



Center for Habitat Development

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Annual Report

2001

MAKING CITIES WORK!

A Culture of Change



Tirana, September 2002

Dear Friends and Colleagues,

This annual report shows the progress of Co-PLAN, Center for Habitat Development during year 2001. The report reflects the intensive efforts and activities of Co-PLAN staff over the year, but it is finalized especially during *the Annual Workshop of Co-PLAN: Internal Reflection & Reporting*, organized in December 2001. In addition, the report reflects also the main conclusions of *the Partners Consultation Workshop* organized in Tirana, October 2002, by Cordaid (the strategic partner and main donor of Co-PLAN) and its network of partner NGOs in Albania.

The Annual Internal Workshop is conceptualized as a final activity of the organization every year, and is followed usually by the activity planning for the next year. The workshop aims to provoke an open and honest internal debate for all staff of Co-PLAN, in order to reflect over strengths and weaknesses, advantages and disadvantages, achievements, successes and future challenges of the organization.

The Executive Board of Co-PLAN expresses its gratitude to all those who contributed directly or indirectly to strengthening and making Co-PLAN a capable Albanian organization that operates successfully in the field of community based urban development. In addition, the Board of Co-PLAN makes this report available to all partners and interested organizations/parties, as well as to the broad public, in order to make a clear and strong commitment to the transparent nature of the organization's activities, assets and funds, used during year 2001.

Co-PLAN welcomes all comments and suggestions, which hopefully will make the organization even more successful in achieving its objectives to benefit of the society and communities.

arch. **Besnik ALIAJ**

director of Co-PLAN

Mission Statement

Co-PLAN is a professional non-governmental organization originating in 1995 and registered by the Court of Tirana in 1997. Co-PLAN works in the field of community based urban development contributing to sustainable development and strengthening civil society. The organization provides assistance to communities, local governments; national and international organizations with regard urban management/development. Co-PLAN aims to enhance environmental, social and economic conditions in Albanian cities promoting local resources mobilization and civil society development. Co-PLAN undertakes project preparation and implementation, carries out policy and sector studies, supports institution-building activities and organizes several events that mobilize public opinion and disseminate knowledge and innovative approaches in urban development planning and management. The international external evaluators describe Co-PLAN as: ... a major player in the urban development of Albania ... a unique and capable organization for delivering the promised services ... an organization that has proven to be established, reliable, professional, and effective working under the prevailing difficult situation of Albania. Co-PLAN staff is young, energetic and enthusiastic and have sufficient capabilities and knowledge to deliver high standard results...



Co-PLAN team in 2001

Fig.1: Key words selected by Co-PLAN staff

Each staff was given the chance to select 2 key words to be selected on the mission statement of Co-PLAN

Choice 1	Choice 2	Final Score
Professional	Professional	Professional organization 20
Community-based urban development	Challenge environment	Community based urban dev. 18
Sustainable	Civil Society	Civil society 13
Participation	Consultancy services	Sustainable 12
Pilot actions	Community based urban development	New mentality/new visions 11
Civil Society	Capacity building	Pilot actions 8
New visions	Change	Participation 7
Public role	Pilot actions	Change 5
Raising awareness	New mentality	Service provision/consultancy 4
Service provision	Sustainable	Capacity building 3

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The Surrounding Environment of Co-PLAN

Co-PLAN operates in a complex and a rapidly changing surrounding external environment. Of course, such situation offers opportunities (below in **blue**) and threats (below in **red**) for the organization. The leadership of the organization aims to avoid threats and grab opportunities. In order to do so a better understanding of the external environment is needed. Every year, the Co-PLAN team analyses which factors and forces influence the organization looking at them from four perspectives: (i) demand, (ii) supply, (iii) policy and regulations, as well as (iv) competition and cooperation. Of course, we concentrate on aspects that are under the area of influence of Co-PLAN and which we can really influence throughout our work. However, in order to better understand the main features of the external environment of Co-PLAN see the table described below:

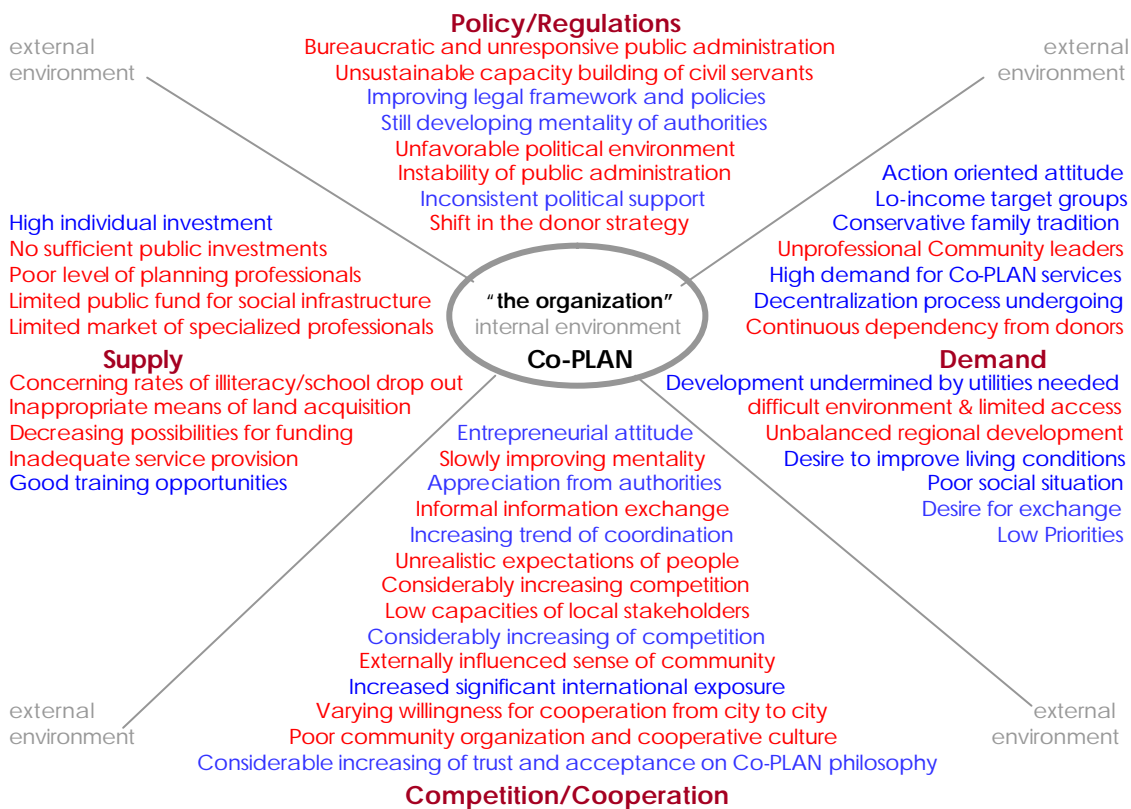


Fig.2: The Environmental Scan of Co-PLAN

■ Opportunities
■ Threats

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The Organization

Given the external environment of Co-PLAN, the internal environment of the organization is also considered of crucial importance for its performance. Co-PLAN invests continuously in this aspect. The internal environment of organization is annually analyzed in terms of 6 main dimensions: (i) strategy; (ii) structure; (iii) system and processes; (iv) management style; (v) personnel; (vi) and culture.

The strategy of Co-PLAN (see Fig.3 and 4) during 2001 aimed:

1. To use professional capacities of the organization to meet increasing demand for the services offered by Co-PLAN;
2. To improve planning and monitoring tools in order to better deal with market demand for Co-PLAN services;
3. To increase consideration over Co-PLAN assets and internal regulations in order to properly deal with future independence from the donors.

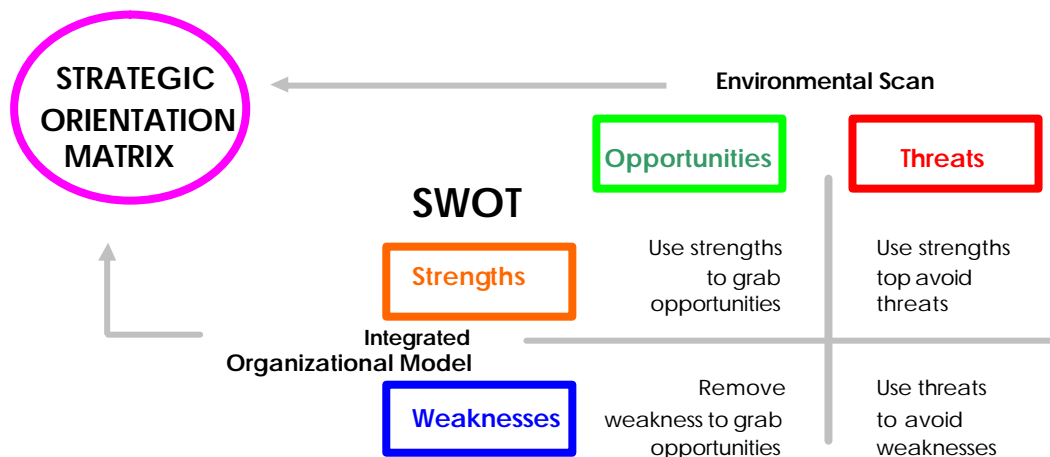


Fig.3: Relations between SWOT Analysis and SOR Matrix

The systems and processes of Co-PLAN are developing together with its own experience. Nevertheless, Co-PLAN has a well-established financial management and documentation procedures; a unique self-evaluation process (twice per year), and contemporary employment procedures with clear contracts, rules, terms of reference, as well as a very clearly structured salary system. The organization function on basis of well determined decision making structures, on basis of its own statute, which is under revision to meet the requirements of the new law on NGOs. Co-PLAN is developing its annual planning system but has regular (monthly, 6- and 12-months) reporting procedures. Co-PLAN has also fair monitoring (monthly) and evaluation (twice per year) system. It is transparent and its annual report is distributed for the broad public. Co-PLAN has its own decision-making system, the Executive and Advisory Boards, and functions on basis of its own statute recognized by the court of Tirana (actually under readjustment process to meet the requirements of the new Law of NGOs).

