

# Annual Report 2004 *Raporti Vjetor*



Making cities work.  
*Oytetet, motorre te zhvillimit ekonomik.*

One step ahead of others.



Network for Exchange and Training  
Rrjeti pér Shkëmbime dhe Trajnim

We net the change.  
*Ne thurim ndryshimin.*

Nje hap perpara te tjereve.

Adresa: Rr. Dervish Hima, Kulla Ada, 11, Kutia Postare 2995, Tirana, Albania  
Tel.: +355.(0)4.257808/9; Fax: +355.(0)4.257807 Mob.: +355.(0)69.20.32957  
e-mail: [co-plan@co-plan.org](mailto:co-plan@co-plan.org)    [net@co-plan.org](mailto:net@co-plan.org)  
web: [www.co-plan.org](http://www.co-plan.org)    [www.net.co-plan.org](http://www.net.co-plan.org)

## IF YOU NEED ASSITANCE IN:

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

Institutional and Organizational Development  
Training and On-the-Job Capacity Building  
Civic Initiative and Civil Society Strengthening  
Lobbying, Networking and Information Exchange

## NESE KERKONI ASISTENCE NE:

Planifikim me Pjesemarrje Komuniteti  
Menaxhim Urban dhe Mjedisor  
Qeverisje Gjitheperfshirese dhe Decentralizim  
Konsulencë, Kerkim Shkencor dhe Keshillim

Zhvillim Institucional dhe Organizativ  
Trajnim dhe Ngritje Kapacitetes  
Forcim te Inisiativave Qytetare te Shoqerise Civile  
Lobim, Bashkepunim dhe Shkembim Informacioni

## PLEASE CONTACT: LUTEMI KONTAKTONI:



[www.co-plan.org](http://www.co-plan.org)  
[co-plan@co-plan.org](mailto:co-plan@co-plan.org)

### Address:

Rr. Dervish Hima, Kulla Ada, 11  
P.O. Box 2995 Tirana, Albania  
Office Tel: +355.(0)4.257808/9  
Office Fax: +355.(0)4.257807



[www.net.co-plan.org](http://www.net.co-plan.org)  
[net@co-plan.org](mailto:net@co-plan.org)



Dritan Shutina

Executive Director  
Drejtore Ekzekutiv

**DEAR READER,**

Year 2005 marks a decade since a project-turned-best-practice succeeded in Co-PLAN, formally registered in 1997 with the Court of Law in Tirana. The path of Co-PLAN proudly justifies the achievements in Albania, Kosovo and in the region. From a small organization working at grassroots level with community-based development, Co-PLAN today is a reputable, nongovernmental, professional institute influencing central/local government, as well as international multilateral agencies operating in Albania, in dealing with neighborhood & municipal planning, urban & environmental management, participatory governance & decentralization, organizational development training & advisory services, networking, and advocacy & lobbying. Historically, the main funding of Co-PLAN activities has been from Dutch development agencies like Cordaid and to a lesser extent Novib, as well as Dutch Government and other organizations to mention the World Bank. In 2004, the Austrian Government emerged as a significant donor for Co-PLAN. In view of the priority shift of donors from Albania, eventually their exit, Co-PLAN is paying increasingly more attention to local resource mobilization and diversification of sources of income. In practice, this has meant that in average 25 percent of our project costs has been generated from local resources (local communities and governments etc). Teaming up more than 20 multidisciplinary professionals, Co-PLAN has a consolidated and dynamic organization with a meaningful division of power, sound management as well as accountable and transparent financial system as recognized by our external auditors, combined with increasing environmental and gender sensitivity. Striving for higher performance is to be achieved through improved organizational structure and management towards meeting international standards (ISO). Crucially, the role of civil society, especially that of nongovernmental organizations, has to be decidedly more pro-active in light of the more qualitative phase of development emerging in Albania. In this busy external working environment, Co-PLAN is venturing into fresh grounds and bridging new partnerships, however, remaining steadfast to its proven professional integrity and civic values. Co-PLAN is seeking new ways to boost local cooperation and institutional development, apart from customary pilot models and sector strategies. To this end, a new project NET Network for Exchange and Training was promoted last year. Finally, the Annual Report is a moral and legal obligation to our target groups, partners and donors, and public in terms of transparency and commitment to development.

