



Co-PLAN director invited by the USA State Department – Drejtori i CoPLAN viziton Departamentin e Shtetit ne SHBA



PM, Minister and Major at ENHR conference Kryeministri, Ministri dhe Kryetari Bashkisë në konferencën ndërkombëtare të CoPLAN



Opposition Leader visits pavilion Lideri i opozitës viziton ekspozitën



Major and local CBO sign agreement Kryebashkiaku dhe Komuniteti nënshkrujnë marrveshje bashkëpunimi



International training course in Tirana Kurs nderkombetar trajnimi iin Tirana

ANNUAL REPORT



2003



RAPORTI VJETOR



2003

Annual Report Raporti Vjetor

Making Cities Work!
Nje hap para te tjereve!

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IF YOU NEED ASSITANCE IN:
NE SE KENI NEVOJE PER ASISTENCE:

Community-Based Urban Planning
Urban and Environmental Management
Participatory Governance & Decentralization
Consultancy, Research and Advice

Institutional and Organizational Development
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Lobbying, Networking & Information Exchange

Planifikim me Pjesmarrjen e Komunitetit
Manaxhim Urban dhe Ambiental
Qeverisje Gjitheperfshirese dhe Decentralizim
Konsulenecë, Kerkim Shkencor dhe Keshillim

Zhvillim Institucional dhe Organizativ
Trajnim dhe Ngritje Kapacitetesh gjate Punes
Forcimi Iniciativave Qytetare e Shoqerise Civile
Lobim, Bashkepunim e Shkembim Informacioni

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Co-PLAN, *Institute for Habitat Development* developed from a small support organization for community-based (housing and infrastructure) neighborhood development, into a reputable professional non-governmental institute working on a range of activities, such as:

- ? neighborhood and municipal planning;
- ? urban and environmental management;
- ? participatory governance and decentralization;
- ? organizational development training and advisory services.

Co-PLAN originates since 1995, and is registered by the Court of Tirana in 1997. This was reconfirmed again in 2002 according to the new law for NPOs (non-for-profit organizations) in Albania. Co-PLAN gathers almost 20 professionals from different disciplines. The Dutch development agencies Cordaid, and to a lesser extent Novib, plus Netherlands Government, have been practically the main funding agents of Co-PLAN activities for 2003. But it must be mentioned that usually 20-50% of its own projects costs are covered by the local resources mobilized by communities, local and central governments, etc.

The environment in which Co-PLAN operates, changes rapidly in many ways. Nowadays, Albania is quite different from 12 years ago, and has entered in a qualitative phase of its own development, where the role of civil society, specifically the NGO (non-government organizations) sector, is crucial. In this perspective Co-PLAN activities and profile have changed tremendously, and consequently it is moving into other working environments, working now also with new partners. This becomes even more a necessity if taken in account the change of donors' priorities. Also historic partners of Co-PLAN, like Cordaid and Novib, have announced they will reduce their support and eventually will bring their backing to an end within the coming 2-3 years. Cordaid has suggested that the last step of support will focus on institutional development; setting up with Co-PLAN a training and resource center, actually known as *NET Network for Exchange and Training*.

Given such atmosphere Co-PLAN is working to reorient and readjust itself towards the challenges of the new working environment without losing track. This report shows the efforts done last year in this respect, including the implemented activities. Finally, the report is seen as a moral and legal obligation of Co-PLAN - towards the wide public, the social groups for which works, to the partners and donors - in terms of transparency and commitment for local development.

Besnik Aliaj
Executive Director

Co-PLAN, Instituti për Zhvillimin e Habitatit, lindi nga një strukturë e vogël për zhvillimin e vendbanimeve (strehimit dhe infrastrukturës) me bazë komunitare, dhe sot është një institut jo-qeveritar profesional me reputacion që punon në një sërë aktivitetesh, si: (i) planifikimi urbanistik i lagjeve dhe qyteteve; (ii) manaxhimi urban dhe ambiental i territorit; (iii) qeverisja me pjesmarje dhe deçentralizimi; (iv) trajnime mbi zhvillimin e brendshëm të institucioneve dhe sherbime konsulente, etj.

Co-PLAN e ka origjinën më 1995, por është regjistruar nga Gjykata e Tiranës më 1997, regjistrim ky i rikonfirmuar më 2002 sipas ligjit të ri të OJF-vë (organizatave jo-fitimpruese) në Shqipëri. Sot Co-PLAN numëron mbi 20 profesioniste nga fusha të ndryshme. Ajqensitë holandeze të zhvillimit: Cordaid dhe Novib, si dhe Qeveria Holandeze, kanë qenë praktikisht finansuesit kryesorë të aktiviteteve të Co-PLAN për vitin 2003. Sidoqoftë, duhet përmendur se zakonisht 20-50% të kostove të projekteve mbulohen nga burimet lokale që mobilizohen nga komunitetet dhe autoritetet lokale e qëndrave, etj.

Ämbienti në të cilin operon Co-PLAN ndryshon shpejt dhe në shumë mënyra. Aktualisht, Shqipëria është krejt ndryshe nga 12 vjet më parë, dhe tashmë ka hyrë në një fazë kualitative të zhvillimit të saj, ku roli i shoqërisë civile (dhe veçanërisht i OJF-ve) është thelbësor. Në këtë perspektivë aktivitetet dhe profili i Co-PLAN kanë ndryshuar në mënyrë të ndjeshme dhe vazhdimit po zhvindosen në rrethana të reja pune e me partnerë të rinj. Kjo bëhet edhe më e nevojshme po të kihen parasysh ndryshimet e prioriteteve të donatorëve në sektorin jo-qeveritar. Edhe vetë partnerët historikë të Co-PLAN (Cordaid dhe Novib) kanë bërë tashmë të ditur se do ta reduktojnë mbështetjen e tyre, për tu larguar përfundimisht nga Shqipëria pas 2-3 vjetëve. Cordaid ka sugjeruar se mbështetja e fundit do të fokusohet në zhvillimin institucional, duke themeluar së bashku me Co-PLAN një qendër burimore dhe trajnimi, aktualisht e njojur me emrin *NET Rrjeti për Shkembime dhe Trajinim*.

Në këtë atmosferë, Co-PLAN po punon për tu riorientuar më mirë dhe për të riakhustuar strategjitet e tij drejt sfidave që ofrojnë rrethanat e reja të mëdhisit ku punon pa humbur vlerat e deritanishme. Ky raport dëshmon përpjekjet e bëra vitin e kaluar me këtë qëllim, përfshë këtu edhe zbatimin e aktiviteteve dhe projekteve. Së fundi, raporti shihet edhe si një obligim moral dhe ligjor i Co-PLAN përballë opinionit publik, grupeve të popullsisë për të cilat punon, partnereve dhe donatorëve

NEWS 2003



1. Networking in Albania, in the region and wider, is a crucial achievement of Co-PLAN during 2003. An *informal round table* with 30 consolidated Albanian NGOs has been initiated and actually is in the process of broadening/formalization, in order to better deal with the growing organizational and institutional concerns of the NGO sector in the country. Here is also included a meeting of Albanian prime-minister with a selected delegation of the NGO sector, where Co-PLAN was present, too. In the meantime *CSDnet, Civil Society and Urban Participatory Governance in Balkans*, has been established, considering it also as part of the *ENHR, European Network of Housing Research*.

2. In May 2003, Co-PLAN organized successfully the International Conference: *Making Cities Work!* on behalf of *ENHR European Network of Housing Research*. More than 230 professionals participated, out of which 180 were foreigners from all continents. The conference served as a forum to discuss housing and urban developments issues over Europe, focusing specifically on the urban problematic of Tirana and Albania. Several distinguished international experts attended the conference and debated with Albanian authorities, including the Albanian Prime-minister, the Minister of Territorial Adjustment and Tourism, and the Major of Tirana. The conference was seen also as an investment of Co-PLAN to the building of Albania's image.

3. Since October 2003 Co-PLAN has a new logo, which shows more dynamism, more flexibility, and better represents the transformation of the organization into a reputable professional institute, active in Albania and further in the Balkans. The new image is perceived positively by the partners and beneficiaries.

4. Five experts of Co-PLAN started or continued their international postgraduate 'Master' studies in the UK, USA and Holland during 2003. Co-PLAN supported and/or partly financed their studies. This is part of the organization's policy for creating a core team of well-educated and contemporary professionals to guarantee the sustainability of the organization in the long run. In addition, Co-PLAN hired during 2003 also several others experts that recently graduated internationally. Former employees of Co-PLAN Artan Karini and Theodhora Nocka left Co-PLAN, and now are in Canada. We wish them good luck in their endeavors.

5. The Executive Director of Co-PLAN has been invited this summer by the State Department of the USA Government in a specially designed International Visitors Program for 13 key international professionals of urban and environmental sector. This represents in the same time a personal achievement for him, but it is also recognition of Co-PLAN success. This helped strengthening cooperation with USA based partners.

TË REJAT 2003

1. Ndërtimi i koalicioneve dhe rrjeteve të bashkëpunimit në Shqipëri dhe më gjérë në rajon është një arritje thelbësore e Co-PLAN gjatë vitit 2003. Kështu është iniciuar një tryezë e rrumbullakët me OFJ-të Shqiptare, dhe aktualisht ajo është në proces institucionalizimi, me qëllim që të trajtojë shqetësimet organizative në rritje të sektorit jo-qeveritar në vend. Këtu futet edhe një takim i kryeministrit shqiptar me një përfaqësi të sektorit, ku ishte prezent edhe Co-PLAN. Ndërkohe, janë hedhur bazat e *CSDnet, Shoqëria Civile dhe Qeverisja Urbane me Pjesmarrje*, qe eshte edhe pjesë e *ENHR Rrjeti European për Studimet e Strehimit*.

2. Në Maj 2003, Co-PLAN organizoi me sukses Konferencën Ndërkombëtare: *Ojtetet Motorrë të Zhvillimit Ekonomik*, në emër të *ENHR, Rrjeti European për Studimet e Strehimit*. Në të morën pjesë më shumë se 230 profesionistë, 180 nga të cilët erden nga vende të pesë kontinenteve. Konferencia shërbue si një forum për të diskutuar çështje të strehimit dhe zhvillimit urban në Europë, duke u fokusuar posaçërisht në problematikën urbane të Tiranës dhe Shqipërisë. Në konferencën morën pjesë mjaft ekspertë të shquar ndërkombëtarë të cilët debatuan me autoritetet më të larta shqiptare, perfshi kryeministrin, ministrin e rregullimit të territorit dhe turizmit, dhe kryetarin e Bashkisë Tiranë. Për Co-PLAN konferencia ishte edhe një investim për imazhin e Shqipërisë.

3. Që nga Tetori 2003, Co-PLAN ka një logo të re, e cila dëshmon më shumë dinamizëm, më shumë fleksibilitet, dhe përfaqëson më mirë transformimin e organizatës në një institut profesional me reputacion, aktiv në Shqipëri dhe më gjérë në rajon. Imazhi i ri është pritur mirë si nga partnerët edhe nga përfituesit(shiko kopertinen).

4. Pesë ekspertë të Co-PLAN filluan ose vazhduan studimet e tyre pasuniversitare 'Master' në Angli, SHBA dhe Holandë gjatë vitit 2003. Co-PLAN mbështeti dhe/ose financoi pjesërisht studimet e tyre. Kjo është pjesë e politikës së organizatës për të krijuar një bërrhamë në ekip me profesionistë të mirëkualifikuar dhe bashkëkohorë, me qëllim përmes garantuar qëndrueshmérinë e saj afatgjatë. Në vazhdim të kësaj, Co-PLAN punësoi gjatë vitit 2003 edhe disa ekpertë të tjera të cilët sapo kanë përfunduar me sukses studimet e tyre pasuniversitare në shkolla perëndimore. Nderkohe, Artan Karini dhe Theodhora Nocka u larguan nga Co-PLAN dhe tashme janë ne Kanada. Ne urojme mbarësi dhe sukses ne perpjekjet e tyre profesionale.

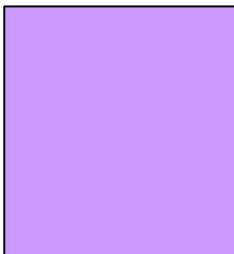
5. Drejtori Ekzekutiv i Co-PLAN u ftua nga Departamenti i Shtetit i Oeverisë së SHBA-së në kuadrin e Programit të Vizitorëve Ndërkombëtarë në një vizitë të disenjuar posaçërisht për 13 profesionistë kyç në mbarë botën për sektorin urban dhe ambiental. Kjo përfaqëson njëkohësisht një arritje personale për të, por edhe një njojje të suksesit të Co-PLAN gjithashtu.

Graduated at Faculty of Natural Sciences, University of Tirana, special mathematics profile. Have been lecturing at Tirana University and Agriculture University of Tirana. Specialized in Germany for mathematics. Postgraduate studies in business administration. Since 1995, project coordinator of GTZ (German Technical Cooperation) in Albania. Solid experience as organizational/institutional development expert. Actually, advisor for several foreign/local development agencies in Albania. Certified expert on moderation, training and project evaluation. External advisor of Co-PLAN since 1999, and Director of the Leading Board in 2002.

Project director of SOROS (Open Society) Foundation for Albania. Graduated at Faculty of Natural Sciences, University of Tirana, profile of special physics. Specialized in USA for libraries administration and management. Former secretary of the Youth Central Committee, and director of National Library of Albania. Founder of 'Reflexions' NGO. Member/author of several published articles against violence, trafficking and other related issues of Albanian woman. Represents Albanian women movement in many national and international conferences. Chair of the Leading Board, Albanian Civil Society Foundation. Advisor of Co-PLAN since 1999, and member of its Leading Board in 2002.

Born in the Netherlands and raised in Rotterdam. Studied social geography and town and country planning at Nijmegen University. Researcher at the 'Economic Institute' of the same institution by early 80-s. During 1985-1991, worked for 'Workgroup 2000', and during 1991-1995 at 'RIGO Research & Advice BV' Amsterdam. Main fields of interest: innovating policies on neighbourhood economy, urban renewal, social housing, civil participation methods, immigrant assistance, care for elderly, and transition process in Eastern Europe. Founder in 1990 of "Crossover" Foundation, promoting until 1995 exchange of experience between East and West on housing policies. During 1995-2001, worked in Albania and contributed for preparing Co-PLAN as an independent leading Albanian service center in the field of urban policy practice. Since 1999, joined SNV, the Dutch development organisation, first as program coordinator in Fier-Albania, and since 2001 as senior advisor for local governance in Cotonou, République du Bénin (West Africa)

Graduated as architect/urban planner at Polytechnic University of Tirana. Postgraduate master studies on urban management in the Netherlands. Several post-university professional specializations in Denmark, Norway, Italy, USA, etc. Expert on issues of urban and civil society development, representing the sector/country in several national/international meetings. Lecturer at Polytechnic University and Academy of Fine Arts, Tirana. Secretary of Albanian Association of Architects, and member of the Leading Board of Albanian Civil Society Foundation. Member of ENHR (European Network of Housing Research). Expert on the issues of organizational and institutional development, and intensive working experience in Albania and Kosovo



Sokol Celo
Director of the Leading Board
Drejtore i Bordit Drejtues



Valdet Sala
Member of the Leading Board
Anetar i Bordit Drejtues



Sef Slootweg
Member of the Leading Board
Anetar i Bordit Drejtues



Besnik Aliaj
Executive Director
Drejtore Ekzekutiv

Diplomuar ne Fakultetin e Shkencave te Natyres, Universiteti Tiranës, dega matematike speciale. Ka punuar si pedagog prane Universitetit te Tiranës dhe atij Bujqesor. Specializuar per matematike ne Gjermani. Ka kryer studime pasuniversitare ne administrim-biznes. Nga 1995 eshte koordinator projektesh me GTZ (Kooperimi Teknik Gjerman). Ka eksperience solide si expert ne ceshjet e zhvillimit organizativ dhe institucional. Konsulent i jashtem per organizata zhvillimi te huaja dhe vendase qe operojne ne Shqipëri. Ekspert i certifikuar per moderim, trajnim dhe vleresim projektesh. Keshilltar i jashtem i Co-PLAN nga viti 1999, dhe Anetar i Bordit Drejtues nga viti 2002.

Drejtore Programi ne Fondacionin SOROS (Shoqeria e Hapur) per Shqipërinë. Diplomuar ne Fakultetin e Shkencave te Natyres, Universiteti i Tiranës, dega fizike speciale. Specializuar ne SHBA per administrimin dhe menaxhimin e bibliotekave. Ish sekretare ne Komitetin Qendor te Rinise, dhe drejtore e Bibliotekes Kombetare ne Tiranë. Themeluese e Shoqates "Refleksione". (Bashke)autore ne shume artikuj te botuar ne lidhje me dhunen, trafikun dhe ceshje te tjera te grus Shqiptare. Ka perfaqesar levizjen e grus ne shume konferencia kombetare e nderkombetare. Kryetare e Bordit te Fondacionit Shqiptar te Shoqerise Civile. Anetare e Bordit Keshillimor te Co-PLAN qe nga viti 1999, dhe e Bordit Drejtues nga viti 2002.

Lindur dhe rritur ne Rotterdam-Holande. Studioi gjeografi sociale dhe planifikimin urban dhe rural, ne Universitetin e Nijmegen. Studiues shkencor prane 'Institutit Ekonomik' te ketij universiteti gjate viteve 80-te. Gjate 1985-1991, punoi me 'Grupi i Punes 2000', dhe gjate 1991-1995 prane studios se konsulences dhe kerkimit shkencor RIGO' ne Amsterdam. Fushat e tij kryesore te interesit jane: politikat inovative per ekonomine ne nivel lagjeje; rinnovim i urban; strehim i social; metodat e pjesmarrijse se publikut; asis tenca ndaj emigranteve; kujdesi per moshat e treta; dhe procesi i tranzicionit ne European Lindore. Themelues me 1990 i Fondacionit "Crossover", ku punoi deri me 1995 per shkembimin e eksperiencave te politikave te strehimit ne European Lindore dhe Perendimore. Gjate 1995-2001, punoi ne Shqiperi duke bashke-themeluar Co-PLAN si një agjensi konsulente dhe sherbimesh me reputacion ne Shqiperi ne fushen e politikave/praktikave urbane. Me vone punoi me SNV, fillimisht si Koordinator Programi ne Fier, dhe aktualisht si keshilltar per geverine lokale ne Cotonou, Bénin (Afrike)

Diplomuar si arkitekt/urbanist prane Universitetit Politeknik ne Tiranë. Studime pasuniversitare 'Master' per manaxhim urban ne Holande, si dhe nje sere specializime te tjera profesionale ne Danimarka, Norvegji, Itali, SHBA, etc. Specialist ne ceshjet e zhvillimit urban dhe shoqerise civile duke perfaqesuar sektorin/vendin ne mjaft takime nderkombetare. Pedagog ne Universitetin Politeknik dhe ne Akademine e Arteve te Bukura, Tiranë. Sekretar i Shoqates se Arkitektave te Shqiperise dhe anetar i bërdit te Fondacionit Shqiptar te Shoqerise Civile. Anetar i Rrjetit European per Kerkimet e Strehimit dhe Zhvillimit Urban. Ekspert ne ceshje te zhvillimit organizativ dhe institucional, dhe eksperience intensive pune ne Shqiperi dhe Kosove.

The External Advisors

Keshilltaret e Jashtem te Co-PLAN

Co-PLAN has also a circle of informal external advisors that changes and evolves over time depending on the problematique and actions the organization deals with. Some of Co-PLAN past and actual external advisors have been or are:

Co-PLAN ka gjithashtu edhe një rreth informal keshilltaresh te jashtem te organizates qe evolon dhe ndryshon ne kohe ne varesi te problematikes dhe veprimeve te organizates. Disa nga keshilluesit e jashtem te Co-PLAN kane qene ose jane:

Ilir Fico, Milva Ekonomi, Agron Lufi, Leonora Zaloshnja, Sokol Celo, John Driscoll, Sef Slootveg, Gavrosh Andoni, Valdet Sala, Artan Hoxha, Adriaan Hartkoorn, Arben Bakllamaja, Sally Kelling, Fatos Hodaj, Peter Nientied, Michael Hoffman, Genc Ruli, Genc Myftiu, Agron Shehu, Eglantina Gjermani, Astrit Nuri, Bashkim Hoxha,

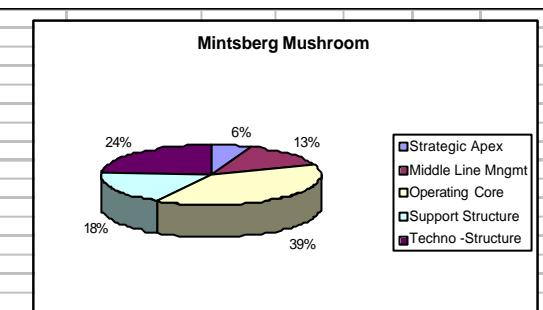
Organizational Time Distribution

Shperndarja e Kohes per Organizaten

2002

There has been a lot of investment for staff capacity building during 2002. This explains the high middle line management as well as support and techno structures, and reduced operation time up to 40%.

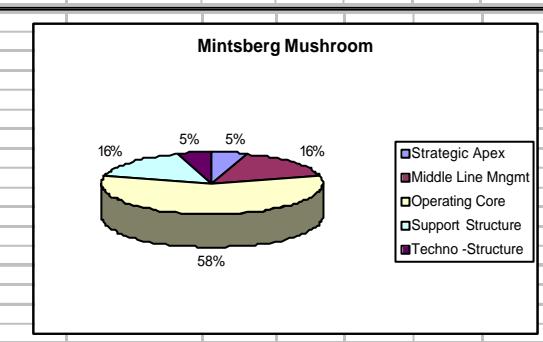
Ka patur mjaft investim per kualifikimin e stafit gjate vitit 2002. Kjo spjegon edhe perqindjet e larta te zerave te manaxhimit te ndermjetem dhe te strukturave mbeshtetese e teknike, dhe reduktimin e kohes operacionale ne 40%. Nuk eshte një vit tipik i Co-PLAN



2003

During 2003 the operational timing has been increased up to almost 60%, while more balance has been established for other items. This is also result of better internal management and the investment on training during the previous year.

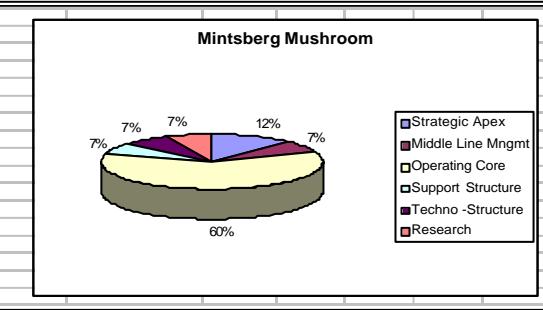
Gjate 2003 koha operacionale e ekpitit eshte rritur deri ne 60%, ndërkohe qe eshte krijuar me shume balance me zerat e tjere te modelit Mintzberg. Kjo eshte rezultat i drejtoperdrejtje i manxhimit me te mire te brendshem dhe investimit per trajnim një vit me pare.



Forecast – 2004 - Parashikimi

The same percentage for operational time is planed to be reserved during 2004, while creating better time distribution for other items. More time will be given to the strategic apex and free research.

Gjate 2004, mendohet te ruhet e njejtë kohë operacionale si një vit me pare, dhe te krijohet një shpendraje me e barabarte e te gjitha zerave te tjere sipas modelit Mintzberg. Me shume kohë do t'i lihet drejtimit startegjik dhe studimit shkencor te lire.





Co-PLAN 2003

Mission Statement

Co-PLAN is a professional, non-governmental, non-political, non-religious organization originating in 1995, registered by the Court of Tirana in 1997, and reconfirmed by the new NPO law in Albania, in 2002.

