publicly at the meetings and insisted on the school surrounding extension for the academic year 2005-2006.

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Most of the activities during this process had wide local media coverage. The story often appeared on local broadcast news. Frequent chronicles in editorials has been prepared and transmitted in youth programs and social ones. As a result of the efforts of the member organizations of the CYAD, Durres Municipality allocated part of the 2005 Municipal budget for school facility extension in Porto Romano. In 2005 the school opened with sufficient facilities to accommodate all students in the area. After the successful advocacy campaign in Porto Romano area, the Council of Youth Associations kept working on the same issue, this time in the peripheral area of Spitalle, which has no school at all for more than 3658 families. The CYAD used a similar advocacy strategy in this case. More than 5000 signatures were gathered and presented to Durres Municipality and Council of Regions. Representatives of the Youth Council have been invited on a regular basis to Municipal Commission meetings, and also have been part of drafting the regional strategy. They succeeded in including school construction in the regional strategy plan of action, which will begin to be implemented in the upcoming months. The Council of Youth Associations is monitoring the process to assure the fulfillment of the local government promises.

SIGNIFICANCE OF THE STORY

The story is very significant because of the number of children who can now complete their education in improved conditions. In addition, this was the first successful advocacy campaign to mobilize these groups of marginalized citizens, who now understand the importance of being engaged, active citizens. The added value is that the CYAD significantly improved its capacity as an NGO and its constituency. After this experience, the Council has continued to work and advocate for the improvement of education infrastructure and the mobilization of other marginalized groups in the Durres area.

SMALL GRANTS PROGRAM ACHIEVEMENTS

JANUARY - SEPTEMBER 2006

INTRODUCTION

The USAID-funded Democracy and Governance in Albania (DGA) Program is implemented by The National Democratic Institute for International Affairs (NDI), Partners for Democratic Change (Partners), and the International Research and Exchanges Board (IREX). The goal of the DGA program is to promote better governance, activate citizen participation in political processes, and combat corruption. In the framework of this program, Partners-Albania Center for Change and Conflict Management (Partners-Albania) strengthens Albanian civil society organizations with a diverse program of training, technical assistance, and small grants.

Through financial support for Albanian Non-Profit Organizations (NPOs), the DGA Small Grant Fund supports free and fair elections, contributes to the fight against corruption and promotes greater transparency and accountability in local and national government.

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All Small Grant recipient organizations receive targeted training and technical assistance from Partners Albania to help them achieve their project objectives and results, improve their organizational and financial management, and reinforce their watchdog efforts and advocacy skills.

It is encouraging that cooperation among Albanian NPOs has increased over the past two years, and networks have been established to enhance effectiveness and share experiences, actions and lessons learned. The 2005 NGO Sustainability Index reports that, "...NGO relations with the new government are dramatically better than with the old. Improved relations are expected to have a positive impact on NPO participation in policy making."

Several joint advocacy initiatives implemented by partnerships or coalitions of NPOs have been funded and assisted by Partners-Albania through the DGA Small Grant program. The following report highlights some of the main accomplishments of these programs between January 2006 through September 2006.

FOLLOW - UP TO PARLIAMENTARY ELECTION PROCESS FINDINGS

Implementing Organizations: Society for Democratic Culture (SDC) and Albanian Institute for Election System Development (AIESD)

The civil society movement organized under the slogan "Civic Action for Election Reform" got engaged when the politicians seemed to be less interested to do the proper change in the Election Code...

- Press release of an International Workshop to exchange experiences between organizations that observe elections in the countries of East and Central Europe

Following the 2005 Parliamentary Elections, the Society for Democratic Culture (SDC) and Albanian Institute for Election System Development (AIESD) opened a participatory debate at the national level on the improvement of the administration of the electoral process. Both organizations were members of the Albanian Coalition of Domestic Observers, a coalition of seven local organizations funded by the DGA Small Grant Program that observed the July 2005 Parliamentary Elections in 12 prefectures in Albania.

So far, elections in Albania have failed to fully meet international standards for democratic elections. The 2005 Parliamentary elections were the first to be held under a new Election Code, adopted in 2003 and subsequently amended. They were conducted in a manner that nearly complied with most international standards for democratic elections. Nonetheless, a series of irregularities and flaws were reported that cast doubt over the electoral process. Voters' lists, cases of violence and intimidation, and problems with the management of the voting and counting procedures were issues identified by international and local observers that should be improved before the next elections.

SDC and AIESD formed a network called "Civic Action for Election Reform" consisting of ten organizations interested in improving the administration of elections. The network

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organized sixteen round tables and focus group meetings to bring to stakeholders' attention the main problems with the electoral process identified during the Parliamentary Elections of 2005. This campaign highlighted the urgency of electoral reform if upcoming local elections are to meet international standards.