The structure and hierarchy of Co-PLAN during 2001 is presented in the Fig. 5 and 6. Co-PLAN has been a small and flexible organization functioning on the team logic. Because of the increasing demand for its services, the organization has been growing and continuously specializing/dividing its work through more clear and decentralized structure, where project leaders and responsible departments are becoming of critical importance to connect the organization's leadership and field staff, having more freedom in terms of decision making, employment and fund spending.

Legend:

1. Strategic Apex

Staff charged with ensuring that organization serves its mission by formulating and controlling relevant strategies.

2. Techno-Structure

Staff involved in maintenance and development of efficiency and effectiveness of primary support process.

3. Middle-Line Management

Staff involved in joining strategic apex to the operation core by channeling information and coordination of activities.

4. Support Structure

Staff not directly involved in primary process, but providing operational support

5. Operating Core

Staff involved in activities of the primary process

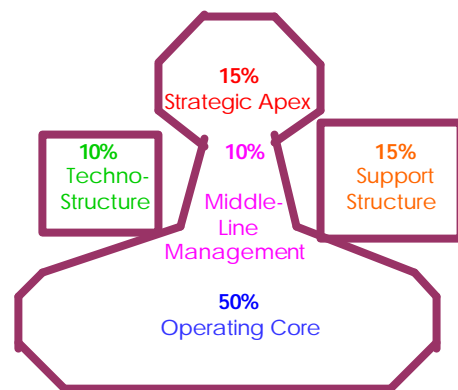


Fig. 5: 'Mintzberg' Organizational Model of Co-PLAN 2001

Based on the emphasis on staff and/or finance, a picture can be drawn for an organization, presenting its components with their proportional size, showing their relative weight/emphasis in the organization. The model of Co-PLAN 2001 can be determined as 'Dominant Support Structure', which is typical for heavily developed administrative functions and procedures.

The management style of Co-PLAN can be described as very flexible and open minded. It is a mixture of 'hierarchic' and 'flat' type organizational management. Co-PLAN staff is very keen in keeping the organization alert about its strengths and weaknesses throughout a modern 'feedback' attitude. This situation is very healthy for developing common vision, staff cohesion, team building and awareness about external threats. Operation in a volatile environment provides organization to anticipate to uncertainties and possible changes. There is a noticeable effort of Co-PLAN to establish clearer management instruments to monitor staff time allocation, activity planning, scheduling, benchmarks, and results via global bar charts and regular team meetings. The organization has a comprehensive list of projects and activities with clear intention to put in place what is being done, by whom, when, with what resources, etc. <More is to be done on project management system.

Since 2001 Co-PLAN staff started the process for obtaining the *ISO' (International Standard Organization) certificate*. So far this is the first organization ever in Albania committed in such initiative, which will give the organization in the coming 35 years highly professional standards and managements style.

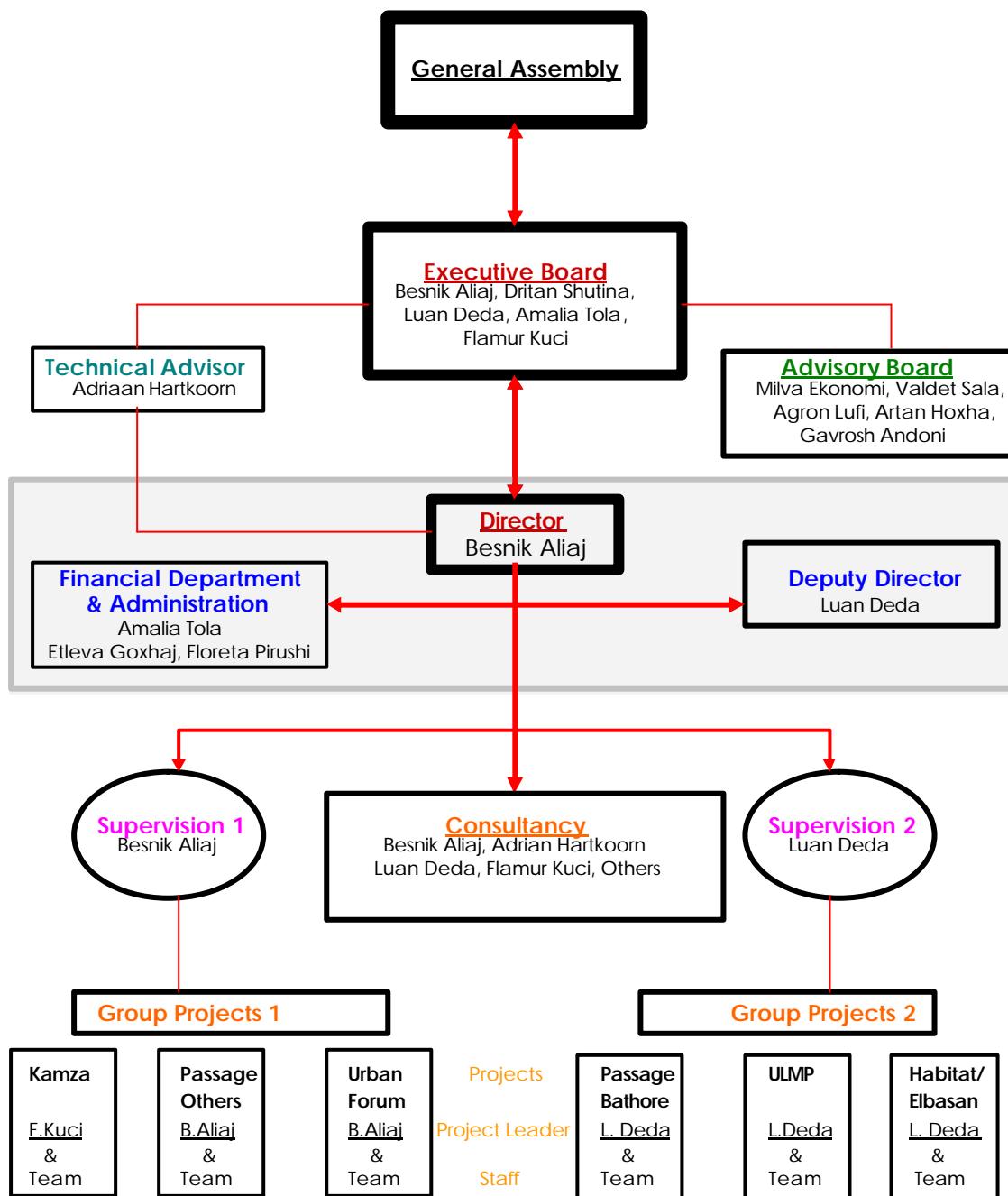


Fig.6: The Organizational Chart of Co-PLAN 2001

The culture of Co-PLAN is appreciated as one of its strongest points. The cultural and social potential is a strong pillar for the organization that is carefully maintained and elaborated. Co-PLAN culture is a mixture certain elements such as people, performance and compassion. The key qualities of Co-PLAN culture are: (i) idealism; (ii) reliable, effective and enthusiastic organization; (iii) knowledge of modern instruments; (iv) professionalism and good reputation (see Fig. 7).

Fig. 7: Key qualities of Co-PLAN culture

Each key quality shows dangers of overdoing the so-called trap. The last ones can be avoided by its opposite, the challenge. Overdoing challenges provides information on organization' allergy. Challenge is a starting point for developing other qualities for organization.

Nr.	Key quality →	Trap →	Challenge →	Allergy
1.	Idealistic	Vague	Good internal organization	Indifference to the outside
2.	Reliable	Jealousy	Develop communication strategy	Bla-bla
3.	Effective	Inefficiency	Introduce time management	Loosing time
4.	Enthusiasm	Doing too much	A good internal structure	Chaos
5.	Modern organization	Running before the flock	Secure dissemination of results	Nit wits
6.	Good reputation	Arrogance	Networking (national and international)	Becoming anonymous
7.	Professionally	Specialize	Generalize	Amateur



The personnel of Co-PLAN during 2001 have been involving in total 21 people. Co-PLAN has been applying a careful employment policy in order to maintain the sustainability aspects and reinforce professional dimensions. The personnel is hired based on transparent and well-established procedures, and have clear tasks, responsibilities and terms of reference based on official contracts. The staff has also encouraged a nice social life.