Co-PLAN works in the field of participatory habitat management/development, aiming both: sustainable developments and civil society strengthening; by providing on demand basis capacity building and assistance to communities, local (and central) governments; national and international organizations, etc.

Further, Co-PLAN intents to enhance environmental, social and economic conditions in the Albanian (Balkans and other developing/transitional economies) living centers; promoting local resources mobilization and civic initiative encouragement. 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; disseminate knowledge and innovative approaches on habitat development, urban and environmental planning and /or management, and institutional/organizational development.

The international external evaluators (January 2003) 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 does not represent simply an employment opportunity. Indeed, it radiates civic, professional and intellectual values and has a friendly social life, beyond a mere NGO.



Volunteers day for poor at Shalom Center
Dite vullnetare ne favor te varferve



Social day for staff – Dite pushimi per stafin



Sport and recreational staff activities
Aktivitete sportiverekreative me stafin

Visioning:	Vizioni:
Co-PLAN Strategy <ol style="list-style-type: none"> Utilize qualified staff to explore the emerging market and to face the growing competition. Develop a clear strategy and (business) plan, in order to confront future shortages of donors funding, by better exploring new markets and minimizing the costs through more efficient use of assets and human resources. 	Strategjia e Co-PLAN <ol style="list-style-type: none"> Shfrytezo avantazhet e kualifikimit te stafit per te eksploruar tregun dhe per te perballuar me mire konkurrencen ne rritje te sektorit jo-fitimprues. Nderto nje strategji/biznes)plan te qarte me qellim qe te perballohet reduktimi i fondeve nga donatoret duke minimizuar kostot si rrjedhoje e perdorimit me eficent te aseteve dhe burimeve njerezore
Main Directions <ol style="list-style-type: none"> Participatory governance and development projects (Co-PLAN); Profiled urban and municipal advisory services and technical assistance (Co-PLAN and NET); Organizational and institutional capacity building services (NET – a training and resource center) 	Drejtimet Kryesore <ol style="list-style-type: none"> Projekte te zhvillimit dhe qeverisjes me pjesmarrje (Co-PLAN); Sherbime te profiluara urbane te konsulences dhe asistences teknike (Co-PLAN). Trajnine/sherbime per zhvillimin organizativ dhe institucional (NET – nje qender trainimi dhe informimi).
Priorities of Geographical Coverage <ol style="list-style-type: none"> Albania; Albanian speaking regions in Balkans; Countries of Balkan region Other developing and transitional countries. 	Prioritetet e Mbulimit Gjegrafik <ol style="list-style-type: none"> Shqiperia; Rajoni shqipfoles ne Balkan; Vendet e rajonit te Ballkanit Vende te tjera ne zhvillim dhe/ose tranzicion.
Main Motto <ol style="list-style-type: none"> Making Cities Work! (Co-PLAN) One step ahead of others! (NET) 	Motoja Kryesore <ol style="list-style-type: none"> Oqtetet motorre te zhvillimit ekonomik! (Co-PLAN) Nje hap para te tjereve (NET)

Misioni i Organizates

Co-PLAN eshte nje in stitut profesional, jo-qeveritar, jo-politik dhe jo-fetar qe e ka origjinen ne vitin 1995, i cili eshte regjistruar nga Gjykata e Tiranes me 1997, dhe rikonfirmuar sipas ligjit te ri per OFJ-te ne Shqiperi me 2002.

Co-PLAN punon ne fushen manaxhimit/zhvillimit te qendrave te banimit me pjesmarrjen e aktoreve te interesuar, duke synuar njekohesisht: zhvillimin e qendrueshem dhe forcimin e shoqerise civile; permes asistences dhe trajnimeve sipas kerkesave te komuniteteve, qeverisjes vendore (dhe qendrore), dhe organizmave kombetare e nderkombetare, etj.

Me tej, Co-PLAN synon te influencoje permiresimin e kushteve ambientale, sociale dhe ekonomike te qendrave te banimit ne Shqiperi (Ballkan dhe vende te tjera ne zhvillim/tranzicion). Per kete qellim, ai ndermerr hartimin dhe zbatimin e nje sere projektesh; kryen studime sektoriale e te politikave perkatese; mbeshtet forcimin institucional; dhe organizon nje sere aktivitetesh per sensibilizimin e opinionit publik dhe shperndarjen e njoahrive/koncepteve bashkekohore e te metodave inovative per zhvillimin, planifikimin dhe manaxhimin e vendbanimeve humane.

Vleresues nderkombetare e cilesojne (ne Janar 2003) Co-PLAN si:

... nje aktor kryesor ne fushen e zhvillimit urban ne Shqiperi, ... nje organizate e afte dhe e vecante qe garanton me kualitet sherbimet e premtuara, ... nje organizate qe ka vertetuar se eshte e mireformuar, e besueshme, profesionale dhe efektive edhe pse punon ne nje ambient mjaft te veshtire. Stafi i Co-PLAN eshte i ri, energjik dhe entuziast dhe ka kapacite te mjaftueshme per te siguruar produkte me standart te larte ... Co-PLAN nuk perfqajeson thjesht nje mundesi punesimi, por vlera te mirefillta qytetare dhe intelektuale. Me tej organizata ka nje jete profesionale dhe sociale qe siguron nje ambient pertej nje OJQ-je te zakonshme.



Informal social evening – Mbremje sociale



Birthday celebration – Festim i ditelindjes



Sport activities of staff – Aktivite sportive

Organizational Development

The external evaluation mission of January 2003 identifies Co-PLAN in this way:

1. Co-PLAN quality and reputation is good. Co-PLAN life is not threatened, although its actual staff size can be reduced in 3-5 years due to the changed donor priorities.
2. Co-PLAN has systems and procedures in place and works to further improve, via periodic external evaluation, annual financial auditing, and the process of receiving an ISO (International Standard Organization) certificate annual reflection and staff evaluation, annual planning and budgeting, etc
3. The organization has a systematic approach for building professional capacities of the core staff, through attendance in 'masters' programs and other post-university courses, or international events. Co-PLAN is not centralized, although it has a 'strong' director, which is well balanced by a wide executive board.
4. Co-PLAN cooperates and is active both in local and international networking. Institutional needs are more important than personal relationships. Trust in partners is very critical for Co-PLAN.
5. Co-PLAN has been encouraged by its strategic partner/donor, Cordaid, to 'grow up'. Co-PLAN is aware of its role in society and of its identity. It has a strategy.
6. Co-PLAN works actively with the media sector, searches publicity to raise debate and awareness of urban development issues, and to publicize.
7. Co-PLAN works on longer-term strategies, and works on diversification of funding.
8. Co-PLAN works with communities for specific purposes, and utilizes community contributions. Co-PLAN does not work with volunteers in the office. Co-PLAN does work with students, to train them and make use of their efforts.
9. Independently by its efforts, Co-PLAN remains donor dependent. However, in Co-PLAN field of activities, not very funding possibilities can be expected in the coming years from (local) governments. Thus, Co-Plan is oriented towards donors and that will stay for a long time to come.
10. Business is not yet a significant contributor to Co-PLAN's financial sustainability. Co-PLAN will work intensively in this respect in the coming 3-5 years.



Annual organizational reflection
Reflektimi i pervitshem i organizates



Professional updating and training
Trajnim i dhe kualifikimi profesional



Projects and Budget Planning
Planifikimi i projekteve dhe i buxhetit

Zhvillimi i Organizates

Misioni i pavarur i vleresimit te Co-PLAN (janar 2003) e vlereson ate ne kete menyre:

1. Kualiteti/reputacioni i Co-PLAN eshte i mire. Ekzistenza e Co-PLAN nuk kercenohet nga ndonje rezik, edhe pse madhesia e tij mund te reduktohet ne te ardhmen per shkak te ndryshimit te prioriteteve te donatoreve.
2. Co-PLAN ka ngritur sisteme dhe procedura dhe punon per permiresimin e tyre te metejshem. Organizata ka nje metode sistematike per konsolidimin e kapaciteve te berthames kryesore te statif (10-12 eksperte), permes pjesmarrjes ne programe kualifikimi 'master'. Co-PLAN nuk eshte i centralizuar, edhe pse ka nje drejtore 'karizmatik'.
3. Co-PLAN eshte aktiv ne bashkepunimet ne rrjet. Nevojat institucionale jane me te rendesishme se marrheniet personale. Besimi tek partneret eshte thelbesor per te.
4. Co-PLAN eshte inkurajuar nga partneri/donatori strategjik, Cordaid, te jete i 'pavarur'. Co-PLAN eshte i ndergjegjishem per rolin dhe identitetin e tij ne shoqeri. Per kete gjë organizata ka nje strategji.
5. Biznesi nuk eshte ende nje kontribues domethenes per qendrueshmerine financiare te Co-PLAN.
6. Co-PLAN punon aktivisht me sektorin e medias, dhe e perdor publicitetin per te promovuar debat dhe sensibilizim per ceshtje te zhvillimit urban dhe komunitar. Ne vazhdim Co-PLAN publikon njaja botime per kete qellim.
7. Co-PLAN punon me strategji afatgjate, dhe logijken e diversifikimit te burimeve te financimit.
8. Co-PLAN punon me komunitete per qellime specifike, duke perdorur kontributet e tyre. Co-PLAN nuk punon me sistem vullnetares, por ai bashkepunon me studente, duke i trajnuar ata e duke bere efektiv kontributin e tyre.
9. Pavaresisht nga perpjekjet, Co-PLAN mbetet ende i varur nga financimet e donatoreve. Por, ne fushen e aktiviteve te Co-PLAN nuk priten mundesi te medha financimi ne vitet qe vijne nga qeveria qendrore/lokale. Ne kete menyre orientimi i Co-PLAN nga donatore do te vazhdoje akoma, te pakten per nje periudhe te konsiderueshme.



Community improvement action
Permiresime komunitare

Key Elements

- Co-PLAN helps to create best practices and models in local and urban development and supports local organizations through projects, training, technical assistance, studies and institutional improvement.
- Key values of Co-PLAN are: quality of work, commitment, result orientation, trustful, client satisfaction, openness, collaboration, hard working.
- Core Co-PLAN competencies are in the fields of municipal and institutional development, civic society development, urban and regional planning, community development, housing, basic infrastructure and municipal services, as well as environmental management.
- Co-PLAN develops partnerships and networking to generate benefits of collaboration in favor of clients and target groups for which works with.



Assisting municipal projects
Asistence per projektet e bashkise

Community-based planning
Planifikim me baze komunitare



Community based planning
Planifikim me pjesmarjen e komunitetit



Identification/opening of public spaces
Identifikimi dhe hapja e hapesirave publike



Gravelling/improving roads
Zhavorrimi/permiresimi rrugeve



Providing access to infrastructure/services



Sigurim aksesi te infrastruktura/sherbitimet
Building basic social infrastructure
Ndertimi i infrastrukture sociale

Round table with local NGOs
Tryze e rrumbullaket me OJQ-te

Elemente Kyc

- Co-PLAN ndihmon per krijimin e praktikave dhe modeleve me te mira ne zhvillimin lokal dhe urban, dhe mbeshtet organizatat permes projekteve, trajnimeve, asistences teknike ne puna, studimeve e permiresimeve institucionale.
- Vlerat kryesore te Co-PLAN jane: kualiteti i punes, orientimi nga rezultati konkret, angazhimi, satisfaksioni i klientit, qenia i hapur me te tjeret, besueshmeria dhe bashkepunimi.
- Kompe tencat kryesore te Co-PLAN jane ne fushat e: zhvillimit institucional dhe bashkiak; te zhvillimit te shoqerise civile; te planifikimit dhe zhvillimit urban; zhvillimit komunitar; strehimit, infrastruktures baze dhe sherbimeve bashkiake; si dhe te manaxhimit te ambientit.
- Co-PLAN zhvillon partnerite per te gjeneruar atmosfera me perfitim reciprok nga kooperimi si per klientet ashtu edhe per grupet perfituese.



International Training Courses
Program trainimi nderkomëtar

The Transparency

Co-PLAN is a well-established organization, which is *financially audited* every year by an internationally recognized organization like KPMG. The reports of the last one are always sent also to all those institutions which finance the activities of Co-PLAN. Since 2002 Co-PLAN has initiated the procedures for receiving the ISO (International Standard Organization) *certificate*, by NMCP, the Netherlands. Every year the organization publishes its own *annual report*, and updates its own *internet site*. The annual reports are stored in the website www.co-plan.org, and are also presented publicly for media, partners and other institutions by organizing every year the *Open Public Day* of Co-PLAN. *Annual Internal Reflection, Evaluation and Planning Workshop* is organized regularly by its own staff. Co-PLAN has a *Leading Board* which is separated and has no conflict of interests with the *Executive Board* and daily organization's management. The organization has a *mission*, its *policy* and *strategy*, and a network of partners. Actually, Co-PLAN has more than 20 staff, and invests on capacity building for them on basis of a clear strategy. Co-PLAN owns its own offices and has a well-set financial system, and clear organizational and management procedures, reflected in its own *manual of procedures*.

Transparencia

Co-PLAN eshte nje organizate e mireorganizuar, e cila *audiohet financiarisht* nga kompani te mirenjohura nderkombetare kontrolli si KPMG. Raporetet e saj te auditimit i dergohen cdo institucion qe financon sado pak aktivitetet e Co-PLAN. Qe nga viti 2002, Co-PLAN ka iniciuar procedurat per marjen e *certifikates ISO* (Organize e Standartit Nderkombetar) nen supervisionin e NMCP Hollande. Cdo vit organizata publikon reportin e vet vjetor, dhe permireson informacionin ne faqen e saj ne internet. Raportet vjetore jane te depozituara edhe ne kete faqe interneti www.co-plan.org dhe prezantohen per publikun permes medias, partnereve dhe institucioneve te interesuara ne aktivitetin e pervitshem te ashtuquajturi *Dita e Hapur per Publikun e Co-PLAN*. Cdo vit stafi organizon *Seminarin per Reflektimin, Vleresimin dhe Planifikimin e Pervitshem te Organizates*. Co-PLAN ka nje *Bord Dejties* dinjitz i cili eshte i ndare dhe nuk ka konflikte interesash me *Bordin Ekzekutiv* dhe manaxhimin e perditshem te organizates. Organizata ka nje *mision, politikendhe strategjine* e saj, dhe nje rjet partneresh dhe bashkepunetoresh. Aktualisht, Co-PLAN ka me shume se 20 punonjes dhe investon rregullisht per ngritjen e nivelit te tyre profesional ne baze te nje politike te qarte. Co-PLAN ka ne pronesi ambientet e zyrave te veta, ka nje sistem te mirepercaktuar finanziar, dhe procedura te qarta administrative dhe menaxheriale qe permblidhen ne *manualin te tij te procedurave*

External Environment

Actual tendencies in the country:

1. Decentralization of governance;
2. Integration of the country in EU;
3. 'Full exit' policy of the donors for NGO sector in Albania;
4. Gradual 'dry out' of donations;
5. Main consequences: poor reputation for NGO sector, and growing unfair competition within the sector.



View of the Open Public Day of Co-PLAN
Pamje nga Dita e Hapur e CoPLAN per Publikun

Ambienti i Jashtem

Tendencat aktuale ne vend:

1. Decentralizimi i qeverisjes;
2. Integrimi vendit ne EU;
3. Politika e 'larginit perfundimtar' te donatoreve te sektorit jo-qeveritar;
4. Tharje graduale e donacioneve
5. Konsekuanca: reputacion ne renie i sektorit joqeveritar dhe konkurence e parregullt ne rritje.

Internal Organizational Environment

Ambienti i Brendshem i Organizates:

Initial values:	Vlerat fillestare:	Disa vlera aktuale:	Some of actual values:
<p>1. Pioneering organization in support to the excluded or most in need social groups;</p> <p>2. Initial development tool: participatory urban planning/management;</p> <p>3. Main organizational dilemma: civil society or consultancy business?</p> <p>4. Eagerness, good will, committed.</p>	<p>1. Organizate pionere ne mbeshtetje te grupave sociale te ekskluduara dhe ne nevoje;</p> <p>2. Instrumenti fillestari i zhvillimit: planifikimi urban me pjesmarje;</p> <p>3. Dilema kryesore organizative: shoqeri civile apo biznes konsulencje;</p> <p>4. Vullnet, ambicie, deshire e mire per te kontribuar.</p>	<p>1. Pune, ambicie, perkushtim dhe kontribut konkret;</p> <p>2. Reputacion i mire i organizates;</p> <p>3. OJF ne kerkim te standardeve profesionale;</p> <p>4. Ekperience e konsiderueshme ne terren me komuniteti n dhe qeverisjen lokale;</p> <p>5. Qendrueshmeri ne ide, modele pune dhe financa.</p>	<p>1. Hard working, commitment, and concrete contribution.</p> <p>2. Good reputation;</p> <p>3. NGO in search if standards;</p> <p>4. Field experience at community and local governance level;</p> <p>5. Sustainability of ideas, work models and organization' finances.</p>

Main Questions Marks

- The staff of Co-PLAN discusses several essential issues during the Annual Reflection Workshop. Some of the most critical aspects of 2003 are summarized below.
1. Is it a pleasure to work in Co-PLAN? What encourages it? Does the staff have the same chances or not? Is it worth the investment on capacity building?
 2. What kind of staff has Co-PLAN? Do people read? Do they use internet and library? Do we prepare professional/scientific documents that represent our view? Do we prepare qualitative publications?
 3. Is Co-PLAN creative? Do we generate working models and best practices? Are those disseminated? What is new that Co-PLAN has brought to the development and civil society of Albania?
 4. Who does represent Co-PLAN? Itself or certain social groups? How is our legitimacy justified? Who presents our supporters? Are we with people or with authorities?

Pikepyetjet Kryesore:

Stafi i Co-PLAN diskuton mjaft ceshje esenciale gjate workshopit te fundit te reflektimit 2003. Disa nga keto ceshje me kritike jane permblehdur me poshtë.

1. A eshte kenaqesi te punosh ne Co-PLAN? Cfare e in/dekujacion kete? A ka stafi shanse te barabarta? A ka vlore investimi i bere per kualifikimin e stafit?
2. Cfare stafi ka Co-PLAN? A lexojne ata? A e perdonin internetin dhe librarine? A pergaqt ky staf dokumenta shkencore/profesionale qe perfaqesojne pozicionin tone? A batojme ne publikime kualitative?
3. A eshte Co-PLAN krijues? A gjenerojme ne modele pune dhe praktika origjinale? A i shpendajme ato? Cfare te reje ka sjelle Co-PLAN per zhvillimin dhe shoqerine civile ne vend?
4. Ke perfaqeson Co-PLAN? Veten apo grupe te caktuara sociale? Kush e perfaqeson legjitimitetin tone? Kush jane mbeshtetesit tane? A jemi ne me qytetaret apo autoritetet?

Modeli: 'Mintezberg'



Opcionet e Mundshme

Varianti 1	2	3	4	5
Strukture e thjeshte	Makine Burokratike	Burokraci profesionale	Ndarje ne departament	Struktura Ad-hoc
Mekanizmi koordinues	Supervizion direkt	Standartizim i punes	Standartizim i ekspertizes	Standartizim i produktit
Pjesa kyce e organizates	Drejtimi strategjik	Rritja e eficences	Zbatimi i Projekteve	Menaxhimi ndermjetem
				Regullime reciproke
				Administrata mbeshtetese

Actions for Improvement:

1. New structure:

- Transformation of Co-PLAN from 'center' to 'institute' must not be simply an aspiration but a matter of content.
- It requires: (i) new reorganization on departments basis, product standardization and middle-line management; (ii) clear division of work and specialization, and maximal efficiency; (iii) clear hierarchy and responsibility for all; (iv) as much more monitored performance and financial costs; (v) decentralization of responsibility and finances on basis of rules; (vi) the perfection of the manual of procedures, work plans, reporting; indicators of success; transparency and measurement of success.

2. Orientation towards products and standardization:

- Immediate identification: (i) of market potentials; (ii) of organization's products; (iii) and who might pay for them?
- Completing the economic analysis and internal financial policy of the organization.
- Designing a market strategy for the organization.

3. Main recommendations:

- Do not simply implement projects but intent to create models.
- Organize professional presentations within the organization, and with public opinion, including positioning in the media.
- Reserve time for innovations, project proposals, research, marketing, debate, lobbying, etc.
- Help maximally creation of positive social and professional atmosphere in the team. Make work a pleasure for all.
- Draft a plan for social, cultural and sport activities in order to create a healthy atmosphere for all within the team.

Hapa per permiresime te metejshme:

1. Strukture e re:

- Transformimi i Co-PLAN nga 'Qender' ne 'Institut' nuk duhet te jetë vetem aspirate por edhe permbajtje.
- Kjo kerkon: (i) riorganizim te ri me ndarje ne departamente, standartizim produkte dhe manaxhim te ndermjetem, (ii) ndarje e qarte e punes, profilizim i saj, dhe eficence maksimale, (iii) hierarki dhe perqyjeti e qarte per te gjithe, (iv) performance dhe kosti financiare sa me te monitoruara, (v) decentralizim i perqyjetisë dhe financave me rregulla; (vi) perfektionim i manualit te procedurave, planit te punes, raportimit, indikatoreve te suksesit, transparences dhe matjes se suksesit.

2. Orientimi nga produktet dhe standartizimi:

- Evidentimi immediat: (i) i potencialeve te tregut; (ii) i produkteve te organizates; (iii) dhe kush mund te paguje per keto produkte?
- Komplektimi analizes ekonomike dhe politikes se brendeshme financiare te organizates.
- Hartimi i strategjise se marketimit

3. Rekomandimet kryesore:

- Jo zbatim i thjeshte projektet por krijim modelesh pune.
- Organizimi i prezantimeve profesionale me organizaten, opinionin publik, perfsi prononcimin ne media;
- Rezervim kohë per inovacione, projekt propozime, kerkim shkencor, marketim, debat publik, lobim, etj.
- Ndihamo maksimalisht atmosferen sociale e profesionale pozitive ne ekip. Beje punen kenaqesi per te gjithe!
- Harto planin e aktiviteve sociale, kulturore dhe sportive per te krijuar një atmosferë te shendetësme ne ekip.