**TE DASHUR LEXUES**

Co-PLAN u krijuar nga një projekt i vleresuar me çmimin nderkombetar te praktikave me të mira 10 vjet me pare, dhe ne 1997 u zyrtarizua si organizate ne Gjykatën e Tiranës. Rrugetimi i Co-PLAN gjatë këtyre viteve shenon arritje pozitive ne Shqipëri, Kosovë dhe me gjere ne rajon. Co-PLAN u ngrit nga një strukturë e vogël me veprimtari ne zhvillimin me baze komuniteti ne një institucion profesional, joqeveritar me emer që sot arrin te influencoje pushtetin qendror dhe lokal, si dhe agjensite kryesore te huaja te zhvillimit ne Shqipëri ne cështjet qe prekin planifikimin vendor dhe bashkiak, menaxhimin urban dhe mjedisor, qeverisjen me pjesemarrje dhe decentralizimin, zhvillimin organizativ dhe konsulencë, bashkepunimin ne rrjet, avokatesi dhe lobim. Aktiviteti i Co-PLAN eshte financuar kryesisht nga agjensitë holandeze të zhvillimit si Cordaid dhe me pak nga Novib, si dhe nga Qeveria Holandeze dhe organizma te tjere si Banka Botore. Ne 2004 Qeveria Austriake behet një donator i rendesishem per Co-PLAN. Megjithate, duke pasur parasysh zhvendosjen e priorititetit te donatoreve, deri largimin e tyre nga Shqipëria, Co-PLAN i ka kushtuar vemandje rritjes se te ardhurave nga burimet lokale dhe diversifikimit te tyre. Ne kete drejtim, mesatarisht 25 perqind e kostove të projekteve jane mbuluar nga burime lokale si komunitetet dhe autoritetet vendore. Co-PLAN perfaqeson sot një organizate te qendrueshme dhe dinamike me një ekip mbi 20 anetare te specializuar ne fusha te ndryshme, me një strukturë funksionale, sistem te studiar menaxhimi dhe një sistem financier transparent dhe te perqejgjishem te provuar nga auditues te certifikuar nderkombetare, pershkuar nga një ndjeshmeri e larte mjedisore dhe barazi gjinore. Perpjekjet per rezultate me te larta janë pjese e punes se perditsme nepermjet menaxhimit dhe struktura organizative per te arritur standartet nderkombetare (ISO). Shqipëria po hyn ne një fazë te re me cilesore zhvillimi ku roli i shoqerise civile, sidomos nepermjet organizatave joqeveritare, duhet te jete vendimtar. Ne kete mjedis qe ndryshon me shpejtesi, Co-PLAN perpiqet te pozicionohet sa me drejt duke krijuar partneritete ne terrene te reja pune, por megjithate duke ruajtur integritetin profesional dhe vlerat qytetare te deshmuanë gjatë këtyre viteve. Ne perputhje me keto zhvillime, Co-PLAN synon te coje me tej bashkepunimin dhe zhvillimin institucional, krahas realizimit te modeleve pilot dhe hartimit te strategjive sektoriale. Me kete synim, vitin e kaluar u ngrit NET Rrjeti per Shkembim dhe Trajmin. Ne perfundim, Raporti Vjetor eshte një detyrim yni moral dhe ligjor ne drejtim te transparencës dhe angazhimit per zhvillimin ne vend kundrejt grupeve te synuara, partnereve dhe donatoreve tone.

## HIGHLIGHTS 2004

Conference Governance for Change. This 2-day conference organized in April in collaboration with the US Embassy discussed trend issues of corporate responsibility and public-private partnership in Albania. The conference drew nearly 200 representatives from the main regions of country, with a concluding panel discussion aired on TV.