The events have been extensively covered by the local media and followed by interest groups including: political parties, local civil society organizations, media, international organizations, academia, young people, and women's organization

Participants in the round tables and focus groups generated a set of recommendations, of which the most significant can be summarized as follows:

- The elimination of the distortion of proportional representation caused by the current electoral code (the “Dushk” phenomena) through setting up a “Clean Proportional System”;
- Immediate clean-up of the voter's list, including: updating the temporary register; cleaning up “999” records; and including unregistered Roma people;
- Improvements to the Election Committees, including the balance of representation from political parties; the legal framework for the selection of the members of the election committee from the political parties; and setting penalties for members who do not act in accordance with the election code and the guidelines of the Central Election Committee;
- Improving complaint procedures in order to minimize abuses of candidates' right to complain, which can lead to delays in the election results;
- Reviewing vote-counting procedures in order to ensure that the process is transparent, controlled and monitored;
- Revision of the law regulating political party financing during the election in order to ensure transparency of the funds used;
- Improvements to the law setting out the rights and obligations of public and private media during the election campaign;
- Enabling voting by disabled persons through portable voting boxes.

The recommendations drawn from the national debate were disseminated in a national meeting in Tirana, and to the President of Albania, political parties, Parliament and the Central Election Committee. The coalition launched a public declaration pressuring authorities to reform the electoral framework immediately. The pressure created by this campaign will help to address the problems and concerns related to the election process, ensure that future elections meet international standards, and contribute to political stability and institutional development in the country.

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Since the launch of the network's recommendations, the main political parties in Albania have bickered over the issue of electoral reform, jeopardizing the conduct of the local elections. The network took action to address this problem, organizing a national workshop in July 2006 with the participation of the President of the Republic of Albania, government institutions, and political parties to stress the importance of electoral reform.

They issued a press release appealing for consensus between the main political parties to find the solution for the contested issues, and asking the President to use his constitutional powers to break the deadlock. For the first time in Albania, political parties have been subject to public scrutiny and pressure from civil society networks regarding the conduct of elections. However, thus far the parties have ignored voices calling for urgent action on these issues and have continued to delay crucial decisions about the administration of local elections.

ROLE OF PARTNERS-ALBANIA

Partners-Albania has provided a variety of training and technical assistance to SDC and AIESD to help them strengthen their organizations and their ability to work cooperatives. A large part of this has been increasing their financial viability through improving their financial management systems and diversifying their support by securing funding from multiple donors. For example, the network received follow-on funding from the OSCE to continue working with electoral institutions to adopt the necessary reforms to ensure free and fair elections.

SDC representatives have received training from PA on "Coalition Building and Networking" and "Project Management," enabling them to increase their outreach and public image in the electoral administration process. Gerta Meta, Executive Director of the SDC, said, "This grant helped us to increase our monitoring capacity and expand our outreach. We have also strengthened our relation with media enabling a good coverage of our activity."

Both organizations have expanded their participation in national and international networks, and have exchanged their experience monitoring elections and working with government institutions to implement recommendations with similar organizations from Eastern and Central Europe.

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FINANCIAL TRANSPARENCY OF UNIVERSITIES IN ALBANIA

Implementing Organization: Albanian Student Government

“...The participation of students in the board that will monitor and control the management of funds of the Universities, that are going to be established, should be regulated through amendments in the new law for the organization of Higher Education”
-request of the Prime Minister at the Meeting of Ministers, held in July 2006, published in newspaper “Standart”...

Higher education in Albania faces difficult problems concerning new curricula, academic level, appropriate literatures, infrastructure and poor services offered to the students. These problems are caused partly by the insufficient budget of the universities, but are worsened by the lack of student community participation in the decision-making process, which creates space for abuse, corruption and inefficient budget management.

With a grant from Partners-Albania/DGA the organization “Albanian Student Government” (ASG) increased transparency within Albanian Universities and encouraged the participation of students in the financial decision-making process within University Administration.

The organization reviewed the current legal framework that regulates Universities in Albania, and compared it with various Western European countries’ legal frameworks for financial transparency and participation by students in the financial decision-making process. The concrete proposals emerging from this process were promoted in an awareness and lobbying campaign targeting the student community, state institutions and University representative bodies, the Ministry of Science and Education and Council of Ministry for Education.

The proposals were introduced in leaflets distributed to students along with posters with the slogan “I want to know what happens within my University”. Two thousand students of Tirana University signed the petition supporting the proposal to amend the Albanian Law on Higher Education.