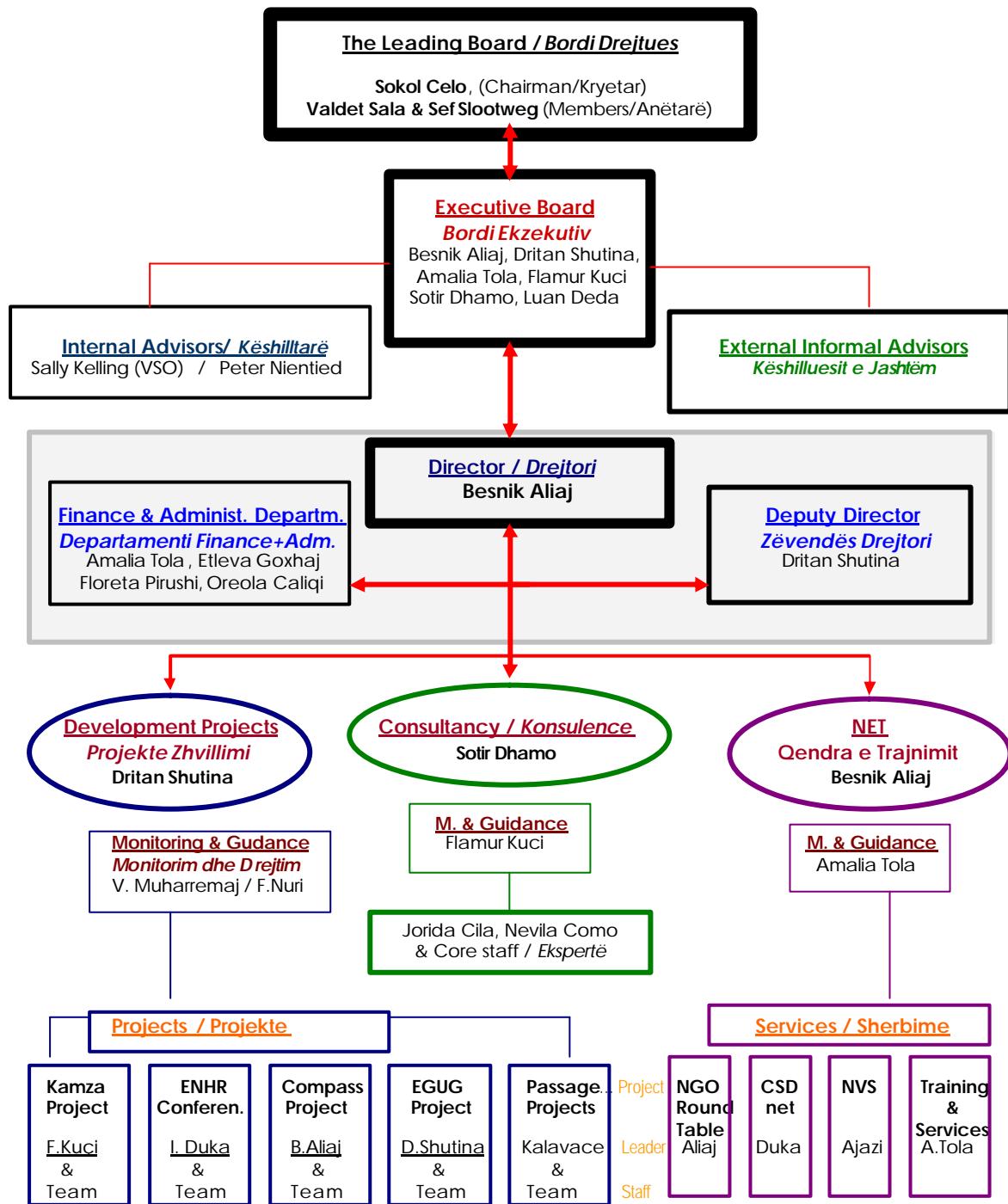


Fig.1: The Organizational Chart of Co-PLAN 2003
Skema Organizative e Co-PLAN 2003

Main activities of the Finance Department

1. The finance department of Co-PLAN consists of two persons: the Finance Administrator and the Accountant dealing with the financial administration and management of each project and of the overall organization. The main role of department is to maintain a transparent, solid and sound financial system of Co-PLAN and its projects. The department is responsible to prepare budgets, liquidity planning, manage cash, keep personnel administration, projects financial monitoring reporting for internal management and for donors/partners.
2. The finances of the organization are annually audited by KPMG Albania since 1998, securing to the management team, donors and partners the transparency and accountability of the organization's financial system. Each donor and partner receives a copy of the annual/project narrative and financial reports.
3. Almost 100,000 Euro out of Co-PLAN accumulated fund will be used as own contribution for the NET program. During 2003 was gained USD 8,763 as result of a good/professional management of Co-PLAN bank deposit accounts.
4. Great efforts were undertaken for drafting the financial procedures manual, which is now in place. Following internal auditing procedures will significantly increase the likelihood of adequate utilization of organization's resources. Co-PLAN settled a monitoring system for vehicles aiming to reduce costs and commit to its environmental policy.
5. During 2003, Co-PLAN was inspected by the State Labor Inspecting and Tax Offices and their assessments have been quite appreciative. In addition, Co-PLAN has provided voluntary health and social security for its employees.
6. Starting 2001 the financial department worked on transferring knowledge and experience to other organizations, thus generating also extra incomes. During 2003 assistance was given to 'APRAD' NGO for creating general ledger accounts, preparing the financial statements and the way how to keep the financial documents. In addition, financial management training was organized in collaboration with Dutch training & consulting company MDF SA, mainly aiming Cordaid partners in Albania and Bosnia Herzegovina, where 34 managers and financial administrators were trained.
7. During an international training at IHS Rotterdam, assistance was given to the Kamza Municipality in preparing an action plan for increasing secondary revenues from local taxes. Follow up assistance was also given to the municipal finance department for implementing the action plan in the framework of the Kamza and EGUG I projects.
8. Input has been given in negotiating with NMCP the Netherlands, and hiring an expert (including TOR preparation) in the framework of the process of Co-PLAN towards receiving an International Standard Organization (ISO) Certificate. The first mission was undertaken in 2003.

Aktivitetet kryesore te Departamentit te Financave

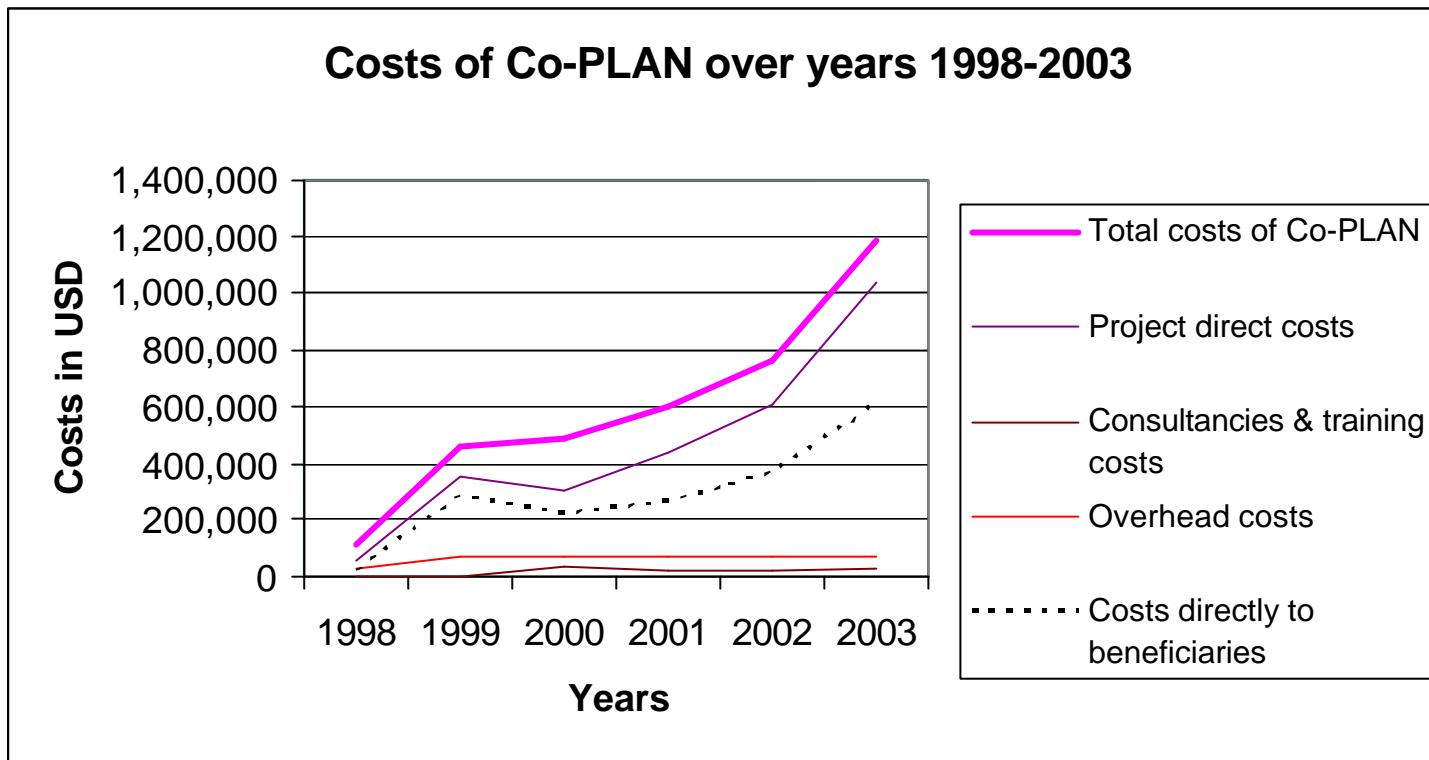
1. Ne departamentin e financave punojne dy persona: administratorja e financave dhe kontabilistja te cilat merren me administrimin dhe menaxhimin financier te cdo projekti dhe te organizates ne teresi. Roll kryesor i ketij departamenti eshte te mbaje nje sistem financier transparent per organizaten dhe projektet. Ky departament eshte perqejjes per perqatitjen e buxheteve, planit te likuiditeve, menaxhimin te parave 'kesh', administrimin e personelit, monitorimin financier te projekteve, perqatitjen e raporteve per menaxhimin e brendshem, per donatoret dhe partneret.
2. Qe nga viti 1998, financat e organizates jane audituar cdo vit nga KPMG Albania duke i siguruar menaxhimit, donatoreve dhe partnereve transparencen dhe besueshmerine/pergjegjshmerine e sistemit financier te organizates. Cdo partneri dhe donatori i dergohen raportet narrative/financiare vjetore dhe te projekteve.
3. Rreth 100,000 Euro do te investohen nga Co-PLAN nga fondi i tij i akumular per te vetefinancuar qendren e trajnimit NET. Gjate vitit 2003 organizata ka perfitur 8,763 USD si rezultat i nje menaxhimi te mire te depozitave bankare te Co-PLAN, te cilat do te perdoren per te vetefinancuar projekte te tjera.
4. Eshte hartuar manuali financier i procedurave i cili tani eshte ne zbatim. Duke ndjekur procedurat e kontrollit te brendshem do te rriten shanset per nje perdonim me te mire te burimeve te organizates. Keshtu eshte ngritur nje sistem monitorimi per makinat ne menyre qe jo vetem te ulen kostot por edhe te respektohet politika ambientale qe Co-PLAN po praktikon.
5. Gjate vitit 2003 Co-PLAN eshte kontrolluar nga Zyra e Inspektoriatit te Punes dhe e Tatim -Taksave qe rezultuan pozitive.
6. Duke filluar nga viti 2001 departamenti i financave ka punuar edhe per transferimin e njohurive dhe eksperientave organizatave te tjera, duke gjeneruar njekoheshtte ardhura per Co-PLAN. Ne vitin 2003 i eshte dhene asistencë organizates APRAD per hartimin e planit te llogarive perqatitjen e pasqyrave financiare e raportimit, menyes se mbajtjes se dokumentave financiare, etj. Ne 2003 u organizua edhe nje trainim per menaxhimin financier ne bashkepunim me kompani ne hollandeze te trainimit dhe konsulences MDF, per organizatat partnere te Cordaid ne Shqiperi dhe Bosnie Hercegovine, ku u trajnuan gjithesej 34 menaxhere dhe administratore finance.
7. Pas nje trainimi ne IHS Rotterdam, ju tha asistencë Bashkise se Kamzes per perqatitjen e nje plani veprimi per rritjen e te ardhurave dylesore te bashkise nga taksat lokale. Asistencë iu dha gjithashlu departamentit te financave te bashkise per zbatimin e planit te veprimit ne kuader te projekteve te kamzes dhe EGUG I.
8. Departamenti i financave ka negociuar me organizaten NMCP Hollande per te kontraktuar dhe perqatituar termat e references se nje ekspert qe do asisoje Co-PLAN te marre certifikaten ISO (organizate e standartit nderkombetar). Misioni i pare u krye ne 2003

Projects run by Co-PLAN in 2003, respective project direct costs and sources of funding
Projektet e zbatuara nga Co-PLAN ne vitin 2003, respektivisht kostot direkte te projekteve dhe burimet e financimit

Donors proj.no. Nr. proj. nga donatori	Co-PLAN proj.no. Nr.proj.nga Co-PLAN	Co-PLAN projects 2003 Projekte te Co-PLAN 2003	CORDAID	NOVIB	Dutch Embassy	ULMP PCU	SOROS	UNDP	Other Te tjera	Total
C-432/10010 S; ULMP 026/1 CS ; 21405; BPAX-503001-262	P0101-00; C0110-00; P0205-00; P0208-00; P0208-00	Passage to an influencing civil society / Kalim drejt nje shoqerie me te konsoliduar civile	387,379	7,298		1,500	15,200		144,846	556,223
C-432/8052; ALB-037-00-001; ALB-501043-1074	P0001-00	Empowering local governance and community based initiatives in the Municipality of Kamza / Fuqizimi i autoriteteve ne Bashkine Kamez	65,130	64,848					714	130,693
ALB-037-00-004	P0201-00	COMPASS Project / Projekti Kompass		142,011						142,011
432/10016; 432/10021	P0202-00; P0202-50	Enabling Good Urban Governance / Drejt nje qeverisjeje te mire urbane	116,913							116,913
AL002906 ;	P0305-00	Enabling Good Urban Governance (II) / Drejt nje qeverisjeje te mire urbane (II)			42,822					42,822
ALB/03/026;	P0301-00; P0306-00; P0309-00; P0304-00	Other projects / Projekte te tjera							15,022	34,153
C400-10020; 400/10033	P0204-00; P0302-00	Training and consultancy / Trainime dhe konsulencia	26,490						3,547	30,037
			595,912	214,157	42,822	1,500	15,200	15,022	183,260	1,067,874

Note: The item 'Other' – represents income from other small donors and income generated by Co -PLAN as bank interest, positive result from exchange rates etc.

Shenim: Kollona 'Te tjera' – paraqet te ardhura nga donatore te tjera te vegjel dhe te ardhura te gjeneruara nga vete Co-PLAN si interes bankar, te ardhura nga kembimet valutore, etj.



Explanatory Note:

Total costs of Co-PLAN: The total costs of Co-PLAN projects over years 1998-2003

Project direct costs: The direct costs of Co-PLAN projects excluding costs of consultancies and training

Consultancies and training costs: Part of the direct costs for consultancies and training

Overhead costs: Administrative expenses

Costs directly to beneficiaries: Part of the direct project costs, which has been going directly to beneficiaries

Shpjegim:

Kostot totale te Co-PLAN: Kostot totale te Co-PLAN gjate viteve 1998-2003

Kosto direkte per projektet: Kostot direkte te projekteve pa perfshire kostot e konsulences dhe trainimeve

Kostot e konsuleces dhe trainimeve: Pjese e kostove direkte qe jane per konsulencat dhe trainimet

Kosto administrative: Kostot per administraten

Kostot direkte per perfituesit: Kostot direkte te projekteve te cilat jane shpenzuar drejt persedrejti per perfituesit



A Passage to a Stronger Civil Society!

Number of the project: C-432/10010 S (Cordaid) and P0101-00 (Co-PLAN)

This is the main program of Co-PLAN, and is financed by Cordaid (the Netherlands). The overall objective is: civil society qualitatively influencing the living environment. Specific objectives are: (i) to establish a functioning example of community based urban development in Bathore area and other neighborhoods that request such service; (ii) to strengthen Co-PLAN institutional capacity to network/disseminate key issues in urban management/development; (iii) to establish Co-PLAN as mature organization that has the operational capacity to act as a change agent in urban development in Albania. The following are the main achievements:

Objective 1: Strengthening civic society through Community-Based Development

Such objective was strongly facilitated by the participation of Co-PLAN in the implementation of ULMP Urban Land Management Project of Albanian Government (financed by a loan of the World Bank) in the urban area of Bathore, including the extension of the project also in Bathore 2, 3 and 4. Passage Project served as a preparatory phase for implementing successfully the Urban Land Management Project (ULMP). Local community of Bathore participated widely in the project, contributing 20% of infrastructure cost and providing the necessary space for extending the trunk infrastructure lines which serve also as the basis of future road network of the area. The most important activity has been the process of participatory designing of the Neighborhood Development Agenda (NDG) for Bathore. It provides a good model for development purposes, promoting local community as a key actor of the process, and identifying priorities and local resources of the area, as well as the necessary actions to be taken into the future. Most of actions aimed at developing/empowering community capacities to widely/actively participate in urban planning and development, specifically by empowering local CBOs. Co-PLAN worked to raise local management and implementation capacities for undertaking development projects, increasing CBOs' monitoring capacities.

Objective 1.2: Creation of sustainable and institutional partnerships between all interested actors

Designing partnership agreements between all actors involved in the urban development of the area such as central government, local authorities and communities, local CBOs, and different NGOs active in the neighborhood. In addition, this is followed by the creation of new organizational/co-operational structures between local authorities and community. Here the most important action has been the establishment of the so called *Local Development Secretariat*, a structure to complete NDA. Furthermore, Co-PLAN worked actively for institutionalization the CBO/NGO network that operates in the area. More important has been the delegation of the responsibility for organizing such network to the local authorities of Kamza.

Objective 1.3: Consolidation of Co-PLAN impact in the area by extending fields of implemented activities and information.

Here most of energy is focuses for introducing new development concepts for different components of life in the neighborhood, such as the social issues, education, health and environment, etc. In addition, many efforts are undertaken to increase information capacities by cooperating closely with written and electronic media.



Identifying, planning and gravelling main public spaces and future roads
Identifikimi, planifikimi dhe zhavorrimi i hapësirave kryesore publike dhe rrugëve te ardheshme



Social activities in improved playground



Improvement of school playground



Aktivite sociale ne oborrin e shkolles

Main activities and achievements for 2003

1. Cooperation agreement undersigned by the local CBO "Rilindja", Co-PLAN and Kamza Municipality. Continuous consultancy and assistance to local CBOs for further implementation of the ULMP project. Almost 3.2 km public space opened and 2.4 km graveled.
2. 500 people participated in the meetings of NDA of Bathore. 10 working and thematic group were established with 50 members each.
- 15 Action Plans designed dealing with 10 main physical improvement and social priorities. The process includes elaboration of the final NDA document and organization of a public/media debate with candidates for Kamza mayor during the local elections of October 2003.
3. Designing of project proposal by local CBOs, facilitated by Co-PLAN and Kamza Municipality. Placement of three new power transformers, and additional equipments with the participation of community as well as the physical improvement of public spaces in Bathore. Implementation and management of the whole project by community itself.
4. Collecting contributions of local residents by local CBOs. Improvement of monitoring methods towards them. Providing cooperation and assistance for women NGO. Establishment of supporting classes to improve the education level of kids leaving school reaching a total of 120 pupils. Training parents regarding the children rights. A total of 70 parents benefited.
5. Establishment and strengthening of three local CBOs (community, women, youth), including the increase of their membership
6. Training the CBO members: (i) with "Rilindja" CBO were implemented eight trainings where more than 250 people participated. Training included issues like: organizational development; local development agenda; designing action plans; gender issues; environment; health, etc; (ii) with women CBO were implemented seven trainings where more than 110 people participated on issues like: gender; environment; health; managing the organization; how to set up a new business; designing of project proposals; local development agenda and action plans; (iii) trainings to facilitate professional educational and employment, including: organizing 5 tailoring courses with 50 women; organizing 3 computer courses with 20 women; babysitter courses and house maintenance with 20 women; employment of 12 women in tailoring, teaching, data elaboration (INIMA), etc. (iv) with youth CBO were organized three trainings with 110 participants on: health education: HIV/AIDS, consequences of drugs, information about local development agenda, identification of priorities, increasing professional capacities and employment; four computer courses with 50 participants; two English courses with 46 participants; different professional courses like mechanical, plumber, hair stylist, tailoring, PageMaker, etc, with 14 participants.
7. Implementing several social activities in the area, including: (i) the tradition fair and 8 March celebrations where 4,000 people participated; (ii) international children day, 1 June, where 2,500 participated; (iii) international environment Day, 5 June, where 250 participated; international day against HIV/AIDS where 250 participated; (iv) inauguration of new playground and new laboratories in secondary school where 3,000 people participated.
8. Drafting/signing of several cooperation agreements like: (i) agreements with three local CBOs to participate in different projects and social activities; (ii) eight formal agreements and 15 verbal ones with different NGOs in order to cooperate/co-finance implementation of upgrading projects; (iii) agreements with Central Government, Ministry of Education, Ministry of Health, Regional Health Agency, Kamza Municipality, Bathore School, etc.
9. Delegation of organizational/institutional function for coordinating CBO/NGO network with local authorities. Expanding the network by increasing up to the number of contributing actors. This includes also facilitating other NGO's working in the project area.
10. Introduction of new environmental components in the teaching program approved by the Ministry of Education for the 6, 7 and 8 grade classes, in the framework of a pilot project with local secondary school of Bathore, including supply of the necessary equipment. Almost 950 pupils and 30 teachers benefited. In addition Co-PLAN worked to increase didactical capacities in the secondary school for the subjects of chemistry/biology, including their laboratory. Improvement of hygienic/leisure conditions of the local school (water tanks, water pump, reconstruction of playground). Special attention was paid to the qualification of the teaching/medical staff of the local school and health care center regarding the problems of early identification of eye problems at the children between 3 to 14 years old, as well as obstetric/gynecologic problems for women. Further, medical assistance was provided for 3,000 kids and 350 women in the area. Almost 20% of the kids and 1,000 of the women benefited free medical assistance in this respect. Co-PLAN introduced new concepts for protecting and preserving the environment, especially greening, composting of organic waste and waste recovery. This was topped up by the planting of 2,440 fruit trees in Bathore with the complete participation of the local community.
11. Increase the frequency of local newsletter (from 4 to 8 – including one in English version) and providing the basis for sustainability, by transferring to the local CBOs the administration of such newsletter in the future.

Electoral debate on development



Debat elektoral mbi zhvillimin



Road and power improvement actions



Iniciativa permiresimi ne rruge dhe energjji elektrike



Kalim drejt nje shoqerie me te konsoliduar civile!

Numri i projektit: C-432/10010 S (Cordaid) dhe P0101-00 (Co-PLAN)

Ky eshte programi kryesor i Co-PLAN, dhe financohet nga Cordaid (Hollande). Objktivi i per gjithshem eshte: vlerat e shoqerise civile influencojne ne menyre cilesore ambientin ku jetojme. Objektivat specifike jane: (i) te krijohet nje shembull funksionues per zhvillimin urban me baze komunitare ne zonen e Bathores dhe lagje te tjera qe kane nevoje per kete sherbim; (ii) te fuqizohet kapaciteti institucional per te punuar ne rrjet dhe shperndare informacion per ceshtje kyce te zhvillimit/manaxhimit urban; (iii) te konsolidohet Co-PLAN si nje organizate e pjekur qe ka kapacitet operacional per te vepruar si nje faktor reformues per zhvillimin urban ne Shqiperi. Me poshte spjegohen disa nga arritjet kryesore per sejcilin nga objektivat.

Objktivi 1: Fuqizimi i shoqerise civile permes zhvillimit me baze komunitare.

Such objective was strongly facilitated by the participation of Co-PLAN in the implementation of ULMP Urban Land Management Project of Albanian Government (financed by a loan of the World Bank) in the urban area of Bathore, including the extension of the project also in Bathore 2, 3 and 4. Passage Project served as a preparatory phase for implementing successfully ULMP. The local community of Bathore participated widely in this project by contributing 20% of the infrastructure cost as well as providing the necessary space for extending the trunk infrastructure lines which serve also as the basis of future road network of the area. The most important activity has been the process of participatory designing of NDG Neighborhood Development Agenda for Bathore. This provided a good model for development purposes, promoting local community as a key actor of the process, and identifying priorities and local resources of the area, as well as the necessary actions to be taken into the future. Most of actions have been aiming at developing/empowering community capacities to widely/actively participate in issues such as urban planning and development, specifically by empowering local CBO's (Community Based Organizations). In this respect Co-PLAN has been working to raise management and implementation capacities of local CBOs for undertaking development projects, increasing in the same time the monitoring capacities of such CBOs.

Objective 1.2: Creation of sustainable and institutional partnerships between all interested actors

Designing partnership agreements between all actors involved in the urban development of the area such as central government, local authorities and communities, local CBOs, and different NGOs active in the neighborhood. In addition, this is followed by the creation of new organizational/co-operational structures between local authorities and community. Here the most important action has been the establishment of the so called Local Development Secretariat, a structure to complete NDA. Furthermore, Co-PLAN worked actively for institutionalization the CBO/NGO network that operates in the area. More important has been the delegation of the responsibility for organizing such network to the local authorities of Kamza.