Permanent staff:

1. Besnik Aliaj director, urban planner, master's in urban management;
2. Dritan Shutina hydromechanics engineer, master's in public administration;
3. Luan Deda vice director, architect, postgraduate training in land management and housing
4. Amalia Tola economist, head of financial and administration department;
5. Flamur Kuci urban planner, project leader; postgraduate training in urban revitalization;
6. Artur Cakalli urban planner, staff; postgraduate training in real estate management;
7. Ruzhdi Keci community expert, doctor in rural development;
8. Floreta Pirushi law student, office administrator;
9. Etleva Goxhaj economist, financial officer
10. Rudina Toto urban planner, staff;
11. Suela Muco urban planner, staff;
12. Indrit Faja urban/rural economist

New recruits (contracts):

13. Sally Kelling British advisor, master's in environmental management
14. Theodora Nocka civil engineer, project manager, master's in urban planning;
15. Artan Karini language expert, project manager, master's in public administration
16. Raimond Pengu social scientists, doctor in philosophy;
17. Kliti Mita social scientist, postgraduate training in social sciences;
18. Manjola Kapedani social worker, staff
19. Enton Derraj urban planner, staff

Leaves (end of contracts):

20. Adrian Hartkoorn Dutch architect, advisor, master's in urban management;
21. Klaud Manehasa architect, master's in urban environmental management;
22. Valbona Spahija social worker, team leader;
23. Xhovalin Tarazhi social worker, staff;

Partnership and Networking



List of Partners and Networks

- 1. Institutionalized Networks:** ENHR, European Network of Housing Researchers;
CSDnet, Civil Society Network in Housing and Urban Developments in Balkans
Cordaid' partners in Albania and East Europe Region;
NGO Bathore Network
- 2. Strategic Partners** Cordaid, the Netherlands;
Novib, the Netherlands;
IHS, Institute for Housing and Urban development studies, Rotterdam the Netherlands.
- 3. Partnerships:** Urban Land Management Project / World Bank;
AAM, Albanian Association of Municipalities;
Ministry of Public Works and Tourism;
UNMIK, United Nations Mission in Kosovo, Habitat Project;
Municipalities of Tirana and Kamza;
LTC, Land Tenure Center, University of Wisconsin;
ASSA, Albanian Association of Social Services
Academy of Science of Albania;
Environmental Regional Agency in Tirana
GTZ (Albania) / Padco (USA)
BBF Television in Tirana;
- 4. Donors / Clients** Cordaid, the Netherlands;
Novib, the Netherlands;
World Bank;
ACSF, Albanian Civil Society Foundation;
UNDP, United Nations Development Program;
Soros Foundation, Albania;
Respective local communities and authorities in the regions/neighborhoods of work.

Partner Definitions

- 1. Institutionalized Network:** institutionalized partnerships (with rules, periodical exchange of information and meetings, etc);
- 2. Strategic Partners:** Organizations and institutions that support on long term accomplishments of the mission and objectives of Co-PLAN
- 3. Partnerships:** Forms of collaboration including financial agreements, exchange of information and coordination of activities;
- 4. Donors/Clients:** Source of financing.

Top-Ten Performance Rules of Co-PLAN

The evaluation is a summary of comments given by each staff, with 10 points available for every item.

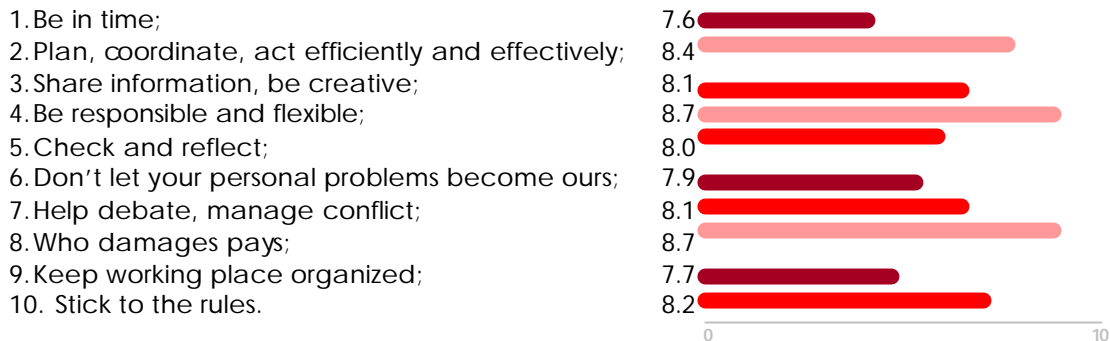
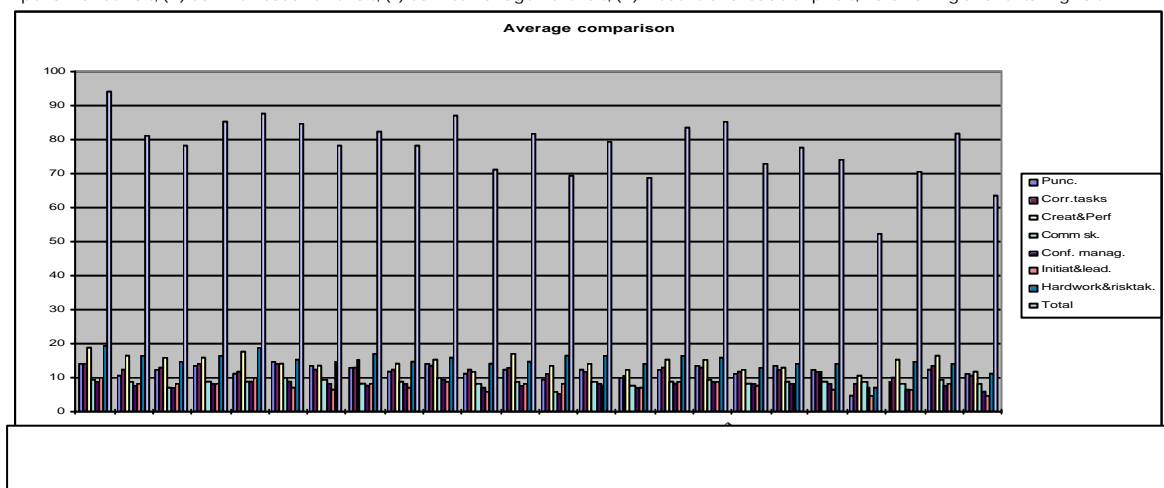


Fig.8: Self-Evaluation of Performance 2001 by Co-PLAN Staff

The evaluation is done by each staff based on 7 criteria, such as: (i) punctuality in time 15%, (ii) correctness in fluffing tasks 15%, (iii) creativity and performance 20%, (iv) communication skills 10%, (v) conflict management 10%, (vi) Initiative and leadership 10%, Hardworking and risk taking 20%.

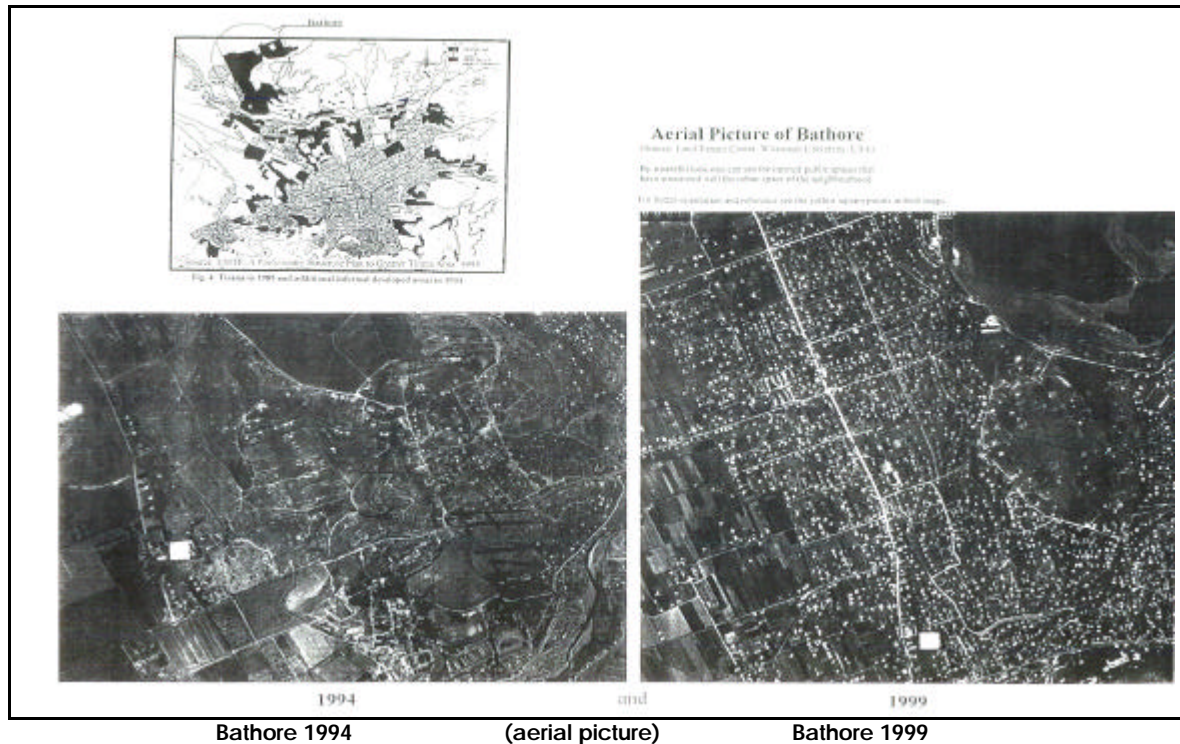


Concepts / Vocabulary

- 1. Client:** A person/entity who entrust a business to a specialized worker/entity;
A person/entity who receives help from a specialized worker/entity;
A customer.
- 2. Partner:** Either of two people performing in the same side in a 'game';
A person who shares with another an associate, especially one associated with others in business;
Either party in certain relationship.
- 3. Partnership:** A pair or group of partners, the state of being a partner or partners;
A contractual relationship between a number of people involved in a business enterprise;
- 4. Stakeholder:** A person/party with an interest or involvement in something, such as a business concern or the society in which they live;
An independent person/entity with whom each party/entity making a wager deposit their stake;
- 5. Indicator:** A person, a device or something who indicates an intention or something;
- 6. Indicate:** To show, to point out, to require, to be a sign or token out;