View from conference panel



Conference "City of Tomorrow? Strategies for Successful Governance". Hosted by the Elbasan Municipality within the EGUG II Program, this national conference brought for discussion issues of municipal territory administration, viable strategies, and the management of information, which were beneficial to many participants from various regions and municipalities.

Albanian Leadership Award. The leadership award was introduced by Co-PLAN/NET in recognition of the best performing individuals and institutions from local government, private business, civil society, and media sectors. The awards for 2004 went respectively to the Municipality of Tirana, Gintash Construction Company, EkoLevizja, and Teuta television. The ceremony organized on the World Urbanization Day, November 8, was followed by the projection of the world-famous documentary film "*Life in Transformation*".

Mayor Edi Rama picking the local government award



## Co-PLAN ne 2004

Konferenca Qeverisje per Ndryshim. Organizuar ne Prill ne bashkepunim me Ambasaden e ShBA ne Tirane, ne kete konference kombetare 2-ditore u shtruan per diskutim disa nga ceshtjet themelore lidhur me perjegjishmerine sociale te sektorit privat dhe partneritetin publik-privat ne Shqiperi. Ne konference moren pjesë afro 200 pjesemarres nga rajonet kryesore te vendit. Paneli mbyllës i konferencës u transmetua ne televizion.

Pamje nga nje prej tryezave te diskutimit



Konferenca "Oyteti Nesor? Strategji per Qeverisje te Suksesshme". Organizuar nga Bashkia Elbasan ne kuadrin e programit EGUG II, kjo konference kombetare trajtoi ceshtje te zhvillimit te pushtetit vendor, si administrimi i territorit, strategji te zbatueshme, dhe menaxhimi i informacionit. Konferenca kishte një pjesemarrje te gjere kombetare

Cmimet e Lidershipit Shqiptar. Kjo eshte një tradite e re e Co-PLAN/NET me qellim promovimin e pervitshem te personaliteteve apo institucioneve qe sjellin ndryshime pozitive nga qeverisja vendore, sektori privat, shoqeria civile, dhe media. Cmimet per vitin 2004 iu dhane perkatesisht Bashkise se Tiranës, Firmes se Ndertimit "Gintash", shoqates EkoLevizja, dhe TV Teuta. Ne aktivitetin e organizuar ne Diten Boterore te Urbanizimit (8 Nentor), Co-PLAN shfaqi gjithashtu filmin dokumentar "Jete ne Transformim", si apel mbi pasojat e urbanizimit global.

Xhemal Mato terheq cmimin per shoqerinë civile



Prize "Fisnikeria Tiranase". Tirana Association awarded Co-PLAN with the prize "Fisnikeria Tiranase" for its special contribution, with studies and publications, beneficial to the urban development of Tirana. In the ceremony, also the book "*Tirana, the Challenge of Urban Development*" by Co-PLAN was promoted.

Chairman of Tirana Association handing the award to Co-PLAN



Platform of Territory Administration and Good Governance. The conceptualization of this platform marks a momentous event in the development of Co-PLAN. The platform outlines a whole reform in the area of urban governance and planning in Albania. The platform was presented through a series of open meetings to the local actors drawing considerable attention at political level.

View from public presentation of platform



Open Public Day. In this annual event aiming at public transparency, Co-PLAN presented its Annual Report, along with the *legalization strategy of informal settlements*. Guests included high state officials from ministries and local governments, political leaders, partners, donor organizations, projects' beneficiaries of Co-PLAN, and media, who also were shown the documentary film *Jete Paralele* about the Co-PLAN.

Presenting the strategy of regularization of informal areas



Titulli "Fisnikeria Tiranase". Nderimi me kete titull nga Shoqata Tirana eshte ne vleresim te Co-PLAN per "kontributin e vecante me studime dhe botime, ne dobi te zhvillimit urban te qytetit te Tiranes". Ne ceremonine e organizuar me kete rast u promovua libri "Tirana, Sfidat e Zhvillimit Urban", botuar nen kujdesin e Co-PLAN.