Objective 1.3: Consolidation of Co-PLAN impact in the area, extending fields of implemented activities and information.

Here most of energy is focuses for introducing new development concepts for different components of life in the neighborhood, such as the social issues, education, health and environment, etc. In addition, many efforts are undertaken to increase information capacities by cooperating closely with written and electronic media.



Actions in the field to clean garbage
Iniciative ne terren per pastrimin e shkolles



Eye diagnostics for children
Diagnostikim i syve per femijet



Environmental training for teachers
Trajnim ambiental per mesuesit e shkolles

Aktivitetet dhe Arritjet gjate 2003

1. Cooperation agreement undersigned by the local CBO "Rilindja", Co-PLAN and Kamza Municipality. Continuous consultancy and assistance to local CBOs for further implementation of the ULMP project. Almost 3.2 km public space opened and 2.4 km gravelized.
2. 500 people participated in the meetings of NDA of Bathore. Already 10 working and thematic group were established with 50 members each.
- 15 Action Plans were designed dealing with 10 main physical improvement and social priorities. The process includes elaboration of the final document of NDA, and organization of a public/media debate with all candidates for major of Kamza during the local elections of October 2003.
3. Designing of project proposal by local CBOs, facilitated by Co-PLAN and Kamza Municipality. Placement of three new power transformers, and additional equipments with the participation of community as well as the physical improvement of public spaces in Bathore. Implementation and management of the whole project by community itself.
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4. Drafting/signing of several cooperation agreements like: (i) agreements with three local CBOs to participate in different projects and social activities; (ii) eight formal agreements and 15 verbal ones with different NGOs in order to cooperate/co-finance implementation of upgrading projects; (iii) agreements with Central Government, Ministry of Education, Ministry of Health, Regional Health Agency, Kamza Municipality, Bathore School, etc.
5. Delegation of the organizational/institutional function for coordinating CBO/NGO network with local authorities. Expanding the network by increasing up to the number of contributing institutions/actors. This includes also facilitating other NGO's working in the project area.
6. Introduction of new environmental components in the teaching program approved by the Ministry of Education for the 6, 7 and 8 grade classes, in the framework of a pilot project with local secondary school of Bathore, including supply of the necessary equipment. Almost 950 pupils and 30 teachers benefited. In addition Co-PLAN worked to increase didactical capacities in the secondary school for the subjects of chemistry/biology, including their laboratory. Improvement of hygienic/leisure conditions of the local school (water tanks, water pump, reconstruction of playground). Special attention was paid to the qualification of the teaching/medical staff of the local school and health care center regarding the problems of early identification of eye problems at the children between 3 to 14 years old, as well as obstetric/gynecologic problems for women. Further, medical assistance was provided for 3,000 kids and 350 women in the area. Almost 20% of the kids and 1,000 of the women benefited free medical assistance in this respect. Co-PLAN introduced new concepts for protecting and preserving the environment, especially greening, composting of organic waste and waste recovery. This was topped up by the planting of 2,440 fruit trees in Bathore with the complete participation of the local community.
7. Increase the frequency of local newsletter (from 4 to 8 – including one in English version) and providing the basis for sustainability, by transferring to the local CBOs the administration of such newsletter in the future.

Other Project Objectives:**Objektiva te tjera te Projektit:****Objective 2: Networking and Dissemination**

- (i) At least 70 students and professionals use Co-PLAN resource materials. Selected students are involved in research studies through an internship program.
- (ii) Urban Forums continued this year mainly through the involvement of Co-PLAN in the process for preparing the international competition for Tirana city center. Assistance was provided to the competing studios, the international jury, GTZ assistance team and municipality itself. A tv program was organized with the national public TV to ensure the transparency of the process. The debate was also maintained via several (7) public articles in the main newspapers, and certain TV programs (5) discussing urban developmental issues of the country.
- (iii) New publications are produced as: i) "Regulatory Planning" a professional book for urban planning students/specialists; ii) "Tirana the Challenge of Urban Development" prepared in cooperation with SEDA NGO; iii) 2 publications in the framework of Compass project one on civil society and one on training local communities; iv) several booklets for municipal developments like in Kamza, Shkodra, Lushja etc; v) a videofilm about the urban developments of Tirana in Albanian and English versions; vi) two professional CD.
- (iv) Co-PLAN is part of important international networks such as ENHR European Network for Housing Researchers and CSD-Net Civil Society Network in Housing and Urban Developments in South Eastern Europe. This is providing an opportunity to the organization to network and promote its experience in urban/community management approach. Co-PLAN coordinated in May, 2003 the ENHR International Conference, Making Cities Work, in Tirana.
- (v) In Albania, Co-PLAN has been active in discussing with government a poverty reduction strategy, and in an anti-corruption initiative of civil society network. Co-PLAN is also a driving force behind the NGO-Round Table on donors' pullout and generation of local resources. The latter activity included a discussion with prime-minister and a public debate about the sustainability of the sector.

Objective 3: Strengthen Co-PLAN Org. Capacity

See previous description of the organization.

Objektivi 2: Bashkepunimi me partneret dhe shperndarja e koncepteve bashkekohore

- (i) Te pakten 70 studente e profesioniste perdonin asetet/ informacionin e Co-PLAN. Studente te perzgjedhur angazhohen ne praktika profesionale permes programit te punes vullnetare.
- (ii) Forumi Urban vazhdoi kete vit permes angazhimit te Co-PLAN ne procesin e pergatitjes se konkursit nderkombetar per qendren e qytetit te Tiranës. U sigura asistence per studiot konkurrente, per jurine nderkombetare, per konsulentet e GTZ-se dhe vete Bashkine. U organizua nje program ne televizionin kombetar publik per te siguruar transparencen e procesit. Debuti u vazhdua edhe permes nje serie shkrimesh profesionale ne shtypin e dites (7) dhe 5 programeve televizive per zhvillimin urban ne vend.
- (iii) Jane publikuar: i) 'Planifikimi Rregullues' nje liber profesional per studentet/ specialistet e urbanistikes; ii) 'Tirana Sfida e Zhvillimit Urban' ne bashkepunim me organizaten partnere SEDA. iii) dy publikime ne kuadrin e projektit Kompas per shoqerine civile dhe trajnimin e komuniteteve lokale; iv) nje serie broshurash per bashkite e Lushnjes, Shkodres dhe Kamzes. v) nje videofilm mbi zhvillimet urbane ne Tirane ne anglisht dhe shqip; vi) dy CD profesionale
- (i) Co-PLAN eshte pjese e rendesishme e rrjetave profesionale si: ENHR, Rrjeti European per Studimet e Strehimit; dhe CSD-net, Rrjeti i Zhvillimit te Shoqerise Civile per Strehimin dhe Zhvillimin Urban ne Ballkan. Kjo i siguron organizates shanse per te promovuar eksperienca e vet ne fushen e zhvillimit urban/ komunitar, por edhe per te perfituar. Co-PLAN koordinoi gjithashtu edhe konferencen nderkombetare: Qytetet motorre te zhvillimit ekonomik! ne Maj 2003 ne Tirane.
- (ii) Co-PLAN ka qene aktiv ne dikutimin me qeverine te strategjive kunder varferise dhe anti-korrupsionit ne Shqiperi, si pjese e lobeve jo-qeveritare ne kete fushe. Co-PLAN eshte gjithashtu nje faktor kryesor ne organizimin e nje tryze informale midis OJQ-ve mbi konsekuencat qe vijnë nga largimi i donatoreve dhe mobilizimi i burimeve lokale. Kjo perfshin edhe nje takim me kryeministrin per kete qellim dhe hapjen e nje debati publik mbi qendruesherine dhe organizimin e sektorit.

Objektivi 3: Fuqizimi i kapacitetit organizativ te Co-PLAN.

(per kete qellim shiko pershkrimet e meparshme ne kete raport)



Greening of the neighborhood
Gjelberimi i lagjes



Sport activities in school
Aktivitete sportive



Cultural youth events
Mbremje kulturore rinore

Objektivi 1: Fuqizimi i shoqerise civile permes zhvillimit me baze komunitare.

Ky objektiv u mbeshtet fuqishem nga pjesemarria e Co-PLAN ne zbatimin e PMTU, Projekti i Menaxhimit te Tokes Urbane i Qeverise Shqiptare (financuar nga nje hua e Bankes Botore) ne zonen urbane te Bathores duke perfshire edhe zgjerimin e projektit gjithashtu ne Bathore 2,3 dhe 4. Projekti Pasazh sherbeu si faze pregatitore per zbatimin e suksesshem te PMTU. Komuniteti lokal i Bathores mori pjese gjeresisht ne kete projekt duke kontribuar me 20% te kostos se infrastructures si edhe duke siguruar hapesirene e nevojshme per zgjerimin e linjave kryesore te infrasktruktureve qe sherbejnë gjithashtu si baze e rrjetit te ardhshem rruge te zones. Aktiviteti me i rendesishem ishte perfshirja ne procesin e hartimit te ALZH, Axhenda Lokale e Zhvillimit per Bathoren. Kjo siguroi nje model te mire per qellime zhvillimi, duke promovuar komunitetin lokal si nje aktor kyc te procesit, dhe duke identifikuar priorititetet dhe burime lokale te zones, si edhe veprimet qe do te ndermerren ne te ardhmen. Shumica e veprimeve synonin te zhvillonin/fuqizonin kapacitetet e komunes per te marre pjese gjeresisht/aktivisht ne probleme te tilla si planifikimi dhe zhvillimi urban, vecanerisht duke fuqizuar OBK (organizata me baze komunitare) lokale. Ne kete drejtim Co-PLAN ka punuar per te ngritur kapacitetet zbatuese dhe menaxhuese te OBK-ve lokale. .

Objektivi 1.2: Krijimi i partneriteteve te qendrueshme institucionale midis gjithe aktoreve te interesuar.

Hartimi i marreveshjeve te partneritetit midis gjithe aktoreve te perfshire ne zhvillimin urban te zones te tilla si qeveria qendrore, autoritetet dhe komunitetet locale, OBK locale, dhe OFJ te ndryshme active ne komunitet. Per me teper, kjo u pasua nga krijimi i strukturave te reja organizative/bashkepunuese midis autoritetet lokale dhe komunitetit. Ketu veprimi me i rendesishem ishte vendosja e Sekretariatit Lokal te Zhvillimit, nje struktura per te kompletuar ALZH. Per me teper, Co-PLAN punoi aktivisht per institucionalizimin e rrjetit te OBK/OFJ qe operon ne zone. Arrija me e rendesishme ishte delegimi i perqejgesive per organizimin e nje rrjeti te tillë tek autoritetet e Kamzes.

Objektivi 1.3: Konsolidimi i impaktit te Co-PLAN ne zone, duke zgjeruar fushat e aktiviteve te zbatuara dhe informacionit.

Ketu shumica e energjise fokusohet per futjen e koncepteve te reja te zhvillimit per komponente te ndryshem te jetes ne komunitet, si ceshtjet sociale, arsimi, shendetet dhe mjedisi etj. Per me teper, shume perpjekje u bene per te rritur kapacitetet informuese nepermjet bashkepunimit te ngushte me mediat e shkruara dhe elektronike.

Aktivitetet dhe Arritjet gjate 2003

1. Marreveshja e bashkepunimit e nenshkuar nga OBK locale "Rilindja", Co-PLAN dhe Bashkia e Kamzes. Asistencë dhe konsulencë e vazhdueshme per OBK lokale mbi zbatimin e metejshem te projektit PMTU. U hapen afro 3.2 km hapesira publike dhe u zhavorruan 2.4 km.
2. 500 njerz moren pjese ne takimet e ALZH ne Bathore. U ngriten 10 grupe pune dhe tematike me nga 50 anetare secili. U hartuan 15 Plane Veprimi lidhur me 10 permiresime kryesore fizike dhe prioriteete sociale. Procesi perfshin perpunimin e dokumentit final te ALZH, dhe organizimin e nje debati publik ne media me gjithe kandidatet per kryetar bashkie te Kamzes gjate zgjedhjeve vendore te Telor 2003.
3. Hartimi i projekt propozimit nga OBK lokale, i facilituar nga Co-PLAN dhe Bashkia e Kamzes. Vendosja e tre transformatoreve te rrijt e energjise elektrike dhe pajisjeve shtesë me pjesemarrjen e komunitetit si edhe te permiresimeve fizike te hapesirave publike ne Bathore. Zbatimi dhe menaxhimi i gjithe projektit nga vete komuniteti.
4. Mbledhja e kontributave te banoreve nga OBK locale. Permiresimi i metodave monitoruese. Sigurimi i bashkepunimit dhe asistencies per OFJ e grave. Vendosja e oreve mesimore shtesë per te permiresuar nivelin arsimor te femijeve qe braktisë shkollen, duke arritur nje numer prej 120 nxenesish. Trajnim i prinderve mbi te drejtat e femijeve nga i cili perfituan 70 prinder.
1. Ngritia dhe forcimi i tre OBK locale (komuniteti, gruaja, rinia), duke perfshire rritjen e numrit te anetareve.
2. Trajnim i anetareve te OBK: (i) me OBK "Rilindja" u organizuan tete trajnime ku moren pjese me shume se 250 veta. Trajnim i permbante ceshtje si: zhvillimi organizativ, axhenda e zhvillimit lokal, hartimi i planeve te punes, ceshje gjinore, mjedisi, shendetet etj. (ii) me OBK te grave u organizuan shtate trajnime ku moren pjese me shume se 110 veta mbi keto ceshtje: mjedisi, shendetet, ceshjet gjinore, menaxhimi i organizates, si te ngresh nje biznes te ri, hartimi i project propozimeve, axhenda e zhvillimit lokal dhe planet per veprimin; (iii) trajnime per lehtesimin e arsimit professional dhe punesimit, qe perfshijnë: organizimi i 5 kurseve te rrobaqepesise, me 50 gra; organizimi i 3 kurseve te kompjuterit me 20 gra; kurse babysitting dhe mirembajje shtepie me 20 gra; punesimi i 12 grave ne rrobaqepesi, mesuesi, perpunim te dheshash (INIMA), etj.; (iv) me OBK u organizuan tre trajnime me 110 pjesemarrës mbi : edukimin shendetesor, HIV/AIDS, pasojat e droges, informacion mbi axhenden e zhvillimit lokal, identifikimi i prioriteteve, rrlja e kapaciteteve profesionale, dhe punesimi, kater kurse kompjuteri me 50 pjesemarrës, dy kurse anglishtë me 46 pjesemarrës, kurse te ndryshme profesionale si mekanik, hidraulik, parukiere, rrobaqepese. Faqsesi etj. me 14 pjesemarrës.
3. Zbatimi i disa aktiviteve sociale ne zone, si: (i) panairi tradicional dhe festa e 8 Marsit ku moren pjese 4,000 njerez; (ii) dita nderkombetare e femijeve, 1 Qershor, me 2,500 pjesemarrës; (iii) dita nderkombetare e Mjedisit, 5 Qershor, me 250 pjesemarrës; dita nderkombetare kundra HIV/AIDS me 250 pjesemarrës; (iv) inaugurimi i sheshit te ri te lojrave dhe laboratoret e rrij ne shkollen e mesme mbi moren pjese 3,000 njerez.
4. Hartimi/nenshkrimi i disa marreveshjeve te bashkepunimit si: (i) marreveshja me tre OBK locale per te marre pjese ne projekte te ndryshme dhe aktivitete sociale; (ii) tete marreveshje formale dhe 15 formale me OBK te ndryshme per bashkepunim/bashkefinancimin e zbatimit te projekteve te ndryshme rehabilitimi; (iii) marreveshje me Pushtetin Qendor, Ministrine e Arsimit, Ministrine e Shendetit, Agjensine Rajonale te Shendetit, Bashkine e Kamzes, Shkollen e Bathores etj.
5. Delegimi i funksioneve institucionale/organizative per koordinimin e rrjetit te OBK/OFJ me autoritetet lokale. Zgjerimi i rrjetit nepermjet rritjes se numrit te aktoreve/institucioneve kontribuese. Kjo perfshin gjithashtu lehtesimin e punes se OFJ-ve te tjera ne zonen e projektit.
6. Fjalja e komponenteve te reja mjedisore ne programin mesimor te aprovuar nga Ministria e Arsimit per klasat e 6,7 dhe 8, ne kuadrin e nje projekti pilot me shkollen 8/vjecare te Bathores, duke perfshire edhe pajisjet e nevojshme. Afro 950 nxenes dhe 30 mesues perfituan nga kjo nderhyrje. Per me teper Co-PLAN punoi per rritjen e kapaciteteve didaktike ne shkollen 8/vjecare per lendet kimi/biologji, perfshire laboratoret e tyre. Permiresimi i kushteve higjenike/argetuese te shkolles (rezevuarje uji, pompa uji, rindertimi i sheshit te lojrave). Vemendje e vecante ju kushtua kualifikimit te stafit arsimor/mjekesor te shkolles dhe qendres shendetesore ne lidhje me diagnostikimin e hershem te syve tek femijet midis 3 dhe

14 vjec, si edhe problemeve gjinekologjike/obstetrike te grave. Per me teper, ju dha asistence mjekesore 3,000 femijeve dhe 350 grave ne zone. Afro 20% e femijeve dhe 1,000 gra perfituan asistence mjeksore falas ne kete drejtim. Co-PLAN prezantoi koncepte te reja per ruajtjen e mjedisit, gjelberimit, kompostimit te mbeturinave organike dhe riciklimit te mbeturinave. Kjo u shoqerua me mbjelljen e 2,440 drureve frutore ne Bathore me pjesemarrje te plotë te komunitetit.

7. Rritja e frekuences se gazeles lokale (nga 4 ne 8 duke perfshire nje ne anglisht) dhe sigurimi i bazes per qendrueshmeri nepermjet transferimit te administrimit te kesaj gazete OBK-ve lokale ne te ardhmen.



The International Conference of ENHR European Network of Housing Research “Making Cities Work!”

Project number: BPAX-503001-262 (Novib); P0208-00 (Co-PLAN / Cordaid);
Other donors: Soros Foundation Albania, Royal Dutch Embassy Tirana & Tirana Municipality

After 7 years lobbying, ENHR entrusted Co-PLAN to organize its annual international conference in Tirana. The conference was held on 26-28 May 2003, under the title: *Making Cities Work! Comparing transitional and developed housing and urban development models*. Already 230 participants joined the conference, out of which 180 were foreign experts from 34 different worldwide countries. In total were presented 117 abstracts and 81 full-papers in 7 thematic workshops. Nine key-note speakers presented their international experiences. The conference was joined by the Albanian Prime minister, Albanian Minister of Territorial Adjustment and Tourism, and Mayor of Tirana. Total project budget mounted to USD 154,369. Financing came by a joint effort of: Novib, Cordaid, Soros, Co-PLAN, Ministry of Territorial Adjustment and Tourism, Acer, Tirana Municipality, etc. The conference was a success and a qualitative increase in the performance of Co-PLAN.

The overall goals of the conference:

1. Continuing the international debate of the ENHR on housing and urban development issues, while concentrating and reflecting also over the case of Albania. In this respect provoking an international discussion and illustration with international best practices in this field.
2. Contribute for opening a local debate to facilitate Albanian professionals and authorities to prevent further deterioration of the urban living environment, and build concrete strategies to lead future positive developments in the country.
3. Contribute to further capacity building and better networking of Albanian specialists of housing and urban field. Help to understand the complexity and relevance of the European integration in this field.
4. Raise the awareness of Albanian Government and society on the need for a better reflection and planning in the urban sector. Use the conference findings and conclusions as a basis for dialogue between donors and Albanian Government.

Specific objectives of the conference:

1. Gather at least 120-150 urban and housing specialists from all over in Albania.
2. Bring together the highest Albanian authorities, other governmental officials and representatives from Albanian civil society, in a multicultural international forum to discuss about housing & urban issues
3. Sensitize international/national donors to the urban problematic of the country.
4. Supporting and sponsoring the participation of at least 20 specialists from developing/transitional countries to attend such debate.



Plenary sessions – Sesione plenare



Opening the conference - Hapja e konferencës



Workshops – Seminare ne grupe

Main achievements:

- ☒ An internet site for the Conference was set up;
- ☒ Two video-films were produced on Albania's urban development;
- ☒ 3 TV commercials produced and aired over for 6 months;
- ☒ Over the month of May 2003, six TV stations were airing the conference commercials
- ☒ 5 TV round tables organized at several local TV channels as part of publicity campaign
- ☒ Electronic invitation developed and distributed to 700 ENHR members and others.
- ☒ One international agency contracted to make publicity from January to May 2003
- ☒ 20,000 specialists were contacted all over the world representing 9,000 institutions
- ☒ Four video intervals to present Albanian culture/history produced
- ☒ 2 books about Albania's history handed out to every participant.
- ☒ "Tirana – The Challenge of Urban Development", a publication Co-PLAN, also handed out.
- ☒ 1,000 copies of conference brochure, mostly distributed for institutions in Albania.
- ☒ A local TV station, recorded and broadcasted all the plenary sessions
- ☒ 8 TV stations were present in the first and third day of the Conference
- ☒ A TV debate organized with major of Tirana and key experts of ENHR
- ☒ 50 participants attended the optional two-day tour in South Albania
- ☒ CSD-net promoted and strengthened during the conference workshops
- ? One Conference CD produced with papers, and a final conclusive book under preparation

Arritjet kryesore:

- ☒ An internet site for the Conference was set up;
- ☒ Two video-films were produced on Albania's urban development;
- ☒ 3 TV commercials produced and aired over for 6 months;
- ☒ Over the month of May 2003, six TV stations were airing the conference commercials;
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Albanian authorities addressing conference
Autoritetet shqiptare përshtadesin aktivitetin



Thematic workshop sessions
Sesione tematike pune ne grup



Receptions and exchanges
Pritje dhe shkembim eksperience



Study tours
Ture studimore



Traditional performances
Performanca tradicionale



Visits in historic-cultural sites
Vizita ne vende historike-kulturore

Konferenca Nderkombetare e ENHR Rrjeti European per Studimet eStrehimit “Qytetet, Motorre te Zhvillimit Ekonomik!”

Numri Projektit: BPAX-503001-262 (Novib); P0208-00 (Co-PLAN);
Donatore te tjere: Cordaid, Fondacioni Soros, Bashkia e Tiranës

After 7 years lobbying, ENHR entrusted Co-PLAN to organize its annual international conference in Tirana. The conference was held on 26-28 May 2003, under the title: *Making Cities Work! Comparing between transitional and developed housing and urban development models*. Already 230 participants joined the conference, out of which 180 were foreign experts from 34 different worldwide countries. In total were presented 117 abstracts and 81 full-papers in 7 thematic workshops. Nine keynote speakers presented their international experiences. The conference was joined by the Albanian Prime-minister, Albanian Minister of Territorial Adjustment and Tourism, and Major of Tirana. Total project budget mounted to USD 154,369. Financing came by a joint effort of: Novib, Cordaid, Soros, Co-PLAN, Ministry of Territorial Adjustment and Tourism, Acer, Tirana Municipality, etc.

Qellimi kryesor i konferencës:

1. Continuing the international debate of the ENHR on housing and urban development issues, while concentrating and reflecting also over the case of Albania. In this respect provoking an international discussion and illustration with international best practices in this field.
2. Contribute for opening a local debate to facilitate Albanian professionals and authorities to prevent further deterioration of the urban living environment, and build concrete strategies to lead future positive developments in the country.
3. Contribute to further capacity building and better networking of Albanian specialists on housing and urban field. Help them to understand the complexity/relevance of the European integration in this field.
4. Raise the awareness of Albanian Government and society on the need for a better reflection and planning in the urban sector. Use the conference findings and conclusions as a basis for dialogue between donors and Albanian Government.