Development Projects

Community Based Urban Development in Bathore, Kamez



About Bathore:

Bathore is the biggest informal settlement in Albania created just after the changes of early 90s. Actually, is located over 400 hectares and counts approximately 25,000 inhabitants. Even in the brink of northern Tirana, Bathore is still an isolated and remote area, with serious problems because of the lack of physical infrastructure and social services, unclear ownership status, low incomes, high unemployment, etc. There exist poor community feeling, and inhabitants feel segregated and forgotten in their poverty. Education level is low and analphabetism is becoming a growing concern. Co-PLAN started to work in the neighborhood since 1997. It has been trying to promote development and integration with the rest of the city in a community-based and self-help approach, by promoting partnership among residents and authorities. Opening and gravelling roads, identifying public spaces and building basic social infrastructure, promoting community based organizations, generating employment and self-financed activities, are all together means towards development and melioration of living conditions of the area. This has been considered as unique example of dealing with poverty in Albania



View of Bathore neighborhood

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Passage to an influencing civil society!

Project Number: Co-PLAN: P0101-00 Cordaid: C-432/10010 S
 Amount: Available: 318,238 US\$ Spent: 259,067 US\$
 Total contribution: 65% by Cordaid, the Netherlands, and 35% local communities.

Main activities during year 2001 has been:

1. Consolidate work with vulnerable groups such as children, youth and women;
2. Organization and guide of new community based groups, including: (i) reorganization of democratic elections for the local CBO, (ii) and a workshop with local leadership to establish development visions for the neighbourhood;
3. Networking with 12 other (non-) governmental organizations operating in the Bathore neighbourhood, including: (i) making aware people and authorities about the network, (ii) as well as publishing the network's newsletter.
4. Plan and implement infrastructure improvement actions in the neighbourhood, including: (i) design, tender, supervise and construct the new community/local administration center, and kindergarten, in cooperation with Dutch NGO, Novib; (ii) open and gravel public space; (iii) complete primary school playfield; (iv) extend community based solid waste collection system;
5. Community sensibilization via written/electronic media coverage, including: (i) draw attention of authorities; (ii) change local attitude and promote cooperation; (ii) information campaign on health, sanitation, and environmental aspects; (iv) as well as, initiation of neighbourhood development agenda.



Improving access and creation of basic social infrastructure, Bathore area

Project number: Co-PLAN: P0004-00 Donor: ALB-037-00-002
 Amount: Available: 59,134 US\$ Spent: 58,971 US\$
 Total contribution: 75% Novib, the Netherlands, and 25% local communities.

Main activities during year 2001 are:

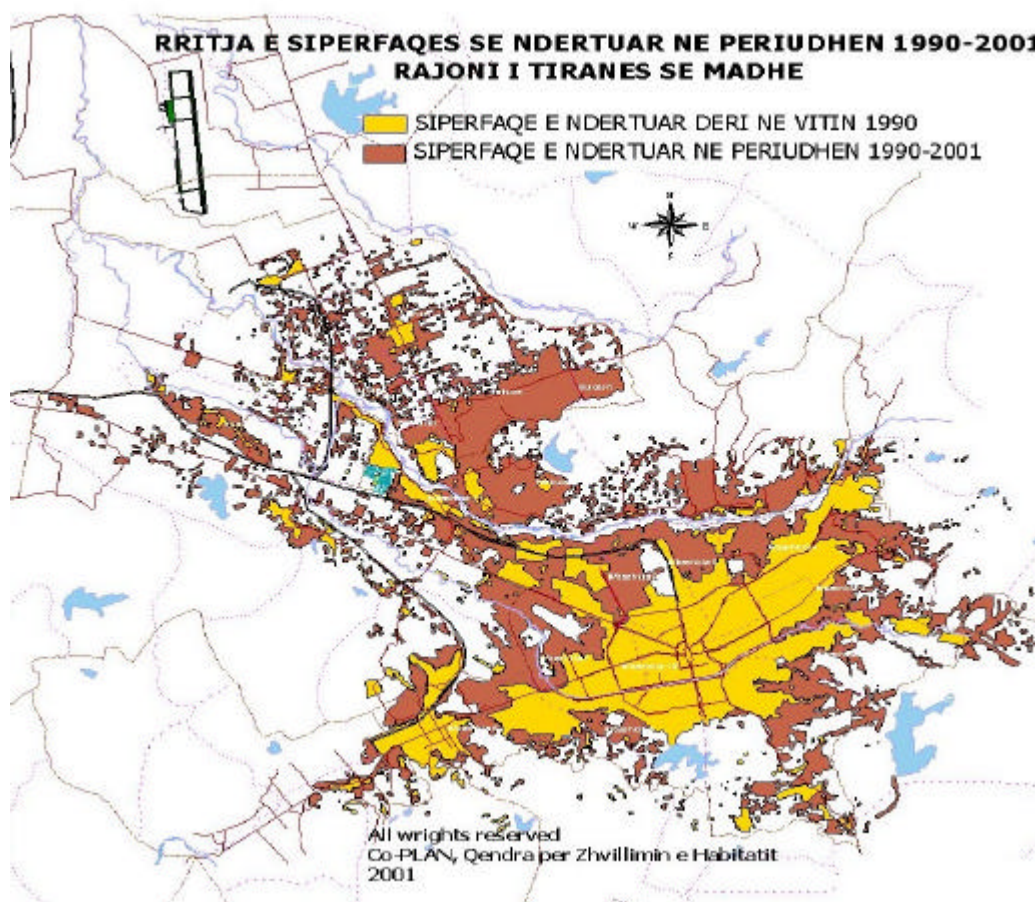
1. Building kindergarten, in cooperation with Cordaid, the Netherlands, within a poly-functional center, also serving to the community and local government purposes;
2. Opening new public spaces and graveling the future neighbourhood roads;
3. Cleaning irrigation system and channels by involving community groups, to avoid flooding and environmental degradation;
4. Building the trunk pipeline of water supply network within the neighbourhood, targeting especially the supply to health care center, school, kindergarten, etc in cooperation with the French NGO 'Premiere Urgence', Cordaid Holland, ULMP Project of the World Bank and Ministry of Public Works of Albania;
5. Promote pilot community based solid waste collection actions in order to promote self-supporting activities and to municipal services;
6. Improving school playground and sport facilities for neighbourhood;
7. Work with community and especially vulnerable groups, including organization of training courses of English language for youth and children groups, etc.