Certifikata "Fisnikeria Tiranase" dhene Co-PLAN



Platforma mbi Administrimin e Territorit dhe Qeverisjen e Mire. Hartimi i kesaj plafome shenon nje moment te rendesishem ne zhvillimin e Co-PLAN. Platforma propozon nje reformim te per gjithhem ne fushen e qeverisjes urbane ne Shqiperi. Shpallja e kesaj plafome nxiti interesin e partive politike ne vend dhe nje debat te rendesishem ne nivele te larta politike.

Nevoja e administrimit te territorit ne zonat informale



Dita Publike e Co-PLAN. Ne kete takim te hapur me synim per nje transparence sa me te gjere, Co-PLAN njuhu paraqiti Raportin Vjetor dhe strategjine e propozuar per legalizimin e ndertimeve informale. Perfaquesues nga qeveria dhe pushteti vendor, drejtues politike, partnere dhe donatore, perfitues te projekteve dhe media u njohen gjithashtu me filmin dokumentar *Jete Paralele* mbi filozofine e punes se Co-PLAN.

Participants in the open public day



ENHR Conference Book Promotion. *Making Cities Work* by Co-PLAN is the official publication of the 2003 conference conclusions under the same title of the European Network of Housing Researchers (ENHR) in Tirana. In the promotional, Co-PLAN projected the award-winning film *Le Peuple Migrateur (Winged Migration)* to make an appeal for wildlife and environment.

NGO Roundtable. In 2004, the NGO sector was consolidated by coming together to discuss common issues like transparency, legitimacy and ethics. Co-PLAN was in the forefront of this roundtable which involved some 100 sector representatives in 6 rounds. The continuity of this interesting new phase in 2005 can ensure a greater sector sustainability.

Prayers Morning for the Tolerance among religions. In commemoration of the 9/11 day, Co-PLAN organized a special ceremony which drew more than 100 people, including high governmental officials and religious leaders. The new book *Never Forget* published by Co-PLAN/NET was also promoted that day.

Religious and gov.  
personalities  
in the ceremony



World Urban Forum II in Barcelona. Co-PLAN experience with community-based improvement was represented as a best practice in a special session of the World Urban Forum II held in Barcelona in September.

Vienna OSCE/Habitat Declaration. In October, Co-PLAN was invited in the position of regional expert to contribute to the drafting of Vienna OSCE/Habitat Declaration on the legalization of informal constructions in SEE, which was signed by all Balkan countries.

Meeting with international authorities. Several meetings to mention such as with the Dutch/EU Foreign Minister, State Department and US government officials, were also important for Co-PLAN's international agenda in 2004.

Promovimi i librit te Konferences se ENHR. Co-PLAN/NET promovuan botimin *Qytetet, Motorre te Zhvillimit* (Anglisht), nje permblehdje e konferences te ENHR (Rrjeti Evropian i Studiuesve te Strehimit) organizuar ne 2003 nga Co-PLAN. Aktiviteti u pasua me shfaqjen e filmit dokumentar *Migrim me Krahe*, si apel i Co-PLAN per mjesin dhe natyren.

Tryeza e OJO-ve. Ne saje te organizimit te ketij cikli tryezash, sektori i organizatave joqeveritare arrii te forcoje transparencen, legjimitetin dhe etiken. Co-PLAN ka qene ne krye te ketij procesi, ku jane perfshire 100 perfaquesues te sektorit ne 6 tryeza. Vazhdimesia e kesaj faze eshte pritur me interes edhe ne 2005, duke premtuar keshtu nje gendrueshermi me te madhe te sektorit.

Mengjes Lutjesh per Tolerances Fetare. Ne shenje nderimi ndaj ngjarjeve te 11 Shtatorit ne SHBA, Co-PLAN organizoi nje ceremoni lutjesh ne te cilen moren pjese mbi 100 perfaquesues, perfshire zyrtare te larte shteterore dhe drejtues fetare. Me kete rast, u promovua gjithashtu libri "Mos Harroni" i botuar me iniciative te Co-PLAN/NET.