Objektivat specifike te konferencës:

1. Gather at least 120-150 urban and housing specialists from all over in Albania.
2. Bring together the highest Albanian authorities, other governmental officials and representatives of Albanian civil society, in a multicultural international forum to discuss housing and urban issues
3. Sensitize international/national donors to the urban problematic of the country.
4. Supporting and sponsoring the participation of at least 20 specialists from developing/transitional countries to attend such debate.

- ☒ U ndertua faqja e internetit per Konferencen;
- ☒ U prodhuan dy video filma per zhvillimin urban ne Shqiperi
- ☒ U prodhuan dhe transmetuan 3 spote televizive per nje periudhe 6 mujore
- ☒ Gjate muajit Maj 2003 gjashte stacione televizive transmetuan reklamat e konferences;
- ☒ U organizuan 5 tryeza te rrumbullakta televizive ne disa televizione lokale si pjese e fushates publicitare;
- ☒ U preqatit dhe u shpernda ftesa elektronike per 700 anetare te ENHR dhe te tjere;
- ☒ U kontraktua nje agjensi nderkombetare publicitare per periudhen Janar-Maj 2003;
- ☒ U kontaktuan 20,000 specialiste te cilet perfaqesonin 9,000 institutione ne mbare boten;
- ☒ U prodhuan kater video intervale te cilat paraqesnin historine/kulturen shqiptare
- ☒ Cdo pjesemarresi ju dorezuan ne paketen e tij 2 libra mbi historine e Shqiperise
- ☒ Libri "Tirana – The Challenge of Urban Development", publikim i Co-PLAN, gjithashtu ju shpernda pjesemarrsve
- ☒ U prodhuan dhe shperdane kryesisht per institucionet shqiptare 1,000 kopje te broshures se konferences
- ☒ Nje stacion televiziv lokal regjistroi dhe transmetoi te gjitha seancat plenare.
- ☒ 8 stacione televizive ishin prezent ne diten e pare dhe te trete te konferences, krahas medias se shkruar;
- ☒ Nje debat televiziv u organizua me kryetarin e bashkise se Tiranes dhe ekspertet kyc te ENHR;
- ☒ 50 pjesemarres moren pjese ne turin dy ditor ne Jug te Shqiperise;
- ☒ Rrjeti CSD-net u promovua dhe forcu gjate workshopve te konferences;
- ☒ U prodhua dhe shpernda nje CD me materiale te conferences dhe po preqatitet nje liber;

Konferanca nderkombetare e ENHR Rrjeti European per Studimet e Strehimit “Qytetet, Motorre te Zhvillimit Ekonomik!”

Numri Projektit: BPAX-503001-262 (Novib); P0208-00 (Co-PLAN);
Donatore te tjere: Cordaid, Fondacioni Soros, Bashkia e Tiranes

Mbas 7 vjet lobimi ENHR i besoi Co-PLAN organizimin e konferences se tij nderkombetare vjetore ne Tirane. Konferanca u mbajt me 26-28 Maj 2003 me titullin: Qytetet, motore te zhvillimit ekonomik! Krasimi i modeleve te zhvillimit urban dhe te strehimit midis vendeve ne tranzicion dhe atyre te zhvilluara. 230 pjesemarres erden ne conference, nga te cilet 180 te eksperte te huaj nga 34 vende te ndryshme te botes. Ne total, u paraqiten 117 abstrakte dhe 81 tema ne 7 workshop tematike. Nente lektore kryesore prezantuan pervojet e tyre nderkombetare. Ne conference erden gjithashtu kryeministri shqiptar, Ministri shqiptar i rregullimit te territorit dhe turizmit, dhe Kryetari i bashkise se Tiranes. Buxheti total i projektit arrii ne 154,369 USD. Financimi erdi nga nje perpjekje e perbashket e Novib, Cordaid, Soros, Co-PLAN, Ministria e Rregullimit te Territorit dhe Turizmit, Acer, Bashkie e Tiranes etj.

Qellimi kryesor i konferences:

1. Vazhdimi i debatit nderkombetar te ENHR mbi ceshjet urbane dhe te strehimit, duke u perqendruar dhe reflektojtar gjithashtu mbi rastin e Shqiperise, provokimi i nje diskutimi nderkombetar dhe ilustrimi me praktikat me te mira nderkombetare ne kete fushe.
2. Te kontriboje per hapjen e nje debati lokal per te lethesuar profesionistet dhe autoritetet lokale te parandalojne perkeqesimin e metejshem te mjedisit jetesor urban dhe te ndertojne strategji konkrete per te sjelle zhvillime te ardheshme pozitive ne vend.
3. Te kontriboje ne ngritjen e metejshme te kapaciteve dhe partneritet me te mire te specialisteve shqiptare ne fushen urbane dhe te strehimit. Ti ndihmoje ata te kuptojne kompleksitetin/rendesine e integrimit european ne kete fushe.
4. Te rrise ndergjegjesimin e qeverise dhe shoqerise shqiptare mbi nevojen per nje reflektim dhe planifikim me mire ne sektorin urban. Te perdore gjetjet dhe konkluzionet e konferences si base per dialog midis donatoreve dhe qeverise shqiptare.

Objektivat specifike te konferences:

1. Mbledhja ne Shqiperi e te pakten 120-150 specialiste urbane dhe te strehimit nga e gjithe bota.



NET - a Training and Resource Center

Project number: P0308-00 (Co-PLAN); 432/10030 (Cordaid)

NET expresses the willingness of Co-PLAN staff to transfer its own experience of creating a solid local structure to others as well, aiming to contribute to organizational and institutional developments in the country. NET is a 3 year project to establish a training and resource center, starting on 01 January 2004, but intending to continue further. The total project budget for the coming 3 years is 1,007,976 Euro. Sources of financing are respectively: 450,000 Euro Cordaid, the Netherlands; 100,000 Euro Co-PLAN; 186,050 Euro by local parties; while 271,926 Euro to be mobilized by other potential donors

Given the situation in Albania and in the region, NET emerges as a need to facilitate the education of a vibrant civil society, to promote exchange and innovation, & establish a forum at the local, national and regional level.

1. NET will play an active role to build an enabling environment that facilitates the "many ways" individuals and institutions, public and private, plan and manage issues of common interest. NET will be a focal point to promote participatory governance through cooperative actions between NGO/CBO and other civic organizations, government, and private sector at the local, national, and regional level. This way NET will contribute to join efforts for solving concrete problems and bridging relationships amongst civil society components. Most importantly, such interactions amongst the interested groups will bring more synergy which will result in a better resource allocation.

2. NET will train not only NGOs/CBOs representatives, but also civil servants in order to enable them facilitate initiatives coming from civil society, and private sector to foster the vision of social responsible entrepreneurship.

3. NET will also undertake essential research and information dissemination role by developing the capacity to engage in research on issues of strategic importance for civil society sector, including advocacy and policy recommendations.

NET mission/vision provides a platform for interaction between government, business and civic organizations. It is a center for exchange and innovation; a forum to discuss and work on local, national and regional development. Through other supporting activities NET can also play an essential research and information dissemination role by developing the capacity to engage in research in favor of strategic importance issues to the sector, of advocacy and policy recommendations.



Objectives

In order to establish NET as a center for promoting organizational and institutional capacities, disseminating know-how expertise, and engaging in research and policy recommendations the following specific objectives should be reached:

1. Assist the NGO sector, CBOs, and other civic initiatives as well as government and private sectors in terms of institutional and capacity building;
2. Serve as a forum which facilitates the discussion and share of information over issues of concern to a broad target group including civil society, central and local government, private organizations, university students, research institutions, and international donors;
3. Guarantee long term institutional and financial sustainability as a self sustainable and independent organization.

Description of main services

NET will be conceived as a package of skills, knowledge and facilities. It is important to clarify that NET will start its activity based on a core package that will gradually expand. NET will develop its expertise organically and as a consequence of the experiences "on the spot". However, from the full package of services that might be offered by NET three subgroups are identified:

1. Training - Professional skills, training skills, case studies, experience and curricula together make up the intellectual capital for the services that will be offered by the center. Modern methodologies will be developed for transferring knowledge and skills, and that traditional classroom teaching will be minimized. To achieve this NET will organize: (i) training courses and workshops; (ii) internship programs in collaboration with Co-Plan, universities and other partner organizations; (iii) summer school in collaboration with university and other academic institutions; (iv) publish training curricula.

2. Technical Assistance /Support - NET will organize: (i) Organizational development advise: how to establish and consolidate a functioning organization; (ii) Serve as a pool of consultancy, undertake and coordinate studies, on the job training and project coaching.

3. Networking - Networking and sharing of information will take place through all the events that NET will organize such as courses and workshops, project coaching, on the job training, etc. based on the recovery of costs principle. In addition, NET wants to establish and develop a small documentation center and make it available to NET's clients. NET will organize: (i) exchange of information through conferences and meetings; (ii) Leadership seminars, policy debates, forum meetings and public lectures; (iii) advocacy and lobbying in favor of the common interest of NET's members, and strategy advice upon request of a specific sector; (iv) create an updated NGO database and revise it on regularly bases; (v) a small documentation center and web page; (vi) publish periodicals and edit books based on conferences / meetings presentations and other research works.



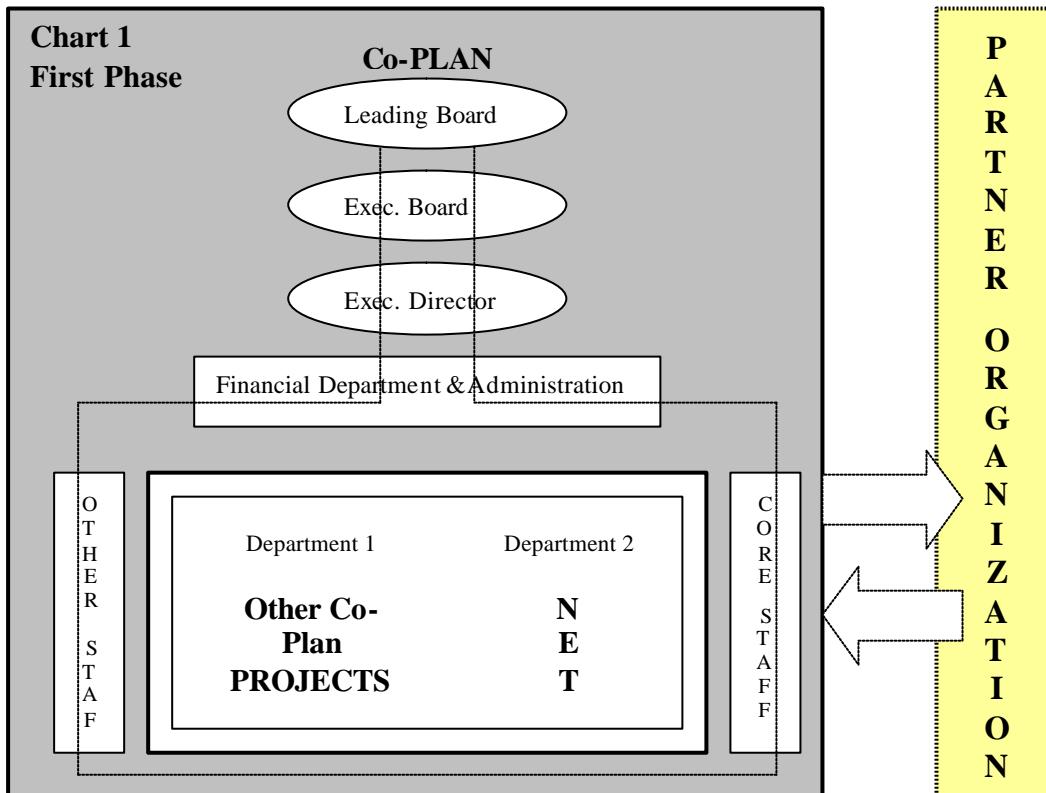
Developing Training Curricula

1. Organizational Development
2. Human Resource Development
3. Project and Program Management
4. Project Cycle Management
5. Networking and Public Relations

Available Training Courses:

1. ID/OS, Institutional Development and Organizational Strengthening.
2. FinMan, NGO Financial Management.
3. PSOM, Professional Secretary and Office management;

Fig. 1: Conceptual scheme of NET, phase I



Training Curricula

Curricula 1: Organizational Development

1. Integral Organizational Analyses
2. Institutional Development & Organizational Strengthening
3. Organizational Improvement
4. Organizational Development for Advisers and Consultants
5. Organizational Financial Management
6. Managerial Leadership
7. Human Resource Management
8. Procedures for Organizational Strategy Development

Curricula 4: Networking and PR

1. Networking and Partnership
2. Transparency and Public Relations

Curricula 6: Public management

1. Overview of Public Management, Traditional and New Paradigm.
2. Recent Reform Initiatives and Decentralization

Curricula 2: Team and individual capacities

1. Cross-Cultural Teamwork
2. Training of Trainers
3. Facilitation Skills and Conflict Management
4. Logical Framework Planning
5. Personal Skills

Curricula 3: Project and Program Management

1. Project Management and Program Administration
2. Advanced Management Course
3. Financial Management
4. Project Cycle Management European Union

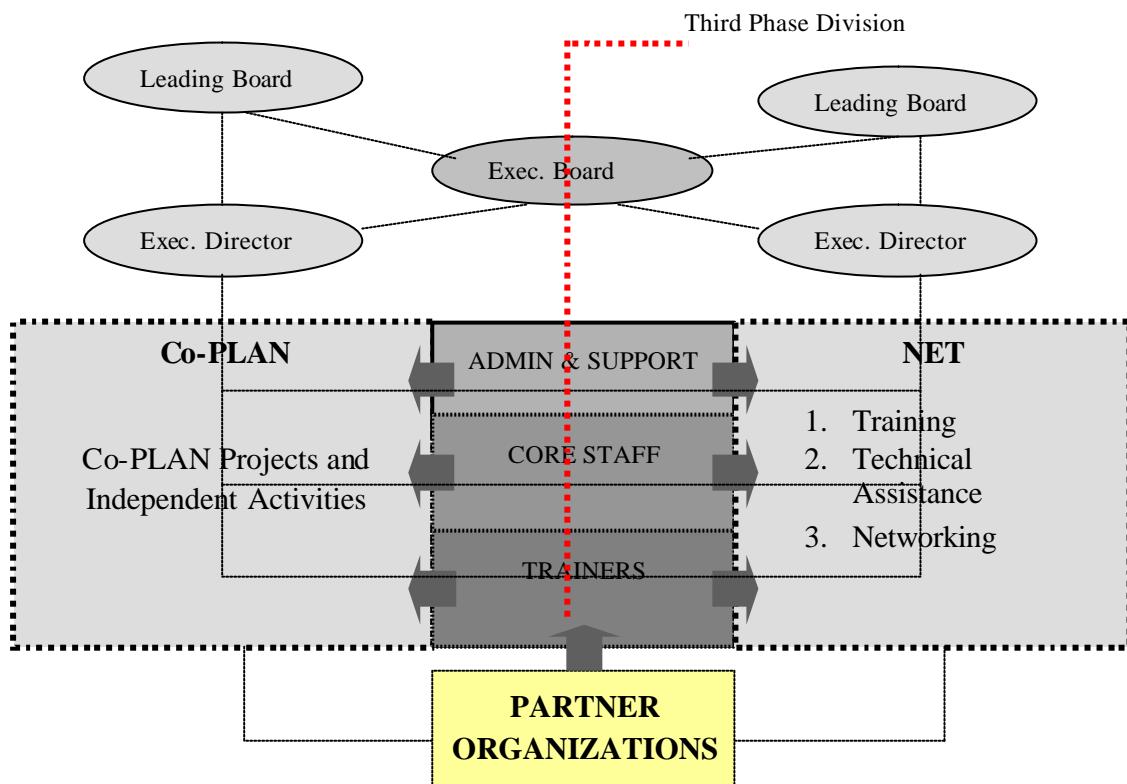
Curricula 5: Municipal management

1. Municipal Services
2. Municipal Resource Generation
3. Municipal Planning Strategic Planning

Curricula 7: Professional secretary, office management

Trajnine ne zhvillim e siper:	Kurse trajnimi te gatshme:
<ol style="list-style-type: none">1. Zhvillim Organizativ;2. Zhvillimi i Burimeve Humane;3. Menaxhimi i Projekteve dhe Programeve4. Menaxhimi i Ciklit te Programit5. Marrheniet Publike & Bashkepunimi ne Rrjet	<ol style="list-style-type: none">1. ID/OS, Zhvillim Institucionale dhe Forcim Organizativ;2. FinMan, Menaxhimi Financiar i OFJ-ve;3. PSOM, Sekretaria Profesionale dhe Menaxhimi i Zyres;

Fig. 1: Conceptual scheme for the functioning of NET, phase II & III



Kurrikula e plotë e trajnimit

<u>Curricula 1: Organizational Development</u>	<u>Curricula 2: Team and individual capacities</u>
1. Integral Organizational Analyses	1. Cross-Cultural Teamwork
2. Institutional Development & Organizational Strengthening	2. Training of Trainers
3. Organizational Improvement	3. Facilitation Skills and Conflict Management
4. Organizational Development for Advisers and Consultants	4. Logical Framework Planning
5. Organizational Financial Management	5. Personal Skills
<u>Curricula 4: Networking and PR</u>	<u>Curricula 3: Project and Program Management</u>
1. Networking and Partnership	1. Project Management and Program Administration
2. Transparency and Public Relations	2. Advanced Management Course
<u>Curricula 6: Public management</u>	3. Financial Management
1. Overview of Public Management, Traditional and New Paradigm.	4. Project Cycle Management European Union
2. Recent Reform Initiatives and Decentralization	<u>Curricula 5: Municipal management</u>
	1. Municipal Services
	2. Municipal Resource Generation
	3. Municipal Planning Strategic Planning
	<u>Curricula 7: Professional secretary, office management</u>



NET – Nje Qender Sherbimesh dhe Informacioni

Numri i projektit: P0308-00 (Co-PLAN); 432/10030 (Cordaid)

NET expresses the willingness of Co-PLAN staff to transfer its own experience of creating a solid local structure to others as well, aiming to contribute to organizational and institutional developments in the country. NET is a 3 year project to establish a training and resource center, starting on 01 January 2004, but intending to continue further. The total project budget for the coming 3 years is 1,007,976 Euro. Sources of financing are respectively: 450,000 Euro Cordaid, the Netherlands; 100,000 Euro Co-PLAN; 186,050 Euro by local parties; while 271,926 Euro to be mobilized by other potential donors

Given the situation in Albania and in the region NET emerges as a need to facilitate the education of a vibrant civil society, to promote exchange and innovation, and establish a forum at local, national and regional level.

1. NET will play an active role to build an enabling environment that facilitates the “many ways” individuals and institutions, public and private, plan and manage issues of common interest. NET will be a focal point to promote participatory governance through cooperative actions between NGO/CBO and other civic organizations, government, and private sector at the local, national, and regional level. This way NET will contribute to join efforts for solving concrete problems and bridging relationships amongst civil society components. Most importantly, such interactions amongst the interested groups will bring more synergy which will result in a better resource allocation.

2. NET will train not only NGOs'/CBOs representatives, but also civil servants in order to enable them facilitate initiatives coming from civil society, and private sector to foster the vision of social responsible entrepreneurship.

3. NET will also play an essential research and information dissemination role by developing the capacity to engage in research on issues of strategic importance to the civil society sector, advocacy and policy recommendations.

NET mission/vision provides a platform for interaction between government, business and civic organizations. It is a center for exchange and innovation; a forum to discuss and work on local, national and regional development. Through other supporting activities NET can also play an essential research and information dissemination role by developing the capacity to engage in research in favor of strategic importance issues to the sector, of advocacy and policy recommendations.



Practical training



Trajnime praktik



Objektivat

In order to establish NET as a center for promoting organizational and institutional capacities, disseminating know-how expertise, and engaging in research and policy recommendations the following specific objectives should be reached:

1. Assist the NGO sector, CBOs, and other civic initiatives as well as government and private sectors in terms of institutional and capacity building;
2. Serve as a forum which facilitates the discussion and share of information over issues of concern to a broad target group including civil society, central and local government, private organizations, university students, research institutions, and international donors;
3. Guarantee long term institutional and financial sustainability as a self sustainable and independent organization.

Pershkrimi i sherbimeve kryesore

NET will be conceived as a package of skills, knowledge and facilities. It is important to clarify that NET will start its activity based on a core package that will gradually expand. NET will develop its expertise organically and as a consequence of the experiences "on the spot". From the full package of services offered by NET three subgroups are identified:

1. Training - Professional skills, training skills, case studies, experience and curricula together make up the intellectual capital for the services that will be offered by the center. Modern methodologies will be developed for transferring knowledge and skills, and that traditional classroom teaching will be minimized. To achieve this NET will organize: (i) training courses and workshops; (ii) internship programs in collaboration with Co-Plan, universities and other partner organizations; (iii) summer school in collaboration with university and other academic institutions; (iv) publish training curricula.

2. Technical Assistance /Support - NET will organize: (i) Organizational development advise: how to establish and consolidate a functioning organization; (ii) Serve as a pool of consultancy, undertake and coordinate studies, on the job training and project coaching.

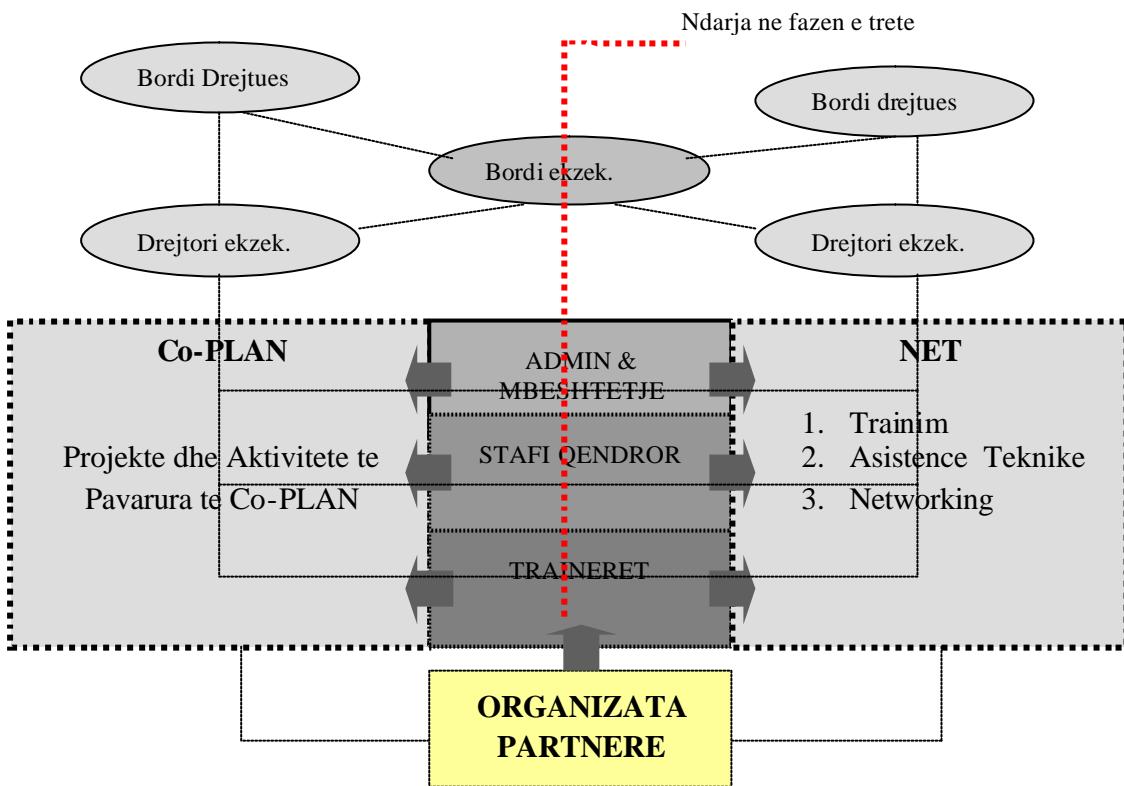
3. Networking - Networking and sharing of information will take place through all the events that NET will organize such as courses and workshops, project coaching, on the job training, etc. based on the recovery of costs principle. In addition, NET wants to establish and develop a small documentation center and make it available to NET's clients. NET will organize: (i) exchange of information through conferences and meetings; (ii) Leadership seminars, policy debates, forum meetings and public lectures; (iii) advocacy and lobbying in favor of the common interest of NET's members, and strategy advice upon request of a specific sector; (iv) create an updated NGO database and revise it on regularly bases; (v) a small documentation center and web page; (vi) publish periodicals and edit books based on conferences / meetings presentations and other research works.