Indicators of work in Bathore neighborhood Kamza

Input	Throughput	Output
Human Resources: <ol style="list-style-type: none"> Co-PLAN: <ul style="list-style-type: none"> = 4 persons over year; = About 2100 hours over timing; Authorities and local CBOs: <ul style="list-style-type: none"> = 12 persons; = 420 working hours. 	Systems: <ol style="list-style-type: none"> Asset management rules in place; Archive created, updating to be improved; Planning of activities done yearly, progress of activities as per plan, disbursements according to budget; Reporting of project monthly, of staff weekly, and hierarchy informally; Evaluation: internally twice per year by board, and external; Communication both through hierarchy (project leader) and informal. 	Trainings: <ol style="list-style-type: none"> Strengthening/empowering local leadership by daily contacts and on job trainings; Training children on their rights: 1st June Convention; Training women on income generating activities; Training local population on environment and garbage collection and treatment; Workshop on setting up a neighbourhood development agenda;
Capital: <ol style="list-style-type: none"> Co-PLAN: <ul style="list-style-type: none"> = office equipments; = 1 vehicle all year = 150,000 US\$ community center Authorities: <ul style="list-style-type: none"> = 10 square meters office; = 500 m2 for community center = furniture for CBO Community: <ul style="list-style-type: none"> = 800 square meters for public space; 	Procedures: <ol style="list-style-type: none"> Financial procedures written and explained to all; Employment procedures: hiring and firing written and transparent. Formal contracts, probation period, renewal, job descriptions, ToR, rules of employees written. Office management informal; 	Publications: <ol style="list-style-type: none"> Publishing of Bathore newsletter, 3 in Albanian and 1 in English; Articles written about informal settlements and community based upgrading in 'City Made by People, volume 2' distributed nationally and internationally; Several TV-news & programs, including 3 broadcasted public debates;
Financial Resources: <ol style="list-style-type: none"> Co-PLAN: <ul style="list-style-type: none"> = investments in total; Authorities (ministry + municipality): <ul style="list-style-type: none"> = investments by ULMP Communities: <ul style="list-style-type: none"> = 30,000 US\$ (for water sewer 20%) = About 1000 working hours voluntary work NGO network: <ul style="list-style-type: none"> = 5000 US\$ from 12 organizations. 	Management: <ol style="list-style-type: none"> Financial management, focus on checking budget and expenditures, and keeping in line with plans; Asset management informal, not written; Checks and balances, weekly on project level, biweekly for organization; Office management informal, not written; Human resource management: formally for organization: informally on project basis; Planning through Micro Project software; Monitoring informal; Evaluation: internal annually, external at the end of project; Reporting: Monthly, annual, final. 	Services: <ol style="list-style-type: none"> Public space opened and graveled: <ul style="list-style-type: none"> = 2000 square meters donated; = 2 kilometers signed and opened; = 200 families donating land; = 50 SMEs created after opening roads Social services provided by building community center serving as kindergarten for 300 kids; and offices for administrative unit of Local authorities, for NGO network, for local CBOs, and Co-PLAN project. Three youth groups created and one basketball team;
	Staff: <ol style="list-style-type: none"> Staff development policy at organization level; Motivation: bonus policy based on performance, organization of social life, trainings, international exposure. Conflict resolution and firing procedures written Performance based on 7 criteria; Personnel policies: hiring with clear selection procedures, newspaper announcements, CV evaluation, interview, pre-selection, test, project visit, final selection; Contract with probation period, contract renewal, rules of employees, ToR; Qualifications: 4 staff trained nationally, and 1 exposed internationally, participation in several local workshops, on-job training; staff satisfaction assessment. 	Lobbying: <ol style="list-style-type: none"> Signing Partnership Agreement between authorities and local residents in Bathore 3 subdivision; Tv-programs organized to sensiblyse public opinion and authorities, including inviting them to react; Convincing authorities to undertake legalization actions, proved during and after local and parliamentary elections; Urban land management project supported in mobilization phase, in piloting and implementation phase.
	Culture: <ol style="list-style-type: none"> Social integration through formal and informal several gatherings/celebrations, visits, and other occasions; Team spirit/work and support for each staff. 	Others:
	Organization: <ol style="list-style-type: none"> Project is analyzed on organizational level; 	



Opening way for new roads and public space



Map prepared by the staff of Kamza Project

Building a Common Vision for Future Developments in the Municipality of Kamza

About Kamza:

Kamza is one of the newest municipalities of Albania, just in the northern brink of capital Tirana. The municipality was established in 1996 out of 5 communes (villages and rural areas), Kamza town and Bathore illegal settlement. Actually, the municipality counts almost 60,000 inhabitants, which is 10 times higher than 10 years earlier. Authorities have very limited means to deal with the complex problematic of rapid urbanization. While local residents invest, mostly informally/illegally, several millions US\$ per annum, annual municipal investments has not been more than 25,000 US\$. In this conditions people have taken development in their hands. However, this has created many externalities, such as, lack of physical and social infrastructure, including lack of public land for public purpose, serious environmental deformations, a number of infective illness, high unemployment, and concerning increasing rates of illiteracy. Co-PLAN has been working with local authorities since 1997, but in 1999 the cooperation has been formalized during the so-called refugee crisis because of war in Kosovo. Since early 2000, Co-PLAN and Municipality of Kamza are working together in a capacity building and development project, which aims to build a common vision for the future of Kamza taking in consideration the interests and needs of local residents and businesses.

Empowering Local Governance and Community Based Initiatives in the Municipality of Kamza

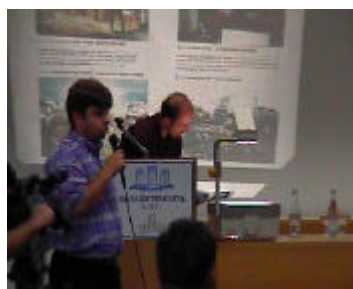
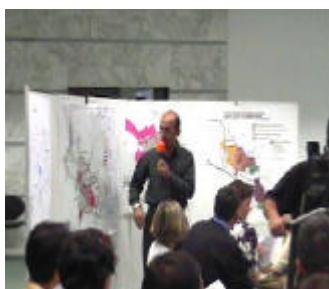
Project number: Co-PLAN: P0001-00 Cordaid: G -432/8052 Novib: ALB-037-00-001
 Amount: Available: 247,575 US\$ Spent: 170,149 US\$
 Total contribution: Cordaid 50%, Novib 25%, and local sources 25%.



Opening public space in the city center

Main activities during year 2001 have been:

- a. Planning and building common development vision:
 1. Identification and preparation of topographic maps for the municipal territory;
 2. Undertaking social-economic research for municipal social groups;
 3. Involve communities and citizens in setting up a new vision for the city by organizing open public debates and participatory media activities;
- b. Undertake capacity building activities for local municipal and project staff:
 1. Training local municipal staff of Kamza municipality;
 2. Provide specialized international technical assistance by IHS Rotterdam, including on-job training for Co-PLAN and local municipal staff;
- c. Undertake identification and implementation of concrete investment projects:
 1. Equip and improve situation of municipal offices in Kamza;
 2. Realize pilot investments on selected municipal services:
 - ? Administrative unit offices in Bathore neighborhood;
 - ? Sewerage system in Laknas neighborhood;
 - ? Upgrading recreational/green space in the center of Kamza Municipality



Participation of citizens in drafting/implementing a common vision for the future of the city

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Indicators of work in the Municipality of Kamza

Input	Throughput	Output
Human Resources: <ol style="list-style-type: none"> Co-PLAN: <ul style="list-style-type: none"> = 5 full time staff over year; = 5 support staff over year = 9,500 working hours extra, = 5000 US\$ Authorities: <ul style="list-style-type: none"> = Task Force, 10 persons; = Expertise in 8 missions; = 640 working hour overtime; IHS Rotterdam <ul style="list-style-type: none"> = 8 persons working free Capital: <ol style="list-style-type: none"> Co-PLAN: <ul style="list-style-type: none"> = 6,000 US\$ office improvement; = 6,000 US\$ logistics (4 computers, 1 photocopy, 10 tables, chairs, fax) = 6,000 US\$ generator/ 1 vehicle = 22 US\$ offices for administrative unit, Bathore community center Authorities: <ul style="list-style-type: none"> = 3 rooms at rent value of 10,800 US\$; = 500 m2 land for community center Community: <ul style="list-style-type: none"> = 22 m2 land for public space; 	Systems: <ol style="list-style-type: none"> Asset management rules in place; Archive created; Planning done yearly, progress of activities & disbursements as per plan; Reporting of project monthly, staff biweekly, and hierarchy informally; Evaluation: internally twice per year by board, and external mid- & the end; Communication both through hierarchy (project leader/director) and informal. Procedures: <ol style="list-style-type: none"> Financial procedures written and explained to all; Employment procedures: hiring and firing written and transparent, work contracts, probation period, renewal, job description, ToR, descriptions, rules of employees written. Office management informal; Meeting minutes with major & task force; Annual progress report to donors, 6-months project visit by board, regular (6) reporting to major of Kamza and Co-PLAN director; Communication through Task Force 	Trainings: <ol style="list-style-type: none"> 3 staff trained on GIS, Geographical Information System 20 staff trained on UEM Urban Environmental Management; 5 staff trained on CIP, Capital Investment Programming; 20 staff trained on project management. 50 Open Public Lectures organized for broad public, professionals, civil servants. 15 staff trained on ID/OS and evaluated; 25 staff trained and use Excel/Windows 98 5 staff trained in public budgeting and decentralization reform; Publications: <ol style="list-style-type: none"> Publishing of information newsletter and distributed to all citizens. Articles written about the project and new city plan in 'City Made by People, volume 2' distributed nationally and internationally; 6 TV programs and debates, including news about, the new plan, about legalization options, and community based urban development. 4 public presentations on different workshops/seminars on Kamza project SUD plan, first draft distributed to partners for comments, 5 institutions reacted
Financial Resources: <ol style="list-style-type: none"> Co-PLAN: <ul style="list-style-type: none"> = 109,000 US\$ budget in total; Authorities: <ul style="list-style-type: none"> = 5,000 US\$ investment, municipality = 22 US\$ central government ULMP Communities: <ul style="list-style-type: none"> = 4000 US\$ Laknas community = 22 working hours voluntary work 	Management: <ol style="list-style-type: none"> Financial management, focus checking budget/expenditures, respecting plans; Asset management informal; Checks and balances weekly Office management informal; Human resource management at organization level Planning with Micro Project software; Monitoring informal; Evaluation: internal annually, external at the end of project; Reporting: Monthly, annual, final. 	Services: <ol style="list-style-type: none"> Green public space opened from illegal constructions and improved in city center; 80 residents involved voluntary and removed 90% of garbage Municipal services improved <ul style="list-style-type: none"> = by building administrative unit offices in Bathore, including facilitating building community center & kindergarten = by building sewerage system in Laknas, 300 residents benefited Better information system for citizens by exposing information and distributing info-leaflets (1000 citizens responded).
	Staff: <ol style="list-style-type: none"> Staff development policy with organization; Performance based on 7 criteria; Personnel policy: hiring through selection procedures, newspaper announcement, CV evaluation, interview, pre-selection, test, project visit, final selection; Contract with probation period, contract renewal, rules of employees, ToR; Motivation: bonus policy based on performance, organization social life, trainings, international exposure. Conflict resolution and firing procedures written; Qualifications: 5 staff trained nationally, 1 exposed internationally, participation in several local workshops, on-job training; staff satisfaction assessment. 	Lobbying: <ol style="list-style-type: none"> Partnership Agreement with authorities and local communities signed; Sensibilization and lobbying of public opinion and authorities by the use of media, 70 stakeholders involved; Lobbying with Tirana major and central government to undertake legalization actions, proved during and after local and parliamentary elections; Lobbying with GTZ and Padco (USA) to change planning attitudes and legislation in Albania, 1 urban forum; Lobbying with AAM Albanian Association of Municipalities to replicate experience over other municipalities and support decentralization process with respect urban planning, too.
	Culture: <ol style="list-style-type: none"> Social integration through formal and informal several gatherings/celebrations, visits, and other occasions; Team spirit/work and support for each staff. Diversity of professional backgrounds and experiences (4 backgrounds) Over timing, 9500 working hours; 	Others: <ol style="list-style-type: none"> 1.5 Million EURO investments in water supply system for kamza municipality, and the second phase to be implemented latter, thanks to the new urban plan produced. Support/detailing Greater Tirana Strategic Plan for Kanza region including facilitating 22 US\$ ULMP infrastructure investments. 2 other NGOs interested to invest plan on social aspects based on Kamza; 30 individuals/businesses approached Co-PLAN about the plan. More sustainable investments by private sector as they now build according the plan
	Organization: <ol style="list-style-type: none"> Project analyzed on organizational level; 	