Qirinje e paqes  
ne perkujtim  
te viktimate



Forumi II Boteror Urban ne Barcelone. Ne Shtator, Co-PLAN ishte i pranishem me pervojen ne permiresimin me baze komunitare e cila u prezantua si nje nga praktikat me te mira gjate séances speciale ne Forumin II Boteror Urban te zhvilluar ne Barcelone.

Deklarata OSCE/Habitat ne Viene. Ne Tetor, Co-PLAN ishte i ftuar ne Viene ne pozicionin e ekspertit rajonal per te ofruar kontributin e vet ne hartimin e Deklarates OSCE/Habitat mbi legalizimin e ndertimeve informale ne Evropen Juglindore, e nenshkuar nga te gjithe vendet ballkanike.

Takime me autoritete te larta nderkombetare. Ne 2004, Co-PLAN ka patur disa takime te rendesishme me nivele te larta, perfshire ketu Ministrin e Jashtem Hollandez/BE, Departamentin e Shtetit dhe zyrtare te qeverise Amerikane, etj.

NET, Network for Exchange and Training. In early 2004, Co-PLAN and Cordaid committed to organizational/institutional development in Albania through the establishment of NET, Network for Exchange and Training as a resource and training center.

Enabling Good Urban Governance II Program. In February 2004, the Enabling Good Urban Governance Program (EGUG II) kicked off with its second implementation phase in two major municipalities of Elbasan and Fier, selected on a competitive basis among 20 municipalities during the application phase.

Keneta Upgrading and Integration Project in Durres. Also, in early 2004 Co-PLAN and Cordaid undertook an upgrading initiative in Keneta Informal Area in Durres. The Austrian Development Agency joined the project.

Berat Tourism Promotion Project. Berat's tourism development is yet another project initiated in 2004 by Co-PLAN with own resources. Soros Foundation showed interest to finance the project.

NET, Rrjeti per Shkembim dhe Trajnim. Ne fillim te vitit, Co-PLAN dhe Cordaid, Hollande moren angazhimin e perbashket ne fushen e zhvillimit organizativ/institucional ne Shqiperi duke themeluar NET, Rrjeti per Shkembim dhe Trajnim, e cila eshte nje qender burimore dhe trajnimesh.

Programi "Per Nje Qeverisje te Mire Urbane" (EGUG II). Ne Shkurt nisi faza e zbatimit te programit Per Nje Qeverisje te Mire Urbane ne dy bashkite Elbasan dhe Fier, te cilat u perzgjodhen nga nje proces konkurimi i hapur ndermjet 20 bashkive te tjera gjate fazes se aplikimit.

Projekti i Permiresimit dhe Integrimit te zones Keneta ne Durres. Ne fillim te vitit, Co-PLAN dhe Cordaid ndermoren nje iniciative per permiresimin fizik te zones informale te Kenetes ne Durres. Projektit iu bashkua me vone Agjensia Austriake e Zhvillimit.

Projekti i Turizmit ne Berat. Gjate 2004, Co-PLAN nisi me burimet e veta nje projekt te vecante per zhvillimin e turizmit ne Berat, nisme e cila u mbeshtet me pas financiarisht edhe nga Fondacioni Soros.



Dream and High Risk  
*Enderro dhe rreziko*

ANNUAL REPORT  
**2004**  
RAPORTI VJETOR



# THE ORGANIZATION

## Organizata



**Co-PLAN**

INSTITUTE FOR HABITAT DEVELOPMENT  
INSTITUTI PER ZHVILLIMIN E HABITATIT



# THE ORGANIZATION

## Organizata

Co-PLAN develops and promotes new approaches to managing (urban) development in Albania and wider in the Balkan region. The core purpose and services of Co-PLAN go in favour of the values of advocacy and integrity. Co-PLAN defends first of all the interests of peoples and communities. On top of this, Co-PLAN supports good governance, believing strongly to the professional integrity, honesty and transparency.