On demand basis training

Trajnime sipas kërkesave

Fig. 1: Skeme konceptuale per funksionimin e NET, faza II & III



Kurrikula e plotë e trajnimit

Kurrikula 1: Zhvillim Organizativ	Kurrikula 2: Kapacite individualë dhe ne ekip
1. Analize organizative Integrale	1. Puna kros-kulturale ne ekip
2. Zhvillim Institucionel dhe Forcim Organizativ	2. Trajnimi i Trajnereve
3. Permisimi Organizativ	3. Shprehi lehtesuese dhe Menaxhim Konflikti
4. Zhvillimi Organizativ per Keshilltaret dhe Konsulentet	4. Planifikimi sipas Matrices Logjike
5. Menaxhimi Financiar Organizativ	5. Shprehi personale
6. Udheheqja Menaxheriale	
7. Menaxhimi i Burimeve Njerezore	
8. Procedura per Zhvillimin e Strategjies se Organizates	
Kurrikula 4: Networking dhe PR	Kurrikula 3: Menaxhim projekt i dhe programi
1. Networking dhe Partneriteti	1. Menaxhim Projekti dhe Administrim Programi
2. Transparencë a Marredheniet Publike	2. Kurs i Avancuar Menaxhimi
Kurrikula 6: Menaxhimi Publik	Kurrikula 5: Menaxhim Bashkiak
1. Panorme e Menaxhimit Publik, Paradigma te reja dhe tradicionale	1. Sherbime Bashkiake
2. Inisiativa te Reformes dhe Decentralizimi	2. Gjenerimi i Burimeve Bashkiake
	3. Planifikim Bashkiak, Planifikim Strategjik
Kurrikula 7: Sekretari Profesionale Menaxhim Zyre	

NET – Nje Qender Sherbimesh dhe Informacioni

Numri i projektit: P0308-00 (Co-PLAN); 432/10030 (Cordaid)

NET shpreh gadishmerine e stafit te Co-PLAN per tu transferuar edhe te tjereve pervojen personale te krijimit te nje strukture solide lokale, duke synuar te kontriboje ne zhvillimet institucionale dhe organizative ne vend. NET eshte nje projekt 3 vjecar per krijimin e nje qendre trajnimi dhe burimore, duke filluar nga 1 Janar 2004, por me synimin per te vazhduar me tej. Buxheti total i projektit per 3 vjetet e ardheshme eshte 1,007,976 Euro. Burimet e financimit jane respektivisht: 450,000 Euro Cordaid, Hollande; 100,000 Euro Co-PLAN; 186,050 Euro nga partnered lokale; ndersa 271,926 Euro do te mobilizohen nga donatore te tjere te mundshem.

Duke marre parasysh situaten ne Shqiperi dhe ne Rajon, NET lindi si nje nevoje per te lehtesuar edukimin enje shoqerie civile aktive, per te nxitur shkembimin dhe inovacionin, dhe per te vendlodur nje forum ne nivel lokal, kombtar dhe rajonal.

1. NET do te luaje nje rol aktiv per ndertimin e nje mjedisi aftesues qe lehteson "rruget e ndryshme" qe individet dhe institucionet, public dhe private, planifikojne dhe menaxhojne ceshtje me interes te perbashket. NET do te jete nje pike fokale per nxitjen e qeverisjes pjesemarrese permes veprimeve bashkepunuese midis OFJ/OBK dhe organizatave te tjera civile, qeverise dhe sektorit privat ne nivel lokal, kombtar dhe rajonal. Ne kete menyre NET do te kontriboje ne bashkimin e perpjekjeve per zgjidhjen e problemeve konkrete dhe formimin e lidhjeve midis komponenteve te shoqerise civile. C' eshte me e rendesishmja, nderveprime te tilla midis grupeve te interesuara do te sjelle me shume sinergji, gje qe do te sjelle nje alokim me te mire te burimeve.

2. NET do te trajnoje jo vetem perfaqesues te OFJ/OBK, por gjithashtu nepunes civile per ti aftesuar at ate lehtesojne iniciativat qe vijnë nje shoqerisa civile, dhe sektori privat per te kultivuar vizionin e sipermarrjes se perjegjeshme sociale.

3. NET do te luaje gjithashtu nje rol te rendesishem te shperndarjes se informacionit dhe punes kerkimore nepermjet zhvillimit te kapacitetit per tu angazhuar ne kerkime me rendesi strategjike per sektorin e shoqerise civile, avokatine dhe rekomandime politikash.

Misioni/vizioni i NET siguron nje platforme per nderveprim midis qeverise, biznesit dhe organizatave civile. Ajo eshte nje qender per shkembim dhe inovacion; nje forum per te diskutuar dhe punuar mbi zhvillimin lokal, kombtar dhe rajonal. Nepermjet aktiviteteve te tjera mbeshtetese NET mund te luaje gjithashtu nje rol te rendesishem kerkimor dhe informativ permes zhvillimit te kapacitetit per tu angazhuar ne kerkime ne favor te ceshtjeve me rendesi strategjike per sektorin, avokatise dhe rekomandimeve politike.

Objektivat

Ne menyre qe NET te ngrihet si nje qender per nxitjen e kapaciteteve institucionale dhe organizative, shperndarjen e ekspertizes profesionale, dhe angazhimit ne kerkime dhe rekomandime politikash, duhen arritur objektivat specifike te meposhteme:

1. Te asistoje sektorin e OJF, OBK dhe iniciativa te tjera civile si edhe sektoret neveritare dhe private me ane te ngritjes se kapaciteteve dhe institucionale.
2. Te sherbeje si nje forum qe lehteson diskutimin dhe ndan informacionin mbi ceshtje preokupuese me nje grup te gjere te synuar duke perfshire shoqerine civile, pushtetin qendror dhe vendor, organizatat private, studentet universitare, institucionet kerkimore, dhe donatoret nderkombetare;
3. Te garantoje qendrueshmeri afatgjate financiare dhe institucionale si nje organizate vetembeshtetese dhe e pavarur.

Pershkrimi i sherbimeve kryesore

NET do te konceptohet si nje pakete aftesish, njojurish dhe lehtesish. Eshte e rendesishme te sqarohet se NET do te filloje aktivitetin e tij bazuar ne nje pakete baze qe do te zgjerohet gradualisht. NET do ta zhvilloje ekspertizen e tij organikisht dhe si nje pasoje e pervojave "ne vend". Nga paketa e plote e sherbimeve te ofruara nga NET, jane te dallueshme tre nen grupe:

- 1. Trajinim** – shprehite profesionale, shprehite trajnuese, rastet studimore, pervoja dhe kurrikulat se bashku perbejne kapitalin intelektual per sherbimet qe do te ofroje qendra. Do te zhvillohen metodologji moderne per transferimin e njojurive dhe shprehive dhe do te minimizohet mesimdhenia tradicionale ne klase. Per te arritur NET do te organizoje: (i) kurse trajnimi dhe workshop; (ii) programe internshipi ne bashkepunim me Co-PLAN, universitete dhe organizata te tjera partnere; (iii)shkolla verore ne bashkepunim me universitetin dhe institucione te tjera akademike; (iv) botimi i kurrikulave trajnuese
- 2. Asistence/Mbeshtetje Teknike** - NET do te organizoje: (i) keshillimi mbi zhvillimin organizativ: si ngrihet dhe konsolidohet nje organizate funksionale; (ii) te sherbeje si nje grup konsulence, te ndermarre dhe koordinoje studime, trajnime ne pune e siper dhe udheheqje projekti.
- 3. Networking** - Networking dhe ndarja e informacionit do te jete present ne te gjitha aktivitetet qe NET do te organizoje, te tilla si kurse dhe workshop, udheheqje projekti, trajnim ne pune e siper etj. me parimin e sigurimit te kostos. Per me teper, NET deshiron te vendose dhe zhvilloje nje qender te vogel dokumentacioni dhe ta vere ate ne dispozicion te klienteve te NET. NET do te organizoje: (i) shkembim informacioni permes konferencave dhe takimeve; (ii) seminare me lidershipin, debate politike, forume dhe leksione publike; (iii) avokati dhe lobim ne favor te interesit te perbashket te anetareve te NET, dhe keshillim strategjik sipas kerkeses se nje sektori specific; (iv) krijimi i nje database te OJF dhe rishikimi i tij i vazhdueshem; (v) nje qender e vogel dokumentacioni dhe faqe interneti; (vi) publikim periodikesh dhe editim librash ne baze te prezantimeve ne konferanca/takime dhe pune tjeter kerkimore.

Other Projects and Consultancy Services

1. NGO support for rapid social assessment. Pre-feasibility study and concept plan preparation. Community mobilization in Bathore 4 area. Municipality of Kamza Albania (donor project number 031 CS; Co-PLAN project number: C0202-00). – It aims to assist MTAT, Ministry of Territorial Adjustment and Tourism, County of Tirana and Municipality of Kamza to test with improvement/legalization and social integration options for informal settlements through a loan of the World Bank. Co-PLAN helped to mobilize the project/community and built partnership with authorities for joint actions at cost-sharing principles in the framework of the Urban Land Management Project also in 3 previous areas. The project complements previous Co-PLAN interventions financed by Cordaid and Novib (the Netherlands). Project completed successfully.



Solid waste management project
Projekti i manaximit te mbetjeve urbane

2. Community participation in waste management, Bathore-Kamza. – This is a project financed by REC, Regional Environmental Center, focused on finding community based and sustainable options for complex environmental problems, like solid waste management in the informally developed and under-serviced areas. Project completed.



Community works – Punime komunitare

3. Selected publication – i) ‘Regulatory Planning’ financed by Cordaid; ii) ‘Tirana, the challenge of urban development’ prepared in cooperation with SEDA NGO in framework of ENHR Conference; ‘Anout Civil Society’ and ‘Traning Manual’ fnaced by Compass Project; iii) CD for ‘Participatory urban planning’ finance by Cordaid/Novib; iv) 4 video films about participatory governance and urban developments of Tirana, financed by Compass Project and Cordaid/Novib; v) 3 brochures on city profile for municipalities of Lushnja, Shkodra and Kamza financed by Cordaid.



New publications – Publikime te reja

4. Training on financial management for NGOs (Cordaid partners) in Albania (donor project number: C400-10020; Co-PLAN number: P0204-00) – This is one of the first services of the NET, aiming at first Co-PLAN partners in Albania, also financed by Cordaid. The service includes a workshop and on-the job assistance for selected Albanian NGOs, in order to improve their financial efficiency/sustainability. Completed successfully



Training and assistance on the job
Trajnim dhe asistence ne punë

5. Training local authorities and preparing: i) the municipal plan of Lushnja; ii) and development strategies in Shkodra. – This is consultancy service provided in the framework of “Passage...” Project financed by Cordaid, aiming to assist establishing a participatory process and drafting the new city development strategies. Project completed.



6. Assisting capacity building for urban planners in Kosovo. – This is a follow up service to the partners in Kosova (UNCHS and Ministry of Planning and Environment), with who Co-PLAN has been working to establish new capacities on participatory urban planning for post war administration. The service was jointly provided with Ministry of Territorial adjustment and Tourism.

7. Capacity building for Agenda 21 in Ballsh municipality (Co-PLAN project number: P0301-00) – This is a assistance to local authorities and communities to draft in a participatory way a city development strategy sensitive to environmental concerns

8 Public Debates for Heads of Communes in Korca Region, local elections 2003 (Co-PLAN project number: P0304-00)

- Activity financed by SIPU, International Swedish Public Administration Institute. Organized/moderated electoral debates on developmental issues in 9 communes of Korca region. Capacity building expertise combined with public sensibilization and knowledge dissemination. Open public debates broadcasted on local TV-s.

9 Managing community based needs in the conditions of rapid population migration and urbanization. - A second round table followed the first one organized jointly with Soros Foundation Albania and Cordaid in 2002. The second workshop was organized as part of ENHR Conference in Tirana. The main outcome is the establishment of CSDnet Civil Society Network on Participatory Governance in Balkans, supported by Cordaid/Co-PLAN.

10. Mobilizing three-year development programs: i) in the informal settlement of Keneta Durrës; ii) in Berat Region; iii) in the Kamza municipality; iv) and in the depressed communities of Tirana. - All projects started on January 2004, but preparation efforts were put since 2003. The first one is financed by Austrian Government, Cordaid, Durrës Municipality and Co-PLAN; and aims to apply participatory upgrading options as preparation for legalization process. The second is fully financed from the Co-PLAN sources, but might be complemented by others, aiming to establish a strategy and local structure in favor of local economic development via tourism promotion. The third project is financed by EU in partnership with CISPA (Italy) and deals specifically with capacity building for better management of municipal services, focusing on waste management. The fourth project is financed by Novib and focuses on the participatory upgrading techniques in the Roma community Allias Tirane, and in the illegal settlement of Bathore, Kamza.

8 International Training: Cities in Transition, Urban Development in Post Communist European Countries (Co-PLAN project number: P0306-00) – A special tailor made-course designed/implemented jointly with IHS Rotterdam, and financed by Dutch Government. It provided qualitative standard training for 20 professionals from transitional economies of Eastern Europe. A network of partners was also identified. Successfully completed.

9 Poverty social impact analysis (PSIA) for the water sector in Albania (Donor project number: ALB-501043-0003037; Co-PLAN number: P309-00) – This is a consultancy service on behalf of World Bank and UNDP, that started by early 2003 and continues during 2004. It consists in the evaluation of the impact of reforms in the water sector in Albania, with a focus on poor and social groups most in need. A questionnaire of 660 households and 32 focus groups discussion, and 46 expert interviews at local and central level were already undertaken to support a research analysis.

10. Support for institutional development of AAM, Albanian Association of Municipalities and AAA, Albanian Association of Architects – via EGUG I and 'Passage...' Program. This includes organization of participatory process of democratic functioning or specific support for overhead, offices, internet connection, literature.



Focus group interviews – Intervista ne grup



Keneta informal settlement, Durrës
Lagja informale e Keneles Durrës



Project mobilization consulting communities
Mobilizm projekti ne konsultim me komunitetin



International Tirana Plan Competition
Konkursi nderkombetar i planit te Tiranës



Architects exhibition - Eksposita e arkitekteve

Projekte dhe Sherbime te tjera Konsulencë:

- | | |
|--|--|
| <p>1. NGO support for rapid social assessment. Pre feasibility study and concept plan preparation. Community mobilization in Bathore 4 area. Municipality of Kamza Albania (donor project number 031 CS; Co-PLAN project number: C0202-00). - It aims to assist MTAT, Ministry of Territorial Adjustment and Tourism, County of Tirana and Municipality of Kamza to test with improvement/legalization and social integration options for informal settlements through a loan of the World Bank. Co-PLAN helped to mobilize the project/community and built partnership with authorities for joint actions at cost-sharing principles in the framework of the Urban Land Management Project also in 3 previous areas. The project complements previous Co-PLAN interventions financed by Cordaid and Novib (the Netherlands). Project completed</p> <p>2. Community participation in waste management, Bathore-Kamza. - This is a project financed by REC, Regional Environmental Center, focused on finding community based and sustainable options for complex environmental problems, like solid waste management in the informally developed and under-serviced areas. Project completed successfully.</p> <p>3. Selected publication – i) 'Regulatory Planning' financed by Coradaid; ii) 'Tirana, the challenge of urban development' prepared in cooperation with SEDA NGO in framework of ENHR Conference; Anout Civil Society' and 'Traning Manual' financed by Compass Project; iii) CD for 'Participatory urban planning' financed by Cordaid/Novib; iv) 4 video films about participatory governance and urban developments of Tirana, financed by Compass Project and Cordaid/Novib; v) 3 brochures on city profile for municipalities of Lushnja, Shkodra & Kamza financed by Cordaid.</p> <p>4. Training on financial management for NGOs (Cordaid partners) in Albania (donor project number: C400-10020; Co-PLAN number: P0204-00) - This is one of the first services of the NET, aiming at first Co-PLAN partners in Albania, also financed by Cordaid. The service includes a workshop and on-the-job assistance for selected Albanian NGOs, in order to improve their financial efficiency/sustainability. Completed successfully.</p> <p>5. Training local authorities and preparing: i) the municipal plan of Lushnja; ii) and development strategies in Shkodra. - This is consultancy service provided in the framework of "Passage..." Project financed by Cordaid, aiming to assist establishing a participatory process and drafting the new city development strategies. Project completed.</p> <p>6. 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Capacity building expertise combined with public sensitization and knowledge dissemination. Open public debates broadcasted on local TV -s</p> <p>9. Managing community based needs in the conditions of rapid population migration/urbanization. - A second round table followed the first one organized jointly with Soros Foundation and Cordaid in 2002. The second workshop was organized as part of ENHR Conference in Tirana. The main outcome is the establishment of CSDnet Civil Society Network on Urban Participatory Governance in Balkans, supported by Cordaid and Co-PLAN.</p> <p>10. Mobilizing 3-year development programs: i) in the informal settlement of Keneta Durres; ii) in Berat Region; iii) in Kamza municipality; iv) and in the depressed communities of Tirana. - All projects started on January 2004, but preparation efforts were put since 2003. 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International Training: Cities in Transition, Urban Development in Post Communist European Countries (Co-PLAN project number: P0306-00) - A special tailor made-course designed/implemented jointly with IHS Rotterdam, and financed by Dutch Government. It provided qualitative standard training for 20 professionals from transitional economies of Eastern Europe. A network of partners was also identified.</p> <p>12. Poverty social impact analysis (PSIA) for the water sector in Albania (Donor project number: ALB-501043-0003037; Co-PLAN number: P309-00) - This is a consultancy service on behalf of World Bank and UNDP, that started by early 2003 and continues during 2004. It consists in the evaluation of the impact of reforms in the water sector in Albania, with a focus on poor and social groups most in need. A questionnaire of 660 households and 32 focus groups discussion, and 46 expert interviews at local and central level were already undertaken to support a research analysis.</p> <p>13. Support for institutional development of AAM, Albanian Association of Municipalities and AAA, Albanian Association of Architects - via EGUG I and 'Passage...' Program. This includes organization of participatory process of democratic functioning or specific support for overhead, offices, internet connection, literature, etc.</p> |
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Problem Identification and Public Awareness



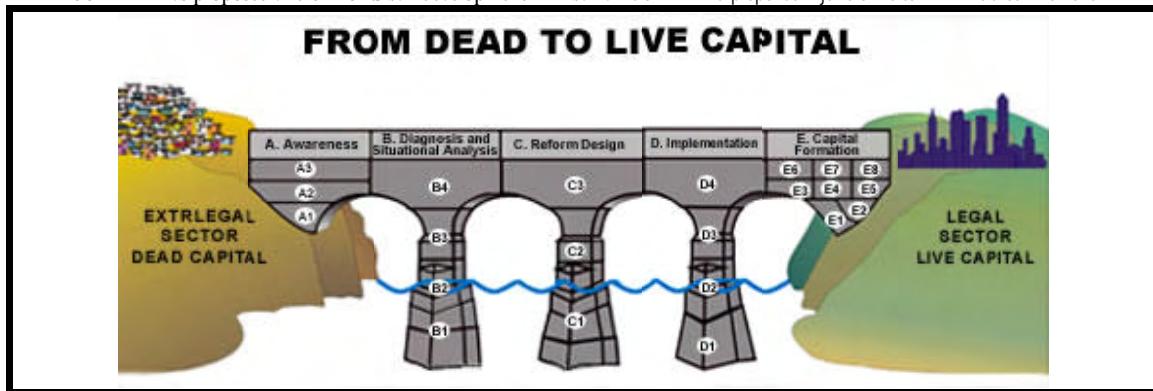
Newspaper front pages showing heavy protests of illegal settlers - Banoret e zonave informale protestojne dhe kerkojne legalizim te banesave.