Community Based Neighborhood Development

Making people and communities partners of authorities through assistance to Urban Rehabilitation and Housing Project "1 May" Residential Block, Tirana

Project number: Co-PLAN: P002-00 UNDP/PIU: ALB/95/003 Novib: ALB-037-00-003
Amount: Available: 37,032 US\$ Spent: 37,032 US\$
Total financing: Habitat II Project (UNDP/MPWT) 52%, Novib 41%, local sources 7%.



Before and after the project intervention

This Project has been targeting a very central residential housing block of Tirana, developed during 50s and 60s, well known for its considerable green spaces but actually in a very bad shape. Since privatization happened, people did not show care for collective group/public spaces. Indeed, a big gap was created between the improving situation within the house and outside them. The project aimed to provoke local residents/authorities and change their attitude by promoting concrete self-help community based action, such as asphaltting roads and improving green space and playground. The experience will hopefully serve as a practical example for revising the new condominium law. The project had two components, which supported each other: (i) community development; (ii) physical improvements. Ministry of Public Works and Tirana Municipality supported the project, while residents identified their local leadership.



Impact of the project – new paved streets and greenery in the area maintained by residents

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Indicators in "1 May" Neighborhood of Tirana

Outputs	Effects	Impact
Direct investments on improving the infrastructure services in the area.	? Attention of media for the upgrading project in the selected site. One of the main TV asked the project leader for an interview in order to disseminate such experiences. ? The area is improved considerably and the residents living there appreciate that a nd feel owners of such improvements. ? Authorities (Tirana Municipality) not only approved the improvement plan but also involved the Greenery Enterprise to design and implement the recreational space.	? The residents of the area are actually taking care of the greenery space. ? Residents of many neighborhoods are feeling more active in asking authorities support to clean the public space from illegal occupations and implement improvements projects.
Building a practical model of improvements in inner-city apartment blocks with bases of partnerships of community with NGO-s and authorities.	? The neighboring areas asked Co-Plan to replicate the same project in their areas and promised to be ready to fulfill the project requirements. There are two proposal at Co-Plan from two communities in this regard.	? The Municipality of Tirana has implemented several projects for improvements in public spaces with community participation and contribution following the same approach as experienced in this project.
Involvement of authorities in projects with community participation.	? Residents feel the presence of authorities in improvement actions.	? The Municipality of Tirana has implemented several projects for improvements in public spaces with community participation and contribution following the same approach as experienced in this project.
Improving the professional capacity within Co-Plan on community organization and project implementation.	? About three other staff from Co-Plan were trained "on the Job" in concrete actions for organizing community to partnerships with authorities.	? Co-Plan staff is highly demanded on assisting other organizations or institutions for community mobilization and project implementation.



Community meeting and civil works

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Community Based Improvements of "Gjergj Dimitrov" (Balashe) Neighborhood, Elbasan

Project number: See Passage.... Project financed by Cordaid
 Amount: Available and spent: 27,625 US\$
 Financed by: Cordaid 75%, and local resources 25%.



before project and ... after project

Municipality of Elbasan, thanks to the initiative of Italian NGO CISP, which rehabilitated and established a community center for old people, initiated the project. The center supports also nowadays the residents of low-income neighborhood of "Balashe". However, as access to the center was very difficult, local road was improved with the support of Co-PLAN. Local residents/businesses and municipality of Elbasan covered 10% of the costs, while CISP is devoted to work with local community. Local community has contributed also in term of voluntary work and maintenance of the social center. CISP invested also in the social center approximately 100,000 US\$. In addition, Municipality of Elbasan is eager to extend cooperation in other poor areas of Elbasan.

Indicators of work in Elbasan:

Outputs	Effects	Impact
0.3 Km of road is highly improved . A contemporary model of cooperation between local authorities, community, private business and NGO-s in improvement actions.	100 people frequenting the social center have better access to this center The project cost was shared among all actors involved based on a partnership agreement signed beforehand.	The social and cultural center of the Balashe area is frequented by more people than before the road improvement has taken place. Other neighborhoods are demanding the replication of this project and express readiness for cooperation. In this regard the Municipality of Elbasan has prepared another project proposal for improvements in another area of the City.
Training Local Authorities through practical examples of cooperation with other important actors for development.	The Mayor of Elbasan asked Co-Plan to moderate a public discussion with the residents related to concerning issues in the city.	Other similar projects have been implemented in the city as initiative of Local authorities in cooperation with other NGO-s or government budget.

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Promoting Equality through Community Based Improvement Actions in the Roma Community Neighborhood, Allias Tirana

Project number: Co-PLAN: P0002-00 Donor: ALB-037-00-004
 Amount: Available: 32,826 US\$ Spent: Spent: 31,826 US\$
 Total contribution: Novib 65%, and local residents 35%.



before project



after project

...

and

...



Working with local community

Roma Community in Allias is one of the most isolated neighborhoods of Tirana, but its residents (65% Roma) are also the most organized community in the city. They are especially active in the promotion and protection of human rights for minorities. Thanks to the support of Albanian Human Rights Center, their CBO identified local needs and priorities and approached municipality and Co-PLAN with concrete plans to cooperate for upgrading the local sewerage system which transformed in a serious barrier for access to the neighborhood and caused serious infective sickness. Based on this intervention 1.5 km sewerage line was built up, and access road was considerably improved. Local residents contributed in cash and voluntary labor, they maintain sewerage system, and have initiated themselves a local garbage collection system. Municipal company has formalized the sewerage system, and local residents are eager to continue such experience for improving water supply system, asphaltting road and building a community center by serious local contribution.

Indicators of work in the Roma Community:

Outputs	Effects	Impact
1.5 Km new sewerage system	Residents live in better hygienic conditions	Residents considering moving away prefer to remain in the area
1.5 km road leveled and graveled	Access improved	More services available in the area
Cooperation model among residents, CBOs, NGOs and municipal service companies promoted	35% of cost covered by cash contribution of residents, in addition to voluntary roads	The value of the area increased, self investment stimulated
Tertiary connections built and financed by residents 100%	Residents have set up a system for waste collection to protect the sewerage network from blockages	Self confidence increased for further joint initiatives
	More in-house investments stimulated	Roma and non-Roma population sharing problems, solutions and benefits and living together
		Roma rights protected as they receive same services as non-Roma neighborhoods

Co-PLAN

Institute for Habitat Development

Consultancies and Training

During 2001, Co-PLAN undertook several income-generating activities such as consultancies and training. We are more and more asked to give expertise to other entities. The geographical coverage of our services extended not only over Albania, but also over Kosovo. Below are described some of the most important activities.



Practical work



Training



Local Debates

Services in Albania

Training municipalities in Albania on Urban Planning

Association of Albanian Municipalities (AAM) asked services. Given its financial status an agreement was reached with AAM that services will be partly financed by a grant of Hans Seidel Foundation to AAM and partly by Co-PLAN sources. Cost recovery of expertise is 50%. Co-PLAN provided 5 regional workshops on urban planning and 1 national workshop on urban management.