### Mission & Vision

Co-PLAN is a non-for-profit, non-religious, non-political organization that works to achieve a democratic and prosperous Albania, where

- the citizens have the power to improve their own lives;
- the government serves the needs of its citizens;
- and there is a high standard of living conditions for the citizens.

With its high educated professionals, and the combination of practical experience and idealism, Co-PLAN is able to make a real change for the future of Albania.

### Strategy

By building capacities at the local and central levels of governance, and by empowering citizens in concrete situations, Co-PLAN shows that citizens are capable of regaining the power over its own situation. By sharing information with others Co-PLAN wants to exchange knowledge, experience and expertise for mutual beneficiary reasons.

Instruments that are used for the strategy are:

- projects on improvement of living conditions of citizens in urban areas;
- consultancy for governance, NGO's and communities;
- trainings and workshops for governance, NGO's, businesses and communities;
- publications and conferences for relevant governances, organizations, students and scientists;
- influence policy making and public opinion.

### Target groups

- Co-PLAN works primarily for the empowerment of the citizens, especially in the selected and most in need urban communities;
- Build capacities and consult central and local governances on how to properly serve citizens, it is regarded as a necessary intermediate step to be taken;
- Several foreign donors finance Co-PLAN's work, but Co-PLAN will try more and more to find financial support within the Albanian government and communities;
- Knowledge and experience is shared with relevant NGO's and other development agencies active in Albania;
- The public opinion is being influenced regarding the role of the civil society and the governance in Albania.

Co-PLAN zhvillon dhe promovon metoda te reja per menaxhimin e zhvillimit (urban) ne Shqiperi dhe me gjere ne rajonin e Ballkanit. Oellimi dhe sherbimet kryesore te Co-PLAN jane ne favor te vlerave te advokimit dhe integritetit. Pikesepari, Co-PLAN mbron interesat e njerezve dhe komuniteteve. Pervec kesaj, Co-PLAN eshte ne mbeshtetje te qeverisjes se mire, me nje besim te forte ne integritetin profesional, ndershmerine dhe transparencen.

### Misioni & Vizioni

Co-PLAN eshte nje organizate jofitimpruese, jofetare, jo-politike qe punon per te arritur nje Shqiperi demokratike qe zhvillohet, ku

- qytetaret kane pushtet per te permiresuar jetesen e tyre;
- qeveria i sherben nevojave te qytetareve te saj; dhe
- ekziston nje standart i larte i kushteve te jeteses per qytetaret.

Co-PLAN eshte ne gjendje qe duke nderthurur pervojen praktike me idealizmin, me profesionistet e saj te specializuar te sjelle nje ndryshim konkret per te ardhmen e Shqiperise.

### Strategjia

Co-PLAN ka deshmuar se duke formuar kapacitetet qeverisese ne nivelet vendore dhe qendrore dhe fuqizuar qytetaret konkretisht, qytetaret jane ne gjendje te rifitojne pushtet mbi situaten e tyre. Me ane te shkembimit te informacionit, Co-PLAN eshte per ndarjen e njojurive, pervojes dhe ekspertizes per perfitim te ndersjelle. Mjetet ne funksion te strategjise jane:

- projekte permiresimi te kushteve te jeteses se qytetareve ne zonat urbane;
- konsulence per strukturat e qeverisjes, OJQ dhe komunitete;
- trajnime dhe workshopes per strukturat perkatese te qeverisjes, organizata, studente, dhe studjues.
- botime dhe konferanca per hallka qeverisjeje, organizata, studente dhe studiues te interesuar;
- Influencim politikash dhe opinioni publik

### Grupet e synuara

- Co-PLAN punon pikesepari per fuqizimin e qytetareve, sidomos ne zona urbane te perzgjedhura dhe ne nevoje;
- Zhvillon kapacite dhe konsulton nivelet e qeverisjes vendore dhe qendrore per menyren e sherbimit te duhur ndaj qytetareve, qe konsiderohet si nje hap i nermjetem i domosdoshem per tu ndermarre;
- Disa donatore te huaj financojne punen e Co-PLAN, por Co-PLAN do te shtoje perpjekjet per te gjetur financim nga qeveria dhe komunitetet;
- Njohurite dhe pervaaja ndahen me OJQ dhe agjensi te tjera zhvillimi qe veprojne ne Shqiperi;
- Co-PLAN luan rol ne influencimin e opinionit publik lidhur me rolin e shoqerise civile dhe qeverisjen ne Shqiperi.