The ASG published a brochure called “The Manual for Students’ Orientation” about the proposed changes to the statute and regulations of the University with regard to financial transparency, participation of student’s in financial decision making, and the expansion of student’s rights as well as the competencies, authority and obligations of University decision-making bodies.

The organization worked cooperatively with University and government stakeholders to ensure acceptance of their proposals. This included meetings with the Ministry of Science and Education and the Advisor of Prime Minister for Higher Education to introduce them to the proposals. They worked cooperatively with the deans of different faculties of Tirana University, who reacted positively to the recommendation to make some changes

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in their statutes and regulations. The organization also met with the University rectors to ensure their support on the approval of proposals. As a result of the organization's efforts, some of the proposed changes were included in the statute of the Social Science Faculty, Mechanical Engineering Faculty and Agricultural University. In addition, the organization has built a good partnership with the Ministry of Education and will follow up until all their proposals related to transparency will be adopted through amendments to the Albanian Law on Higher Education.

Partners-Albania's technical and financial assistance has helped ASG to improve their image with the student community and their reputation and relation with governmental institutions. During this project, three ASG staff attended two training sessions on "Network and Coalition Building" and "Cooperative Planning".

They gained experience in designing awareness campaigns and advocating for change within institutions, as well as designing and conducting a neutral, participatory planning process including people representing diverse interest groups. Dritan Nelaj, the ASG's Chief of Public and International Relations, said, "The financial support of PA and training knowledge especially in Cooperative Planning was very useful and helped us to improve our communication gaps with the institutions as well as influence their decision... From the other side we have to challenge students' apathy toward being more demanding on their rights for information."

FIRST ROUND OF GRANTS

Project Title: National Development of Albanian Domestic Observers Capacity for Observing Election Day

Implementing Organization: (Coalition of NGOs) Albanian Coalition Against Corruption/ Albanian Institute for Election System Development / Society for Democratic Culture / Women for Global Action /KRIIK Albania

Budget: 115530 USD

Project Title: Participation of Roma community in Election

Implementing Organization: Romani Baxt Korçë

Budget: 7742 USD

Project Title: Each vote matters ... even mine

Implementing Organization: The Center of Development and Monitoring of Infrastructure, Environment and Civil Society, Gjirokastër

Budget: 11120 USD

Project Title: Election Observation by People with Disability

Implementing Organization: Albanian Disability Right Foundation (Tirana, Elbasan, Librazhd)

Budget: 17648 USD

Project Title: Public Expenditures Watchdog in the pre-election Period

Implementing Organization: Center for research and Development (Tirana, Vlore, Durrës, Shkoder)

Budget: 24950 USD

Project Title: Public Tirana TLAS in Community for Better and Equal Access to Election Process and Other Basic Services

Implementing Organization: Cafod Albania / TLAS

Budget: 18310 USD

Project Title: Civil Society for Political Parties

Implementing Organization: CAO (Tirana, Shkoder, Korce)

Budget: 22520 USD

Project Title: National More Votes, More Minds, More Good Decision

Implementing Organization: KAP - Environmental Club of Pogradeci

Budget: 7301 USD

SECOND ROUND OF GRANTS

Project Title: National Follow - Up to Parliamentary Election Process Findings
Implementing Organization: Society for Democratic Culture (SDC) and Albanian Institute for Election System Development (AIESD)
Budget: 24,066 USD

Project Title: Financial Transparency of Universities in Albania
Implementing Organization: Albanian Student Government
Budget: 4,665 USD

Project Title: Anti-Corruption Week in Durrës
Implementing Organization: Civil Society Development Center Durres
Budget: 3,000 USD

Project Title: Anti Assist Korça Business to Create a Coalition to Combat Corruption of Government Services
Implementing Organization: Regional Development Agency of Korça (RDAK)
Budget: 21,630 USD

THIRD ROUND OF GRANTS

Project Title: “City Hall: On a Crossroad between Avant-Garde and Corruption
Implementing Organization: EDEN Center
Budget: 10,301 USD

Project Title: Monitoring of National Strategy for Children 2005 through 2010 and the implementation of the Plan of Action June 2005 through June 2006
Implementing Organization: Every Child Albania / Albanian Children’s Alliance
Budget: 18,135

Project Title: Tracking the decentralization progress on education and increasing the role of NPO-s in this process
Implementing Organization: Center for Research and Development
Budget: 22,240 USD

Project Title: Transparency in the Civil Service
Implementing Organization: Center for Development and Democratization of the Institutions
Budget: 18,535 USD

Project Title: Public Expenditures Watchdog on Agriculture Infrastructure – Development of Farmers’ Community in the Fight Against Corruption
Implementing Organization: Science Technology Extension Service for Farm Development (BLEKALB)
Budget: USD 17,968