NGO assistance project startup and implementation, Bathore 2&3

Urban Land Management Project

This consultancy aimed to assist Ministry of Public Works, and local authorities of Tirana/Kamza to extend Urban Land Management Project over two other sites of the informally developed neighborhood of Bathore. The work aimed at the identification of existing situation, including socio-economic surveys, community based planning of public spaces, opening main roads and implementing basic services, based on the preparation of a partnership agreement between communities and local authorities. Cost recovery of consultancy is at 100%

On the Job Training for Albanian Social Services Association (ASSA) NGO

During this year Co-PLAN worked additionally to assist ASSA a local NGO, through a more on-job training approach. Assistance aimed at advising internal monitoring and reporting of the NGO, which is a continuation of expertise given last year in the framework of ULMP Project. In addition, Co-PLAN hired the NGO to provide certain services such as for the Inner City Housing Rehabilitation Project, and Legalization project of Tirana Municipality. ASSA is actually a new and very respectable NGO that provides services for other organization and is a partner of Co-PLAN.



On the job training



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Assistance on financial management for "Refleksione" NGO

As Co-PLAN has developed a modern and transparent financial management system, our financial officer Ms. Amalia Tola has been requested by other NGOs to help them setting up a contemporary professional financial systems. This appeared to be more concrete in the case of Albanian NGO 'Refleksione', which is our partner too. Other organization has been advised/assisted informally. Cost recovery of expertise is 100%.

Compass Project, expertise on evaluating LIF projects

Compass project is financed by the Dutch Government to support decentralization process and citizen participation in decision-making in 5 piloting municipalities of Albania (Rreshen, Kruje, Peshkopi, Fieri and Korca). The project is implemented by a coalition of Dutch NGOs (VNG, SNV, and NOVIB) in close partnership with AAM. Co-PLAN was invited by Novib/VNG to support evaluation of application projects for the Local Initiative Fund (LIF), within Civil Society Component. Co-PLAN has a history of expertise in favor of VNG. The expertise is 100% covered financially.

Services in Kosovo



Training with urban planners from Kosovo

Completion Municipal Urban Planning and Land Use in Kosovo

Care International Mission in Kosovo has asked this consultancy, in close cooperation with UNMIK and local authorities of Mitrovica. The purpose was to work on supporting local capacities from both Albanian and Serbian populated areas of the city. Mitrovica is an interesting case of the so-called 'divided cities' that represents high complexity and difficulty. Co-PLAN aimed at using urban planning and civic society as tools for integration rather than dividing. In addition, Co-PLAN succeeded to convince urban planners from both communities to initiate one, instead of separate planning initiatives.

Assistance on Municipal Planning and Land Use planning in Kosovo, UNMIK

Co-PLAN has been hired by Habitat Project, at Planning department of UNMIK to help in establishing the new framework policy for urban planning and development in Kosovo. Such expertise led to several capacity building and new legislative initiatives. Co-PLAN assisted to give expertise and to translate taking in consideration the mentality of local Albanian professionals.

Three international workshops for urban planners of Kosovo

Such expertise has been requested by UNCHS (2 times) and OSCE (1). The objective has been training of Kosovar urban planners, and practically more than half of Kosovar municipalities have been involved in the trainings which are implemented in Albania. Training involved also central planning authorities. The workshops combined a series of lectures, teamwork, site visits and exchanging experiences with Albanian professionals/institutions and authorities. Focus was given especially mistakes of Albania in order to prevent such errors happening again in Kosovo.

All services in Kosovo have been 100% cost recovery.

Sensibilization Campaign

During 2001, Co-PLAN has been very active for sensibilizing public opinion and authorities and drawing attention on development issues, especially urban developments. This is achieved mainly under the headings of the so-called **Urban Forum**. The last one has been organized in four main different forms, including:



Debate among citizens and local authorities on development agenda

Open Public Debates - Organization of civic discussions between local authorities and citizens in 5 cities of Albania (Tirana County, Kamza Municipality, Shkodra, Lushnja, Korca) aiming to bridge cooperation and exchange of ideas, to draw attention of citizens on development strategies designed by elected authorities, as well as to draft concrete changes and adjustments within each local development agenda. Albanian Civil Society Foundation has financed the activities. More than 100 participants in each city has been taking place in the debates, which have been also broadcasted by the local and national media for the wide public.

TV Program: Urban Forum - This has been a series of 30 popular tv-shows, supported by Cordaid and Novib (the Netherlands) under which special themes of development and civic society has been discussed. The program has been often putting pressure on authorities for specific problems of local communities, focusing on the logic of cooperation, participation and citizenry.

Open Public Lectures - a series of periodical professional lectures provided by every foreign expert hired and/or collaborating with Co-PLAN in Albania. Participants have been free to join the activities, and usually involved citizens, municipal administration, students, professionals, academics, researchers and other interested parties on urban/civic development aspects.

Participation in all possible activities, workshop, seminars, meetings, round tables, publications and other forms of debates and exchanging of ideas, in order to promote the community based philosophy of Co-PLAN and/or to advise/support solution of concrete problems concerning urban developments and civil society. This activity includes formal and informal contributions to other partners and colleague institutions. In this way co-PLAN has become visible not only in its project sites but also at decision-making levels and broader society.



Open Public Lectures and Urban Forum

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Organizational and Institutional Development

The main Activities under such important component for year 2001 has been:

1. Develop further **planning and evaluation**, including **annual reflection workshop** in December and maintaining transparency for partners and public through the publication and distribution of the **annual report** and budget/expenditures. This is enriched by hiring external advise, such as Peter Nientied (Holland), Sokol Celo (GTZ), Claudio Acioly (IHS), and the Advisory Board
2. Work on identifying and maintaining formal and informal **networks and strategic partnership**, including organization of donor-based networks, such as: (i) organization of Partners Consultation Workshop with the Dutch development agency Cordaid, involving 12 NGOs operating in Albania; (ii) contribution for the partners meeting of Dutch development agency Novib involving 15 other NGOs.
3. Promote and support creation and functioning of **Partners Task Force** for: (i) Tirana Municipality especially on the issue of legalization of informal constructions; (ii) and Kamza Municipality especially on the issue of preparing the new strategic urban development plan;
4. Improve management of **public relations**, including: contact/invite regularly partner organizations; distribute materials, information and publication; support/assist and cooperate with Association of Architects, National Planning Institute, Academy of Science, etc;
5. Establish the basics of a **resource center**, including a modest professional library, video- and CD-archive, photo-documentation; archive of Co-PLAN, etc, which is available not only to Co-PLAN staff but also to students, researchers, and professionals;
6. Execute **participatory urban studies/researches** involving other interested stakeholders. This year Co-PLAN involved university students: (i) for a research on the effects of demolishing illegal constructions along Lana River, (ii) on the identification of situation of inner city housing block of "1st May" in Tirana. The outcomes of the research have been reproduced and distributed to authorities, interested parties and stakeholders, media and broad public distribute. In addition, close cooperation have been established with the Albanian Academy of Science especially on the case of the new urban plan for Kamza municipality
7. Improving organization's performance through **training and capacity building** activities of the own staff, including international exposure of each staff at least once per year. In addition, improving internal organization and management; maintain assets, office, equipments and vehicles; improve promotion system (salary/allowance/benefits. Special emphasis is given to building capacities on gender and urban environmental aspects, by undertaking researches in project areas and hire qualified experts from SNV (Holland) and VSO (UK).



Internal Reflection



... and ...



NGO network debate

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Finances

Projects, Expenses and Funding (Period: Jan-Dec 2001)

Projects and donors		Expenses	Funding
1. Program: "Passage to an influencing civil society"			
1.1	Cordaid - "Passage to an influencing Civil Society" Cordaid no.: C-432/10010 S; Co-PLAN no.: P0101-00		84%
1.2	PCU ULMP – "NGO assistance project start up and implementation Bathore 2 & 3. ULMP 021/2 CS; Co-PLAN no.: C0101-00		10%
1.3	PCU ULMP - "Preparation, design and supervision of social infrastructure and community activities in Bathore site"(Japanese grant). ULMP 026/1 CS; Co-PLAN no.: C0110-00		1%
1.4	FSHSHC - "Urban Forum: Bridging cooperation between communities and authorities". Co-PLAN no.: P0102-00		1%
1.5	Other income (Co-PLAN)		4%
		44%	100%
2. Project: "Empowering Local Governance and Community Based Initiatives in the MoK"			
2.1	Cordaid - "Empowering Local Governance and Community Based Initiatives in the MoK". Cordaid no.: C-432/8052; Co-PLAN no.: P0001 - 00		68%
2.2	Novib – "Empowering Local Governance and Community Based Initiatives in the MoK". Novib no.: ALB-037-00-001; Co-PLAN no.: P0001- 00		27%
2.3	Kamza Municipality - "Empowering Local Governance and Community Based Initiatives in the MoK" (Improving recreational space in Kamza). Co-PLAN no.: P0001-15		3%
2.4	Laknas Community – "Empowering Local Governance and Community Based Initiatives in the MoK" (building sewerage network). Co-PLAN no.: P0001-15		2%
		29%	100%
3. Project: "Improving access and creation of basic social infrastructure Bathore area"			
3.1	NOVIB - "Improving access and creation of basic social infrastructure Bathore area". Novib no.: ALB-037-00-002; Co-PLAN no.: P0004-00		100%
		10%	100%