## ORGANIZATIONAL DEVELOPMENT

# 2004

## ZHVILLIMI ORGANIZATIV

Co-PLAN is in pursuit of new ways to improving the quality of work and organizational environment, towards an organization *par excellence* that meets international standards (ISO). To this end, the Annual Reflection, Evaluation and Planning Workshop of the organization is important for the staff members to exchange information on their activities and look where the organization stands and must head for.

As evaluators noted in 2004: Co-PLAN is meeting the challenge of growth and in response, a new organizational model is emerging based on a group of highly professionally competitive individuals, who are knowledgeable of management and able to group and re-group into smaller units that would be capable of carrying out in an almost utterly independent fashion all the "vital functions" of the organization. Such a model, coupled with the social character of work, prevails most of the staff perception.

Co-PLAN mbetet vazhdimesht i perkushtuar ne kerkim te menyrave te reja per permiresimin e cilesise se punes dhe klimes organizative, drejt nje organizate *par excellence* e standarteve nderkombetare (ISO). Me kete qellim, cdo vit Co-PLAN organizon Takimin e Refleksionit, Vleresimit dhe Planifikimit te Organizates, ku pjesetaret e organizates informohen mbi aktivitetet dhe analizojne te ardhmen e organizates.

Sic permendet nga vleresuesit ne 2004: Co-PLAN duhet te perballat me sfiden e rritjes dhe po leviz drejt nje modeli te ri krijuar nga nje grup individesh tejet konkuries profesionalisht, por njeherazi edhe me njohuri te gjithanshme per menaxhimin, te cilet jane ne gjendje te bashkohen e ribashkohen ne qeliza te vogla te afta te kryejne ne menyre pothuaj te pavarur praktikisht te gjitha "funkzionet jetike" te organizates. Nje model i tille i shoqeruar me vazhdimin e punes me karakter social eshte edhe perceptimi i shumices se stafit.

## ACHIEVEMENTS

# 2004

## SUKSESET

- Year of professional maturity, growth and organizational strengthening, with more staff, projects and financing;
- Improved networking and public relations; NGO roundtable, services and media.
- Adapt to the country/sector situation with flexibility, by improvising with creativity and intuition;
- More impact in politics and government level , maintaining independence and reputation;

- Vit i maturimit, rritjes profesionale dhe forcimit organizativ, me me shume staf, projekte dhe financime te arritura;
- Intensifikim i punes ne rrjet (networking) dhe marredhenieve me publikun; tryze e rrumbullaket me OJQ, sherbime dhe media;
- Vezhgim i situateve se vendit/sektorit me fleksibilitet, duke vepruar me aftesi dhe intuite;
- Pjesemarrje konkrete ne rang politik dhe qeverisje, pa humbur pavaresine dhe reputacionin;

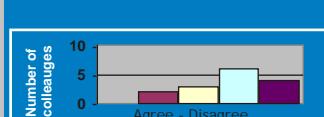
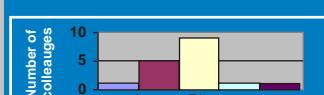
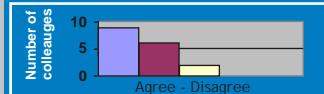
### Vision

"Co-PLAN as a leading NGO in 2010?  
Co-PLAN nje OJQ lider ne 2010?"

"Work more with Central Government?  
Te punohet me shume me Qeverine?"

"Take over/replace the role of counties?  
Mbizoterm mbi rolin e Qarqeve?"