Field Expertise, Piloting and Professional Advice



Lobbying, Advocacy and Policy Reform

Co-PLAN has proposed a reform of urban development in Albania - Co-PLAN ka propozuar një reforme të zhvillimit urban ne vend



Projekte dhe Sherbime te tjera Konsulence:

1. Mbeshtetje per OJF ne lidhje me vleresimin e shpejte social. Studim para-fizibiliteti dhe preqatitje e koncept planit. Mobilizim komuniteti ne zonen e Bathore 4. Bashkia e Kamzes ne Shqiperi. (numri i projektit nga donatori 031 CS; numri i projektit nga Co-PLAN C0202-00). – Projekti synon te ndihmoje MRTT, Ministrine e Rregullimit Territorit dhe Turizmit, Reethin e Tiranes dhe Bashkine e Kamzes te testoje opcionet e permiresim/legalizimit dhe integrimin social pr vendbanimet informale permes nje huaje te Bankes Boterore. Co-PLAN ndihmoi ne mobilizimin e projektit/komunitetit dhe ngritjen e partneritetit me autoritetet per veprime te perbashketa me parimin e ndarjes se kostos ne kuadrin e Projektit te Menaxhimit te Tokes Urbane ne 3 zonat e meparshme. Projekti ploteson nderhyrjet e meparshme te Co-PLAN te finançuara nga Cordaid dhe Novib (Holande). Projekti i realizu.
2. Pjesemarria e komunitetit ne menaxhimin e mbeturinave, Bathore-Kamze. – Ky eshte nje projekt in finançuar nga REC, Qendra Rajonale e Mjedisit., i fokusuar ne gjetjen e opcioneve me baze komunitare dhe te qendrueshme per problemet komplekse te mjedisit, si menaxhimi i mbeturinave te ngurta ne zonat informale dhe me mungese sherbimesh. Projekti i realizu me sukses.
3. Botime te Zgjedhura– i) 'Plani Rregullues' finançuar nga Cordaid; ii) 'Tirana, sfida e zhvillimit urban' perqatitur ne bashkepunim me OJF SEDA ne kuadrin e Konferencese ENHR; 'Mbi Shoqerine Civile' dhe 'Manuali i Trajnimit' finançuar nga Projekti Kompas ; iii) CD per 'Planifikimi Urban Pjesemarres' finançuar nga Cordaid/Novib; iv) 4 video filma mbi qeverisjen pjesemarrese dhe zhvillimet urbane ne Tirane, finançuar nga Projekti Kompas dhe Cordaid/Novib; v) 3 broshura mbi profiling e qytetit per bashkine e Lushnjes, Shkodres dhe Kamzes financuar nga Cordaid.
4. Trainim mbi menaxhimin finanziar per OJF (partneri te Cordaid) ne Shqiperi (numri i projektit sipas donatorit: C400-10020; numri i Co-PLAN P0204-00)– Ky eshte nje nga sherbimet e para te NET duke synuar se pari partneri e Co-PLAN ne Shqiperi, gjithashu te finançuar nga Cordaid. Sherbimi perfshin nje workshop dhe asistense ne pune e siper per OJF te zgjedhura shqiptare, ne menyre qe te permiresojne eficiencen/qendrueshmerine e tyre financiare U realizua me sukses.
5. Trainimi i autoriteve lokale dhe perqatitja e i) Planit bashkiak te Lushnjes; ii) Strategjise se zhvillimit ne Shkoder. – Ky eshte sherbim konsulencie i siguruar ne kuadrin e Projekti "Passage..." i finançuar nga Cordaid, qe synon te ndihmoje ne vendosjen e nje procesi pjesemarres dhe hartimin e strategjive te reja te zhvillimit te qytetit. Projekti u realizu.
6. Asistence per ngritje kapacitetesh per planifikues urbane ne Kosove. – Ky eshte nje sherbim ne vazhdim per partneret e Kosoves (UNCHS dhe Ministria e Planifikimit dhe Mjedisit), me te cilet Co-PLAN ka punuar per ngritjen e kapaciteve te reja mbi planifikimin urban pjesemarres per administraten e pas luftes. Sherbimi u dha se bashku me Ministrine e Rregullimit te Territorit dhe Turizmit.
7. Ngritte kapacitetesh per Agenda 21 ne bashkine e Ballshit (Numri i Projektit sipas Co-PLAN: P0301-00) – Kjo ishte nje asistence per autoritetet dhe komunitetelet lokale per te hartuar ne menyre pjesemarrese nje strategji te zhvillimit te qytetit te ndjeshem ndaj problemeve te mjedisit.
8. Debate Publike per Kryetaret e Komunave ne Reethin e Korces, zgjedhjet lokale 2003 (Numri i Projektit te Co-PLAN: P0304-00) - Aktivitet i finançuar nga SIPU, Institut Suedez i Administrimit Publik Nderkombetar organizoi/moderoi debatet zgjedhore mbi probleme te zhvillimit ne 9 Komuna te Korces. Eksperzia e ngritis se kapaciteve u kombinua me ndergjegjesim publik dhe dhenie njohurish. Debatet e hapura publike u transmetuan ne TV lokale.
9. Menaxhimi i nevojave me baze komunitare ne kushtet e migracionit/urbanizimit te shpejte te popullsise. – Nje tjetër tryze e rrumbullaket pasoi ate qe u organizua se bashku me Fondacionin Soros dhe Cordaid ne 2002. Workshopi i dyte u organizua si pjese e Konferencese ENHR ne Tirane. Rezultatit kryesor eshte vendosja e CSD-net, Rrjeti i Shoqerise Civile mbi Qeverisjen Pjesemarrese Urbane ne Ballkan, e mbeshtetur nga Cordaid dhe Co-PLAN.
10. Mobilizimi i programeve 3-vjecare te zhvillimit: i) ne vendbanimet informale te Kenetes ne Durrës; ii) ne rrethin e Beratit; iii) ne bashkine e Kamzes; iv) dhe ne komunitetet e marginuara te Tiranes. – Te gjitha projektet filluan ne Janar 2004, por preqatitjet filluan qe ne 2003. I pari financohet nga Qeveria Austriake, Cordiad, Bashkia e Durresit dhe Co-PLAN, dje synon te aplikojë opcione pjesemarrese te permiresuara si preqatitje per procesin e legalizimit. I dyti financohet plotesisht nga Co-PLAN, por mund te plotesohet nga te tjeret, duke synuar te vendose nje strategji dhe strukture lokale ne favor te zhvillimit ekonomik lokal permes nxitjes se turizmit. Projekti i trete financohet nga BE ne partneritet me CISPA (Itali) dhe merret vecanerisht me ngritje kapaciteti per menaxhim me mire te sherbimeve bashkiane, me focus ne menaxhimin e mbeturinave. Projekti i katert financohet nga NOVIB dhe fokusohet ne teknikat pjesemarrese ne komunitetin Rome te Alliasit ne Tirane dhe vendbanimet informale te Bathores, Kamze.
11. Trajnimet Nderkombetare: Oqtete ne Tranzicion, Zhvillimi Urban ne Vendet e Europeve pas Komuniste (Numri i projektit ne Co-PLAN: P0306-00) – Nje kurs i vecante, i porosuit, i hartuar dhe zbatuar bashke me IHS Rotterdam, dje i finançuar nga Qeveria Holandeze. U siguria trajnim i standart cilesor per 20 profesioniste nga ekonomite ne tranzicion te Europeve Lindore. U identifikuva gjithashu nje rrjet partneresh.
12. Analize e Impaktit Social dhe Varferise (PSIA) per sektorin e ujtit ne Shqiperi (Numri i projektit sipas donatorit: ALB-501043-0003037; Numri i Co-PLAN : P309-00) – Ky eshte nje sherbim konsulencie ne emer te Bankes Boterore dhe UNDP, qe filloi ne 2003 dhe vazhdon ne 2004. Ajo konsiston ne vleresimin e impaktit te reformes ne sektorin e ujtit ne Shqiperi, me focus tek te varfert dhe grupet sociale ne nevoje. Nje pyetesor per 660 familjare dhe 32 diskutime ne grup dhe 46 intervista eksperlesh ne nivel lokal dhe qendror u ndermoren per te mbeshtetur nje analize kerkimore.
13. Mbeshtetje per zhvilim institucional te ShBSH, Shoqata e Bashkive te Shqiperise dhe ShASH, Shoqata e Arkitekteve te Shqiperise, – permes EGUG I dhe Programit 'Passage...'. Kjo perfshin organizimin e procesit pjesemarres te funksionit demokratik ose mbeshtetje specifike per sherbim zyre, lidhje interneti, literature, etj.

Strategic Planning 2004-2006

Below is a scenario up to the end of 2006, picturing Co-Plan as a successful development NGO and key actor in Albanian society. This goes parallel with mobilizing the necessary funds for development projects. In addition, Co-PLAN aims delivering also high quality advisory services and training. Donor diversification, mobilization of local resources at greater share, and public transparency, are three high priorities for Co-PLAN in the coming 3 years.

Activity / Aktiviteti	Year / Viti 2003	Year / Viti 2006
Development projects / Projekte Zhvillimi	75%	40%
Advisory services and technical assistance/ Konsulencë dhe asistencë teknike	15%	30%
Training, facilitator, lobby & advocacy / Trajnim, rol lehtesues, lobim e avokatesi	5%<	20%
Studies / Studime	-	5%
Other / Te tjera	5%	5%

The strategic vision of Co-PLAN 2004-2006 is summarized in bullet points and in the table below:

- ☒ Co-PLAN helps to create best practices and models at local/urban development and supports organizations through projects, training, technical assistance, studies & institutional improvement.
- ☒ Key Co-PLAN values are: quality of work, commitment, result orientation, client satisfaction, collaboration, openness, etc
- ☒ Core competencies of Co-PLAN are in the fields of i) municipal and institutional development, ii) civic society development, iii) urban and regional planning, iv) community development, v) housing and basic infrastructure, vi) municipal services and vii) environmental management.
- ☒ Co-PLAN develops partnerships to generate benefits of collaboration for clients and target groups.
- ☒ Co-PLAN develops a Network for Exchange and Training (NET), beyond the function of a mere training and resource center, transforming it into a platform for interaction between government, business and civic organizations, a center for exchange and innovation, a forum to discuss and work on national development.
- ☒ Co-PLAN works in Albania and/or other Albanian speaking areas, as well as wider in the region.
- ☒ Co-PLAN develops research skills, and it produces publications, maintaining its culture a 'learning environment' and strengthening competencies in cross cutting issues. Action research, leading to case studies and best practices, is also important for developing local training, undertaking regional studies and regional networking.
- ☒ Co-PLAN elaborates emerging complementary national/international partnerships, in order to better lobby/impact in favor of developmental issues, including national/regional perspective towards full integration with EU.

Item / Fusha	Year / Viti 2004	Year / Viti 2006
Professional core staff (experts) / Stafi profesional kryesor (expertet)	8	10-12
Support staff / Stafi mbështhetës	2	2-4
Project staff / Stafi projektit	10	6
Main income from Te ardhura t kryesore nga	Develop mentprojects, consultancy services Projekte zhvillimi, shërbime konsulencë	Development projects, training, advice Projekte zhvillimi, trajnime, konsulencë
Training and Resource Center (NET) / Qendra e Trajnitimit/Informacionit (NET)	Not applicable Ende e paktivizuar	Fully activated E aktivizuar plotësisht
Donors / Donatoret	Cordaid, Novib, Dutch and Austrian Embassies, various others / Cordaid, Novib, Ambasadat Holandeze e Austriake, dhe te tjere	EU, bilateral, World Bank, UN, USAID Cordaid, Government EU, UN, World Bank, USAID, Ambasadat, Cordaid, Qeveria
Co-PLAN profile Profili i Co-PLAN	NGO/community development/planning municipal issues; publicity, networking, Zhvillim komuniteti, planifikim, OJQ, pushtet vendor, publikime, network.	Development NGO and high qality traning/advisory services OJQ zhvilluese dhe shërbime trajnimi konsulencë kualitative

Planifikimi Strategjik 2004-2006

Tabela e pare ne te majte, parashikon nje skenar te Co-PLAN deri ne fund te vitiit 2006. Skenari jep panoramen e nje strukture jo-qeveritare te suksesshme, dhe te nje aktori kyc ne sferen e zhvillimit ne vend. Kjo lidhet me nevojen per mobilizimin e fondeve te nevojshme per projekte zhvillimi. Ne vazhdim, Co-PLAN synon gjithashtu qe te jape sherbime kualitative konsulence dhe trajnimi per palet e interesuara ne fushen e qeverisjes urbane dhe zhvillimit institucional. Diversifikimi i donatoreve, mobilizimi i burimeve/mjeteve lokale ne nje nivel me te larte, dhe transparensa publike jane 3 prioritete per 3 vite te ardhshme.

Strategic Donors / Partners:	Donatore / Partnere Strategjike:	Other Key Partners:
<p>1. CORDAID (www.cordaid.nl) Cordaid forms together with Memisa, Mensen in Nood and Vastenaktie one of the biggest international development organizations. Supported by half a million people in Holland, it is working with more than thousand partners worldwide for an existence with dignity for poor people and those who are deprived of their rights.</p> <p>2. NOVIB (www.novib.nl) It is the Netherlands Organization for International Development Co-operation. With over 40 years of experience and with thousands of projects in the Third World, NOVIB has evolved a way of working that is called the 'NOVIB Method'. Operates in Holland and 100 other countries.</p> <p>3. IHS (www.ihs.nl) The Institute for Housing and Urban Development Studies is an independent international institute of 40-years existence, offering post-graduate education, research & advisory services in the field of Housing, Urban & Environmental Management.</p>	<p>1. CORDAID Cordaid se bashku me Memisa, Mensen in Nood dhe Vastenaktie formon nje nga organizatat me te medha nderkombetare te zhvillimit. E mbeshtetur nga gjysem milion njerez ne Holande, Cordaid punon me mbi nje mijte partnere ne mbare boten, per nje ekzistence me dinjitet per njerezit ne nevoje dhe per ata qe u Jane mohuar te drejtat.</p> <p>2. NOVIB NOVIB eshte Organizata Holandeze per Kooperim dhe Zhvillim Nderkombetar. Me mbi 40 vjet eksperience dhe mijra projekte ne vendet ne zhvillim, NOVIB ka zhvilluar nje menye pune qe njihet se "Metoda Novib". Organizata eshte e pranishme ne Hollande dhe 100 vende te tjera.</p> <p>3. IHS Instituti per Studimet e Strehimit dhe Zhvillimit Urban eshte nje organizem i pavarrur nderkombetar mbi 40-vjecar, qe ofron edukim pasuniversitar, kerkim shkencor, dhe sherbime konsulcente ne fushen e strehimit dhe manaxhimit urban e ambiental.</p>	<p>Other Key Partners:</p> <ol style="list-style-type: none"> 1. The Royal Dutch Embassy in Tirana. 2. AAM, Albanian Association of Municipalities. 3. ENHR, European Network of Housing Research 4. OSFA, SOROS Foundation, Albania 5. Municipality of Tirana. 6. The World Bank mission in Tirana. 7. UNDP mission in Albania 8. ATZ Albania 9. GTZ Albania 10. Women Center & SEDA <p>Partnere te Tjere Kyc:</p> <ol style="list-style-type: none"> 1. Ambasada Holandeze ne Tirane. 2. SHBSH, Shoqata e Bashkive te Shqiperise. 3. ENHR, Rrjeti European per Studimet e Strehimit 4. OSFA, Fondacioni SOROS ne Tirane. 5. Bashkia Tirane 6. Mision i Banks Boterore ne Tirane. 7. Mision i UNDP ne Shqiperi 8. Zyrat e Kooperimit Teknik Austriak 9. Zyrat e Kooperimit Teknik German 10. Qendra e Grave dhe SEDA

Vizioni strategjik i Co-PLAN per 2004-2006 eshte permblehdur ne tabelen e dyte majtas dhe me poshte me pikat:

- ☒ Co-PLAN ndihmon per te krijuar shembuj dhe modele pune per zhvillimin lokal/urban dhe ndihmon organizatat e ndryshme permes projekteve, trajnimeve, asistencies teknike, studimeve dhe permiresimeve institucionale.
- ☒ Vlerat kyce te Co-PLAN jane: kualiteti i punes, angazhimi, orientimi drejt rezultatit, kenaqesia e klientit, bashkepunimi, si dhe qenia e hapur dhe e drejteterdrejtje ndaj te tjereve.
- ☒ Kompetencat e Co-PLAN jane: i) zhvillim institucional/bashkiak; ii) zhvillim i shoqerise civile; iii) planifikim urban/ rrajan; iv) zhvillim komuniteti; v) strehim dhe infrastrukture; vi) sherbime publike vii) dhe manaxhim ambiental.
- ☒ Co-PLAN zhvillon partnerite ne favor te interesave te klienteve dhe grupeve ne nevoje per te cilat punon.
- ☒ Co-PLAN zhvillon Rrjetin per Shkembim dhe Trajnrim (NET), pertej funksionit te nje qendre thjesht trajnuese dhe informuese, duke synuar t'a transformoje ate ne nje platforme nderveprimi midis qeverise, biznesit dhe organizatave qytetare; nje qender shkembimi/innovacioni, nje forum ku punohet ne favor te zhvillimit te vendit.
- ☒ Co-PLAN punon ne Shqiperi dhe/ose vende te tjera ku flitet shqip, si dhe me gjere ne rajon.
- ☒ Co-PLAN zhvillon afitese studimore dhe publikon botime, per te ruajtur kulturen e 'ambientit ku mesohet' dhe per te fuqizuar kompetencat ne ceshje ku nderthuren shume problematika zhvillimi. Studimet qe gjenerojne veprim konkret, dhe qe cojne drejt rasteve studimore e praktikave me te mira, Jane gjithashtu te rendesishme per te zhvilluar trajnime lokale, dhe per te ndermarre studime dhe rrjete rajonale bashkepunimi.
- ☒ Co-PLAN eshte i hapur ndaj partneriteve kombetare/nderkombetare, me qellim qe te loboje/ndikoje me mire ne favor te ceshtjeve te zhvillimit, perfshi perspektivat kombetare/rajonale drejt integritit European.

The delegation of the House of Representatives of the States General, Kingdom of the Netherlands, have asked me to thank you for receiving us... We were very impressed by your enthusiasm which gives hope for the future of your country. We were also impressed by the part of the city of Tirana you took us to see, a part of the city most visitors probably do not see. I liked very much how proud the representative of the ... community was about the ameliorations which already have been realized.

*Jelte van Nieuwenhoven
(former) President of the House of Representatives
of the States General, The Netherlands*



Publications of Co-PLAN during 2003
Publikime te Co-PLAN 2003

Success Indicators of Co-PLAN

1. Pioneering pragmatic and realistic urban planning in Albania, bridging partnerships between communities and authorities, especially in the case of illegal settlements, including community-based upgrading living conditions, as well as integration with formal urban living centers. Approach tested first in small scale in the Breglumasi neighborhood, Tirana Municipality 1995-97. Latter applied at larger scale, in Bathore neighborhood, and at municipal scale (Kamza and Tirana) between 1998-2002. Legalization of informal settlements is put into political agenda.
2. Co-PLAN won the international price of UNDP: *World wide Best Practices for 1998!* for its own intervention in the illegal settlement of Breglumasi, Tirana. Selected as one of 20 best experiences in the field of community based urban planning and development
3. The upgrading project of Co-PLAN in the informal settlement of Bathore, Kamza Municipality, visited by Albanian Prime Minister (1999) and President of the World Bank Mr. J. Wolfensohn, whom boosted it as: A "Best Practice" to be shown in other countries!
4. Establishment of *Urban Forum*, an informal coalition of (non)-governmental Albanian and foreign organizations, interested on issues of urban/regional development. Annual debates organized in capital Tirana since 1997 and in 10 other Albanian cities since 2000. A public debate opened already on issues of urban development. More than 60 TV debates broadcasted at local/national televisions, and at least 20 articles/books published. Debate becomes international via professional conferences, including the European Network of Housing Research.
5. Alliances established with CBOs, NGOs, civic initiatives and local governments (mainly through AAM Association of Albanian Municipalities) in favor of the promotion of decentralization and democratization of powers towards local communities/governments. Creation of a model of work on participatory/democratic governance, via specifically designed/implemented programs. (Urban) development issues transformed in a political priority at the highest political levels. Aspects of civil society and local governance diffused/integrated in a working model.
6. Initiating (in)formal national/regional networks like: i) the Round Table of Albanian NGOs, or ii) CSDnet, Civil Society Development Network and Participatory Governance in Balkans to deal with special growth problem of NGO sector. Acting as facilitator to promote cooperation/exchange among local organization in the conditions of donors' exist, including problems like local resource mobilization, local ownership, transparency, legitimacy, etc.



Disa Tregues te Punes se Co-PLAN

1. Themelues te planifikimit realist/pragmatik urban ne Shqiperi, duke ndermjetesuar bashkepunimin midis komuniteteve dhe autoriteteve, vecanerisht ne rastin e zonave me ndertime informale. Ketu perfshihen nisma me pjesmarrjen e komunitetit per permiresimin e kushteve te jeteses, dhe integrimin e tyre me zonal e tjera urbane. Metoda eshte provuar fillimi qe ne shkalle te vogel ne lagjen Breglumasi, Tirane 1995-97; dhe me vone ne shkalle me te gjere ne lagjen Bathore, e ne gjithe territorin e bashkive Kamez e Tirane, 1998-2002. Legalizimi i zonave me ndertime informale eshte vendosur ne axhenden politike.
2. Co-PLAN fiton cmimin nderkombetar te UNDP: Eksperiencat me te Mira & Botes ne 1998! per nderhyrjen social-urbanistike ne lagjen me ndertime informale Breglumasi, Tirane. Seleksionuar si një nga 20 praktikat me te mira boterore ne fushen e planifikimit/zhvillimit urban me pjemarrje komuniteti.
3. Projekti zhvillues i Co-PLAN ne lagjen me ndertime informale te Bathores Kamez, vizitohet nga Kryeministri Shqiptar Pandeli Majko, dhe nga Presidenti i Bankes Boterore, Z. J. Wolfensohn (1999), i cili e komentoj eksperiençen e Co-PLAN si: Nje model per tu treguar ne vende te tjera!
4. Themelimi i Forumit Urban si një koalicion informal organizatash shqiptare e te huaja (jo-)qeveritare, qe interesohen per zhvillimin urban/rajonal ne vend. Debate te pervitshme jane organizuar ne Tirane qe nga 1997, dhe ne 10 qytete te tjera te Shqiperise qe nga viti 2000. Nje debat publik eshte hapur mbi ceshje te zhvillimit urban. Me shume se 60 emisione televizive jane transmetuar nga televizionet lokale/kombetare, e jane botuar 20 artikuj/litra profesionale. Debat eshte bere edhe nderkombetar permes konferencave, perfshi Rrjetin European per Studimet e Strehimit.
5. Krijimi i aleancave me shoqata komunitetare, OJQ/F dhe qeverite vendore, sidomos me Shoqaten e Bashkive te Shqiperise, ne favor te decentralizimit/demokratizimit te pushtetit drejt njesive te qeverise dhe komuniteteve vendore. Eshte krijuar një model pune per qeverisjen me pjesmarrje, permes projekteve te hartuara ne menyre specifike per kete qellim.
6. Iniciimi i rrjetave (in)formale kombetare/rajonale si: i) tryeza e rrumbullaket e OJQ-ve shqiptare; ose ii) CSDnet, Rrjeti i Zhvillimit te Shoqerise Civile per Qeverisjen me Pjesmarrje ne Ballkan. Luajtja e rolit te lehtesuesit per promovimin e bashkepunimit/shkembimit midis organizatave/institucioneve lokale ne kushtet e largimit te donatoreve, dhe problematikes ne rritje si: mobilizimi i burimeve lokale; pronesia lokale, trasparenca, legjitimiteti dhe ceshje te tjera te rendesishme per sektorin jo-qeveritar.