Projects, Expenses and Funding

(Period: Jan-Dec 2001)

Projects and donors	Expenses	Funding
4. Project: "Making people and communities partners of the authorities through assistance for urban rehabilitation and housing" (Habitat project)		
4.1 NOVIB - "Making people and communities partners of the authorities through assistance for urban rehabilitation and housing" Novib no.: ALB-037-00-003; Co-PLAN no.: P0002-00		41%
4.2 UNDP - "Urban Renewal and housing improvements in a quarter of Tirana". PIU no.: ALB/95/003; Co-PLAN no.: C9901-00		52%
4.3 Habitat Community - "Making people and communities partners of the authorities through assistance for urban rehabilitation and housing". Co-PLAN no.: P0002-00		4%
4.4 Other income (Co-PLAN)		3%
	6%	100%
5. Other projects and consultancy		
5.1 VNG - Consultancy given to Compass project Co-PLAN no.: C0109-00		1%
5.2 CARE International - "Capacity building training of the Urban Planning Offices in Mitrovica". CARE no-s.: CIK 01-005 & CIK 007; Co-PLAN no-s.: C0003-00 & C0004-00		15%
5.3 UNCHS - "Municipal Urban Planning and land use in Kosovo" UNCHS no.:01-00017; Co-PLAN no.: C0102-00		18%
5.4 UNCHS - "Training on participatory urban planning and management for Kosovo Urban Planners" (w1). Co-PLAN no.: C0103-00		17%
5.5 UNCHS - "Training on participatory urban planning and management for Kosovo Urban Planners" (w2). Co-PLAN no.: C0104-00		17%
5.6 OSCE - "Seminar on Community based Urban Planning for Kosovo Urban Planners". Co-PLAN no.: C0106-00		19%
5.7 Cordaid - "Cordaid Partner Conference in Albania" Cordaid no.: C400-10015 H (10); Co-PLAN no.: C0107-00		11%
5.8 Refleksione - "Setting up double entry accounting system and preparation of set of accounts year 2000". Co-PLAN no.: C0108-00		1%
	11%	100%
GRAND TOTAL	100%	100%

Vision for the Future

What might be Co-PLAN in 6 Years?

(Each staff has given not more than two ideas)

1. Institute	2. Company/Firm	3. Training Center	4. Umbrella NGO
? Exchange experience; ? Not a academic; ? Practice oriented; ? Research services; ? Expertise in training; ? Information services; ? Consultancy; ? Urban environment expertise.	Profit based services; Small, efficient; Very focused; Very professional; Leading consultancy in Balkan urban planning; Urban planning focused private agency.	? Not for profit NGO; ? Consultancy, ? Tailor-made ? Not academic, ? Practice oriented.	? Not for profit NGO; ? Advocacy; ? Consultancy; ? Training.


Preference and Key Words

(Each staff has given not more than two ideas)


1. INSTITUTE (9 votes):

- 
- a. Training Consultancy Research Development Services Project Urban National
 - b. Training Consultancy Research Development
 - c. Training Consultancy Research
 - d. Training Consultancy
 - e. Training
 - f. Training

2. COMPANY / FIRM (7 votes):

- 
- a. Demand driven Consultancy Urban planning Efficient Training Services
 - b. Profit based Consultancy Urban planning Small Study Center
 - c. Business oriented Consultancy Urban
 - d. Money for services Consultancy
 - e. Contracted out

3. TRAINING CENTRE (6 votes):

- 
- a. Capacity Building Institute Consultancy Urban planning
 - b. Training Center Consultancy
 - c. Training Center
 - d. Training
 - e. Training
 - f. Training

4. COORDINATION/UMBRELLA NGO (5 vote)

- 
- a. Information Resource Training Center

Potential Future Sources of Income

(Each staff has given his/her opinion)

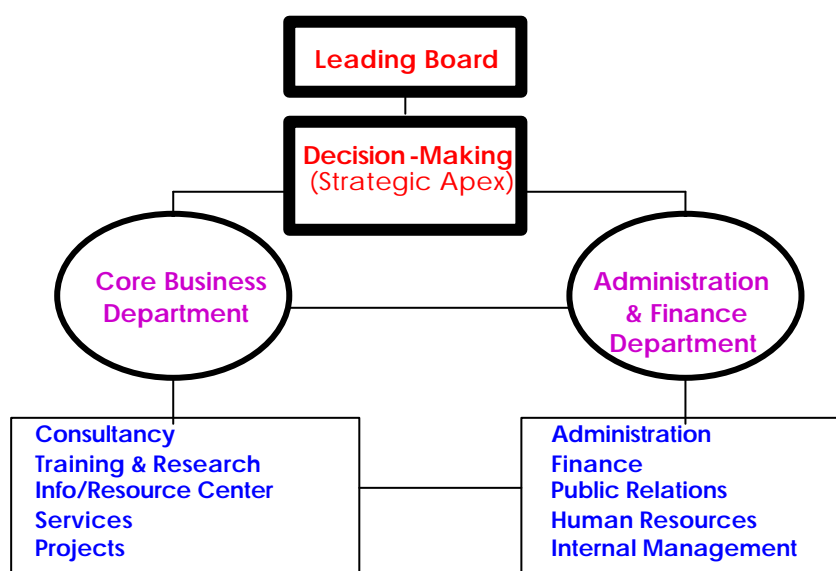
Local	International	Others
<ul style="list-style-type: none"> ? National budget ? Regional/central governments ? NGOs/CBOs and private donors ? Private sector (businesses) ? Municipalities ? Communities ? Donors ? Clients 	<ul style="list-style-type: none"> ? Multi-national development agencies ? Bilateral governmental cooperation ? NGOs and private donors ? International clients 	<ul style="list-style-type: none"> ? Income generating activities ? Demand/project basis funding ? Consultancy and training ? Participants of activities ? Publications and subscriptions ? Networking ? Information ? Marketing ? Charity

Tentative Classification of the Importance of Sources of Financing

1. Local and Central Governments
2. Other NGOs
3. International Donor/Development Agencies
4. Private Sector
5. Communities
6. Individuals

Potential Departmental Structure of Co-PLAN

(Each staff has given his/her opinion)



Size of Organization: 25-30 Full Time Staff

Strategic Planning

Immediate actions (2002-2003):

1. Co-PLAN will have to adjust its organizational form and statute according to the new legislation of NGOs that was recently approved by the Albanian Parliament. The Executive Board is in favor of the organizational form of "non-for-profit center for services". A lawyer is to be hired to match all law standards and requirements
2. Co-PLAN will be focused in repositioning itself with regard donors. The last ones often speak for the so-called "exit" policies. This is normal, as during the last years, Albania has been showing clear signs of development, while is strongly committed to open negotiation with the EU. This will create a new situation with respect local development agenda. Special consequences will be generated in relation to the sustainability of the NGO sector, including Co-PLAN. For this purpose, Co-PLAN will pay special emphasis to these actions:
 - a. Complete successfully by December 2003 all exiting projects¹ financed by the strategic donors/partners "Cordaid" and "Novib", and negotiate short/medium term cooperation in a potential "triangle" partnership.
 - b. Open a transparent and healthy discussion with "Cordaid" and "Novib" about the future of Co-PLAN and their role in the "exit" phase.
 - c. Agree all together for a transitional cooperation plan in the coming 36 years, towards full autonomy and sustainability of Co-PLAN.
 - d. Evaluate the organizational form and activities of Co-PLAN up-to-date, and build a strategic/business plan for the short (2003-2004) and medium/long term period (2005-2010).
 - e. Initiate procedures for obtaining the ISO certificate and complete this task in the coming 3-5 years.

Medium/long term actions (2004-2010):

1. Consolidate Co-PLAN as a sustainable and fully independent professional non-profit organization through a financial scheme, which is supported by local resources. For this purpose Co-PLAN will aim to move along with these indicators:
 - a. Year 2003 local financing = 35% of the total organization's financing
 - b. Year 2004-5 local financing = 40%
 - c. Year 2006-7 local financing = 50%
 - d. Year 2008-10 local financing = 60%
2. Establish new capacities of Co-PLAN as a training and resource center able to assist NGO sector in Albania, and in addition private sector, governments and academic/research institutions in the fields of (i) urban development/management; (ii) and organizational/institutional management.
3. Enlarge geographic coverage of operations not only in Albania and Kosovo, but also in the whole South-East European region, by building up professional and civic partnerships and networks.

¹ Passage towards a more influential civil society! - Cordaid, December 2003
 Empowering local authorities and community based initiatives in the Municipality of Kamza! - Cordaid and Novib, by September 2003.
 Enabling Good Urban Governance! - Dutch Government and Cordaid, by April 2003
 Compass! - Novib, by April 2003

Tentative Plan of 2002