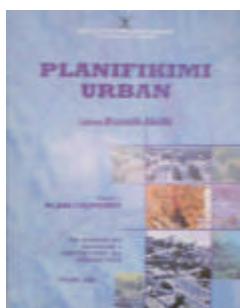
Performance Indicators, Co-PLAN 2004	Tregues te Co-PLAN per 2004
<ol style="list-style-type: none"> 1. Total annual budget mobilised/implemented; 2. % of local, foreign and Co-PLAN financing; 3. In-kind, material, volunteer contribution of Co-PLAN and partner organizations in implementation; 4. Organizations efficiency: % of overhead costs lowered; 5. Index of environmental organizational performance; 6. Index of gender issues sensitivity; 7. Co-PLAN compared to the national index of NGOs (USAID) 8. Visibility index (with beneficiaries, partners, sponsors, self) 	<ol style="list-style-type: none"> 1. Buxheti total vjetor i mobilizuar/zbatuar 2. % e financimit lokal, te huaj dhe vete CoPLAN; 3. Kontributi material, vullnetar i Co-PLAN dhe partnereve ne zbatim te projekteve; 4. Eficiencia e organizates: % e uljes se kostove te overhead; 5. Indeksi i performances ambientale te CoPLAN 6. Indeksi i sensitivitetit per ceshjet gender; 7. Co-PLAN krasasuar me indeksi kombetar i OJF-ve (USAID) 8. Indeksi i vizibilitetit (me perfitesit, partneret, financiesit, veten)

Indicators that might help better perception of work for Co-PLAN

Indikatore qe lehtesojne perceptimin e punes se Co-PLAN nga ambienti rrethues

1. The increase of development access <ol style="list-style-type: none"> a. Numri/lloji i sherbimeve qe ofrohen ndaj perfitesve; b. Siperfaqja e sistemimit urban; c. Numri i individive/komuniteteve te trajnuar; d. Gjatesi/siperfaqe e hapesires publike te re te hapur; e. Sherbime publike te kompiuterizuara f. Numri i familjeve/ko muniteteve te perfshira ne planifikimin e zhvillimit g. Numri. i banoreve/familjeve qe perfitojne direkt nga sherbimet/projektet; 	1. Rritja e Aksesit per Zhvillim <ol style="list-style-type: none"> a. Numri/lloji i sherbimeve qe ofrohen ndaj perfitesve; b. Siperfaqja e sistemimit urban; c. Numri i individive/komuniteteve te trajnuar; d. Gjatesi/siperfaqe e hapesires publike te re te hapur; e. Sherbime publike te kompiuterizuara f. Numri i familjeve/komuniteteve te perfshira ne planifikimin e zhvillimit g. Numri. i banoreve/familjeve qe perfitojne direkt nga sherbimet/projektet;
2. Sustainability of partners <ol style="list-style-type: none"> a. Numri i perfaqesive te qendrueshme krijuar si pasoje e nderhyrjes sone; b. Nivel i organizimit dhe kapacitetet e komunitetit: <ul style="list-style-type: none"> - Ekzistenza e ambienteve formale te takimit; - Ekzistenza e perfaqesive me struktura, statut, buxhet; - Pavaresia/aftesia per vetefinacim e hartim projekteve; - Prania e sistemeve informuese te komunitetit, etj. c. Numri i aktoreve te interesuar te perfshire; d. Numri i platformave konkrete zgjidhjesh te ofruara ose publikuara; e. Nivel i iniciativa se komunitetit per rritjen e cilesise se sherbimeve para, gjate dhe pas projektit; f. Ekspertize e perfaqesive lokale per lobim, grupe tematike dhe monitorim; g. Komuniteti ka fuqi politike dhe i degjohet fjalë; 	2. Ondrueshmeria e partnereve <ol style="list-style-type: none"> a. Numri i perfaqesive te qendrueshme krijuar si pasoje e nderhyrjes sone; b. Nivel i organizimit dhe kapacitetet e komunitetit: <ul style="list-style-type: none"> - Ekzistenza e ambienteve formale te takimit; - Ekzistenza e perfaqesive me struktura, statut, buxhet; - Pavaresia/aftesia per vetefinacim e hartim projekteve; - Prania e sistemeve informuese te komunitetit, etj. c. Numri i aktoreve te interesuar te perfshire; d. Numri i platformave konkrete zgjidhjesh te ofruara ose publikuara; e. Nivel i iniciativa se komunitetit per rritjen e cilesise se sherbimeve para, gjate dhe pas projektit; f. Ekspertize e perfaqesive lokale per lobim, grupe tematike dhe monitorim; g. Komuniteti ka fuqi politike dhe i degjohet fjalë;
3. Dissemination of knowledge <ol style="list-style-type: none"> a. Nr. i rasteve kur aplikohet ne menyre krijuese njojurite e fituara ne nivel lokal; b. Studime dhe informacion publik per zonat ku punohet; 	3. Perhapja e njojurive te reja <ol style="list-style-type: none"> a. Nr. i rasteve kur aplikohet ne menyre krijuese njojurite e fituara ne nivel lokal; b. Studime dhe informacion publik per zonat ku punohet;
4. Projects impact <ol style="list-style-type: none"> a. Fonde te investuara nga geveria dhe aktore te tjere; b. Numri i bizneseve te lindura ne zone; c. Numri i reagimeve pozitive, mirenjohje, falenderime publike, d. Numri i kerkesave per perseritjen e projekteve ne zona te tjera; e. Numri dhe % e projekteve bashkefinancimi me komunitetin; f. Numri i bizneseve te hapura, si rrjedhoje e hapjes se hapesirave publike; g. Numri i projekteve te fituara nga asistensa; h. Numri i vendeve te reja te punes te hapura; i. Modele te pergjithesuara/pranuar per zbatim nga autoritetet; j. Performanca ne aspektin mjedisor/gjinor; k. Nivel i vazhdimesise: 3-5 vjet pas projektit te behet nje vleresim; l. Numri i modeleve te krijuara nga projektet e sukseshme. 	4. Impakti i projekteve <ol style="list-style-type: none"> a. Fonde te investuara nga geveria dhe aktore te tjere; b. Numri i bizneseve te lindura ne zone; c. Numri i reagimeve pozitive, mirenjohje, falenderime publike, etj; d. Numri i kerkesave per perseritjen e projekteve ne zona te tjera; e. Numri dhe % e projekteve bashkefinancimi me komunitetin; f. Numri i bizneseve te hapura, si rrjedhoje e hapjes se hapesirave publike; g. Numri i projekteve te fituara nga asistensa; h. Numri i vendeve te reja te punes te hapura; i. Modele te pergjithesuara/pranuar per zbatim nga autoritetet; j. Performanca ne aspektin mjedisor/gjinor; k. Nivel i vazhdimesise: 3-5 vjet pas projektit te behet nje vleresim; l. Numri i modeleve te krijuara nga projektet e sukseshme.
m. Vizibiliteti dhe trasparensa <ul style="list-style-type: none"> - Transmetime/artikuj ne media; - Reagime pozitive kundrejt reagime - Raste te aludimeve/akuzave per abuzim - Nivel pagave dhe raporti tyre krasasuar me tregun 	m. Vizibiliteti dhe trasparensa <ul style="list-style-type: none"> - Transmetime/artikuj ne media; - Reagime pozitive kundrejt reagime - Raste te aludimeve/akuzave per abuzim - Nivel pagave dhe raporti tyre krasasuar me tregun

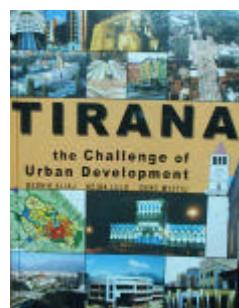
Co-PLAN Publications



Planifikimi Urban 1:
Plani i Veprimit



Planifikimi Urban 2:
Plani Rregullues



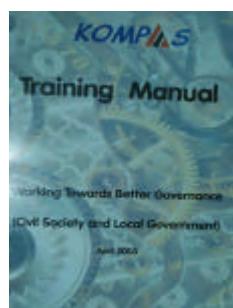
Tirana: The Challenge
of Urban Development



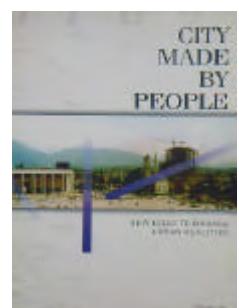
Bathore: Neighborhood
Development Agenda



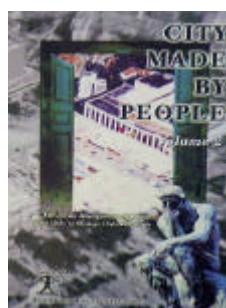
About Civil Society Component
Mbi Komponentin e Shoq. Civile



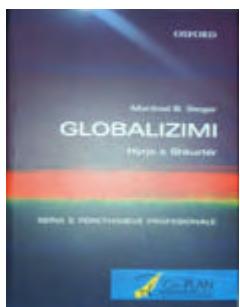
Training Manual on Governance
Manual Trajnim i per Qeverisjen



City Made by People 1
Oyeteti i Ndertuar nga Njerezit 1



City Made by People 2
Oyeteti i Ndertuar nga Njerezit 2



Globalizimi
Hyrje e Shkurter



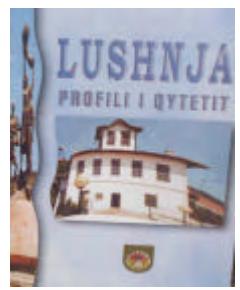
Bashkimi European
Hyrje e Shkurter



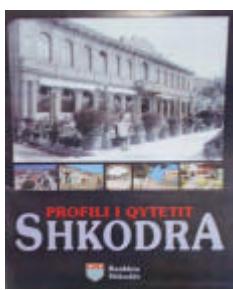
Administrata ne Tranzision:
Reforma ne 4 vende.



Fjalor Shqip-Hollandisht-Shqip
Dutch Albanian Woordenboek



Profili: Bashkia Lushnje



Profili: Bashkia Shkoder



Profili: Bashkia Kamez



Kalendar Tematik 2003

Botime te Co-PLAN

Environmental Policy of Co-PLAN

During 2003, Co-PLAN committed serious efforts to the participatory drafting/approving its own organizational *Environmental Policy*. The process resulted in a positive experience, thanks to the special guidance and contribution of Sally Kelling (VSO volunteer working with Co-PLAN 2002-2003). After Sally leave December 2003, the follow up monitoring and further development of policy implementation is taken over by Rudina Toto (lately graduated as master in urban environmental management at IHS Rotterdam). Co-PLAN staff agreed and the Executive Board approved the *Environmental Policy* and respective *Implementation Plan*, including *Recommendations for Service Delivery* as well as *Indicators and Targets*. The rationale of the policy is to ensure staff understanding and ensure its application both at external project management/implementation as well as internal office procedures and any other area where Co-PLAN can minimize its environmental impact and operate in a more sustainable fashion. In order to better monitor Co-PLAN performance in this respect it is recommended to develop during 2004 the *Environmental Information Management Database*. Some of the main environmental performance indicators for 2003 are: (i) 3 agreements with municipalities and communities on environmentally oriented actions: Ballsh, Kamza, Lushnja; (ii) 30 municipal staff and 70 community leaders trained on environmental aspects; (iii) 4 sensitization campaigns organized and 5 documents prepared; (iv) 2 baseline municipal surveys undertaken involving 2,000 residents; (v) 3 waste recovery projects initiated in Bathore school; (vi) 2 pedestrian streets proposed in new urban plans, and 10,000 people impacted by access to public transport introduction; (vii) and one proposal initiative on sustainable housing.

I. Environmental Policy

1. Project Implementation issues;
2. Internal Office Management Issues:
 - ? energy use - including lighting, heat loss/gain, computer, printers and air condition use, water heater, generators, and others;
 - ? water use - including tap and toilet water, etc;
 - ? waste – including reduce of waste, recycling
3. Vehicles – including maintenance and driving patterns and habits;

II. Environment Information Management Database

1. Co-PLAN policy
2. Co-PLAN performance
3. Albania and the environment
4. Best practices

Indicators and Targets

1. Co-PLAN and partner projects;
2. Co-PLAN internal/office management

Implementation Plan 2004

1. Indicators and targets set;
2. Environmental indicators for all projects set;
3. Internal service delivery interventions;
4. Establish environmental information management database
5. Best practices for design, construction and use;
6. Transport management;
7. Design standards for seismic activity/natural disaster;
8. Information exchange with Ministry of Environment

Recommendations for Service Delivery

- (i) Energy; (ii) Water; (iii) Waste; (iv) Vehicles;

I. Environmental Policy

1. Project implementation issues
2. Internal office management issues 10% reduced in 2004;
 - ? energy use - including lighting, heat loss/ gain, computer, printers and air condition use, water heater, generators, and others –
 - ? water use - including tap and toilet water, etc
 - ? waste – including reduce of waste, recycling
3. Vehicles – including maintenance and driving patterns and habits;

II. Environment Information Management Database

1. Co-PLAN policy
2. Co-PLAN performance
3. Albania and the environment
4. Best practices

III. Indicators and Targets

1. Co-PLAN and partner projects;
2. Co-PLAN internal/office management

IV. Implementation Plan 2004

1. Indicators and targets set;
2. Environmental indicators for all projects set;
3. Internal service delivery interventions;
4. Establish environmental information management database
5. Best practices for design, construction and use;
6. Transport management;
7. Design standards for seismic activity/natural disaster;
8. Information exchange with Ministry of Environment

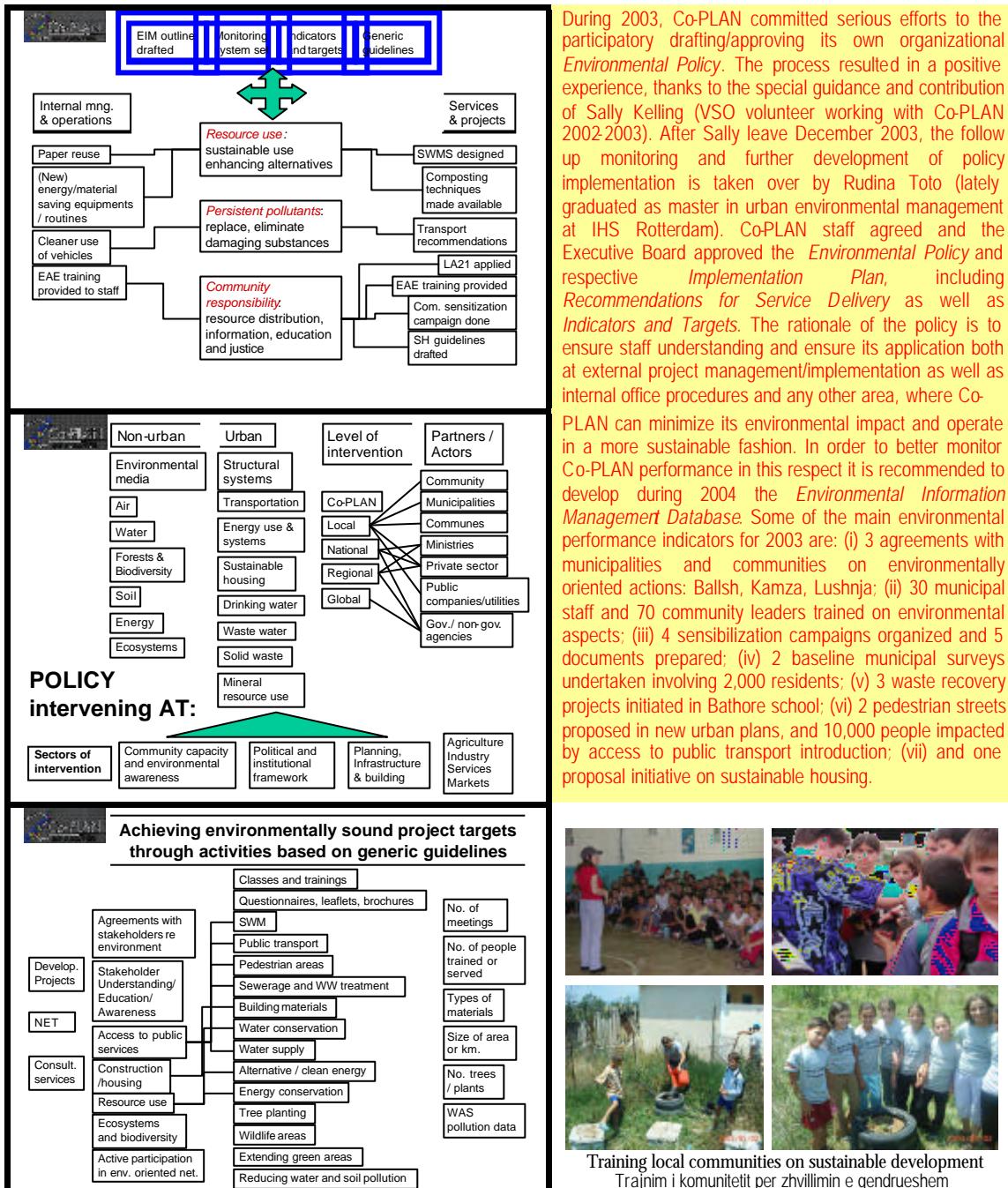
V. Recommendations for Service Delivery

- (i) Energy; (ii) Water; (iii) Waste; (iv) Vehicles

Gender Sensitive Organization

Since 1999 Co-PLAN has been concentrated on gender issues, as an important indicator of its performance at project and organizational level. A gender based survey is undertaken on the project in Bathore neighborhood in 2001. Training for all organization is undertaken in 2002 and two staff underwent a training of trainers process in 2003 on gender issues thanks to cooperation with the Women Center. Actually, both staff are providing expertise/training on gender balance issues, on basis of a previous agreement with Women Center. Indeed, Co-PLAN is more interested to raise awareness of its own staff and the partners with who works on this respect, rather than become an organization specialized in this field. A special evaluation of Co-PLAN on gender aspects will be undertaken for 2004.

Politika Ambientale e Co-PLAN



During 2003, Co-PLAN committed serious efforts to the participatory drafting/approving its own organizational *Environmental Policy*. The process resulted in a positive experience, thanks to the special guidance and contribution of Sally Kelling (VSO volunteer working with Co-PLAN 2002-2003). After Sally leave December 2003, the follow up monitoring and further development of policy implementation is taken over by Rudina Toto (lately graduated as master in urban environmental management at IHS Rotterdam). Co-PLAN staff agreed and the Executive Board approved the *Environmental Policy* and respective *Implementation Plan*, including *Recommendations for Service Delivery* as well as *Indicators and Targets*. The rationale of the policy is to ensure staff understanding and ensure its application both at external project management/implementation as well as internal office procedures and any other area, where Co-PLAN can minimize its environmental impact and operate in a more sustainable fashion. In order to better monitor Co-PLAN performance in this respect it is recommended to develop during 2004 the *Environmental Information Management Database*. Some of the main environmental performance indicators for 2003 are: (i) 3 agreements with municipalities and communities on environmentally oriented actions: Ballsh, Kamza, Lushnja; (ii) 30 municipal staff and 70 community leaders trained on environmental aspects; (iii) 4 sensibilization campaigns organized and 5 documents prepared; (iv) 2 baseline municipal surveys undertaken involving 2,000 residents; (v) 3 waste recovery projects initiated in Bathore school; (vi) 2 pedestrian streets proposed in new urban plans, and 10,000 people impacted by access to public transport introduction; (vii) and one proposal initiative on sustainable housing.



Nje Organize e Ndjeshme ndaj Balances Gjinore

Since 1999, Co-PLAN has been concentrated on gender issues, as important indicator of its performance at project and organizational level. A gender based survey is undertaken on the project in Bathore neighborhood in 2001. Training for all organization is undertaken in 2002 and two staff underwent a training of trainers process in 2003 thanks to the cooperation with the Women Center. Actually, both staff are providing expertise/training on gender balance issues, on basis of a previous agreement with Women Center. Indeed, Co-PLAN is more interested to raise awareness of its own staff and the partners with who works on this respect, rather than become an organization specialized in this field. A special evaluation of Co-PLAN will be undertaken for 2004.



Institute for Habitat Development Instituti per Zhvillimin e Habitatit

Rr. Dervish Hima, Kulla Ada, Ap.4, KP 2995, Tirana Albania, E-mail: co-plan@co-plan.org; Internet: www.co-plan.org
Tel: +355.(0)4.257808/9; Fax: +355.(0)4.257807; Cel: +355.(0)69.20.32957/34126

SERVICES OFFERED BY CO-PLAN

Co-PLAN offers its services on urban management and planning, local economic development, housing, housing finance, informal settlements, municipal services and environmental management, regional development, etc. The expertise is given in several forms as below:

1. Development projects;
2. Consultancy and advise services;
3. Training and capacity building expertise;
4. Research and monitoring;
5. Public sensitization campaigns;
6. Professional publication / library.

Network for Exchange and Training Rrjeti per Shkembime dhe Trajnim



SHERBIME TE OFRUARA NGA CO-PLAN

Co-PLAN ofron sherbimet e tij ne menaxhim dhe planifikim urban, zhvillim ekonomik lokal, strehim, financa, disiplinimi i zonave informale, sherbime publike, menaxhim ambiental dhe zhvillim rajonal. Ekspertiza jepet ne forma te ndryshme sic pershkruhet me poshte:

1. Projekte zhvillimi;
2. Sherbime keshillimi dhe konsulencë;
3. Trajnime dhe eksperțize ne ngritjen e kapaciteteve
4. Studime, kerkim shkencor dhe monitorim;
5. Fushata publike te sensibilizimit;
6. Botime dhe librarji profesionale.

SERVICES OFFERED BY NET

NET offers expertise on institutional development, public management, resource mobilization, civic society, facilitator role in organizational development, community development, social planning and social studies. NET functions as a training centre for specific (on-the-job and on-demand) courses and workshops offered to the target groups and clients, including coordinated studies.

The curricula is developing, but actually are available:

1. ID/OS, Institutional Development and Organizational Strengthening Course;
2. FINman, NGO Financial Management Course
3. HRM, Human Resource Management Course
4. PSOM, Professional Secretary and Office Management.
5. CBO, Community and Community Based Organizations.
(For more contact Co-PLAN, www.co-plan.org)

SHERBIME TE OFRUARA NGA NET

NET ofron eksperțize ne zhvillim institucional, manaxhim publik, mobilizim burimesh/financash, rol lehtesues per shoqerine civile ne zhvillim organizativ, zhvillim komuniteti, planifikim dhe studime sociale. NET funksionon si rje qender trajnimi per kurse dhe seminare praktike (ne pune ose sipas keresave/nevojave) specifike kundrejt grupeve te synuara dhe klienteve, perfshi ketu edhe realizimin/coordinimin e studimeve.

Kurrikula eshte ne proces formimi, por aktualisht jane te vlefshme keto kurse:

1. ID/OS, Zhvillim Institucional dhe Fuzizim Organizativ;
2. FINman, Manaxhimi Financiar i OJQ-ve;
3. HRM, Manaxhimi i Burimeve Njerezore;
4. PSOM, Sekretaria Profesionale dhe Manaxhimi Zyres;
5. CBO, Komuniteti dhe Organizatat e Komunitetit.

FOR READERS OF ANNUAL REPORT

(Please read, comment, underline services you wish and mail it back! - Lutemi lexoni, komentoni, zgjidhni sherbimet qe deshironi dhe postojeni perseri tek ne kete flete. Ne se deshironi mund te shtoni me shume fletel!)

PER LEXUESIT E RAPORTIT VJETOR

How do you find the Annual Report of Co-PLAN? Is it clear and readable/transparent? Please comment if possible?
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Are you interested for more information about Co-PLAN and NET? What type of information? Please comment!
A jeni te interesuar per me shume informacion mbi Co-PLAN dhe NET? Cfare lloj informacioni deshironi? Komenton!

(Emerging) Professional Partnerships of Co-PLAN

INTRAC, United Kingdom
NETHERLANDS

Housing and Planning Unit
Graduate School of Design
Harvard University, USA

Land Tenure Center
Studies Institute
Wisconsin University, USA
Egypt

IHS Rotterdam & MDF, Ede, THE

ATZ, AUSTRIA

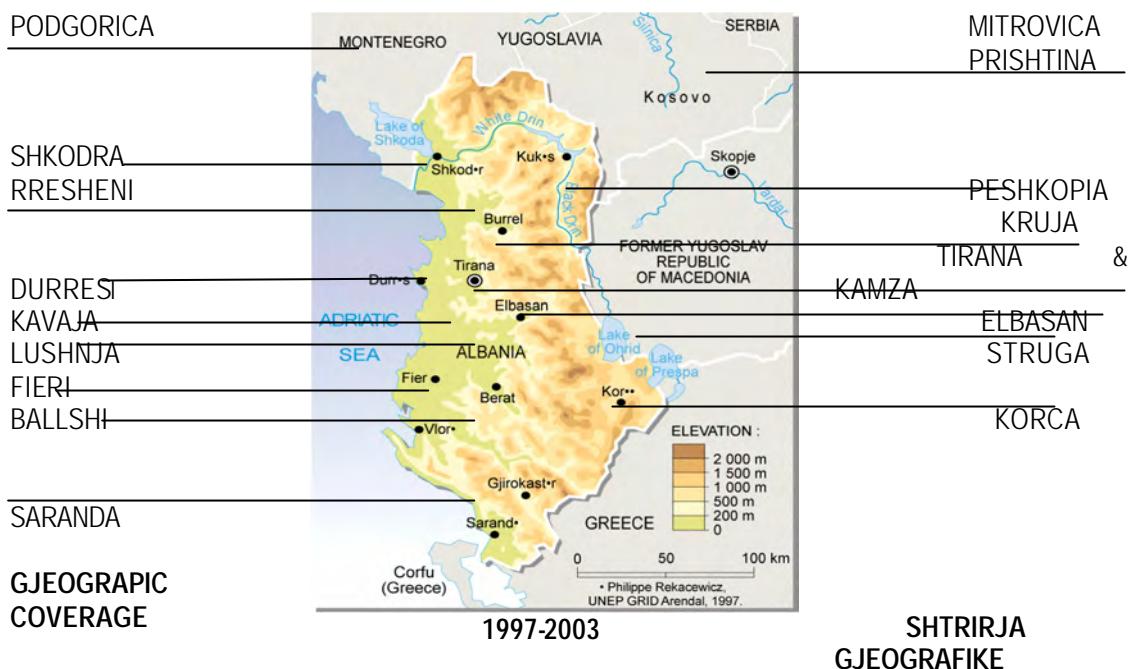
IHS Romania, Bucharest

Urban Training and

MHUUC, Cairo

Political Map of the World, April 2000





Geographic Coverage of Co-PLAN Projects 1995-2004

Shtrirja Gjeografike e Projekteve te Co-PLAN 1995-2004