### Vizioni



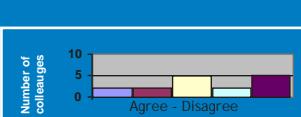
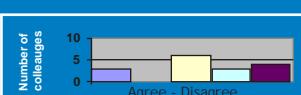
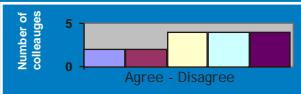
### Future of Staff

" I like to work with business sector?  
Me pelqen te punoj me sektorin e biznesit?"

" I like to work with Government sector?  
Me pelqen te punoj me sektorin qeveritar?"

" I like to work with another NGO?  
Me pelqen te punoj me nje OJQ tjeter?"

### Vazhdimesia e stafit



### EVALUATION OF ORGANIZATION

# 2004

### VLERESIMI PER ORGANIZATEN

The external evaluation describes the various organizational aspects like communication, structure, motivation, willingness (and ability) to change, in this way:

- The staff interviewing showed an open, committed, and productive staff, capable of responding to "non-standard" questions as well;
- Co-PLAN in 2004 is "an organization showing a high degree of vitality and experiencing a fast growth"
- the organization is growing appreciably quantitatively, owing to the need to manage bigger projects, but also due to a staff policy aiming at the sustainability of organization;
- The diversity of staff has increased in qualitative terms of age, professions, previous work experiences, personal characteristics compared to an almost homogenous organization at creation.
- The 360° method of performance evaluation by peers, supervisors and self-evaluation shows the desire to measure against "hard" indicators such as quantity and quality of work rather than those "soft" like communication, commitment, etc.

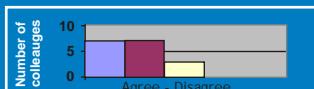
*Ja si vleresohet organizata nga ekspertet e jashtem lidhur me aspekte te ndryshme te jetes organizative si komunikimi, struktura organizative, motivimi, deshira (dhe aftesi) per ndryshim, etj:*

- nga vlerësimi i klimës së intervistave rezulton se përpara vlerësuesve u paraqit një staf i hapur, i përkushtuar, prodhues, dhe i aftë tu përgjigjej edhe pyetjeve "jo standarde".
- Gjate 2004, Co-PLAN eshte "nje organizate qe demonstron nje dinamike te larte dhe perjeton nje rritje te shpejte".
- Organizata po rritet ndjeshem nga pikepamja sasiore, rritje qe ka ardhur si nevoje e manaxhimit te projekteve te medha qe po vihen ne jete, por edhe si rezultat i nje politike personeli qe ve theksin tek vijimesia e organizates.
- Nga ana cilesore, eshte rritur ndjeshem diversiteti i stafit per sa i perket moshave, profesioneve, pervojaqe ne punë te meparshme, dhe karakteristikave vetjake, krahasuar kjo me organizaten pothuajse homogjene ne lindjen e saj.
- Vleresimi i punes se stafit nepermjet skemës se vleresimit te trefishte te cdo pjesetari te organizates - nga koleget e skuadres, nga eprori, dhe vetevleresimi - flet per deshiren per t'u matur me parametra "te forte" sic eshte sasia dhe cilesia e punes e me pak me ata "te bute" si komunikimi, perkushtimi, etj.

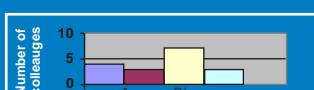
#### Working Attitude

" I like the work I do most?  
Me pelgen puna  
qe bej me shume?

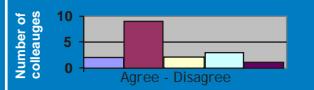
#### Ondëni ndaj Punes



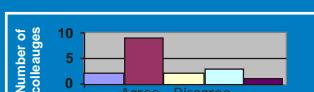
" Preferably work  
from 08.00-17.00?  
Prefroj punen  
brenda 08.00-17.00?



" I am an idealist?  
Jam idealist?



" I work with Co-PLAN  
because they pay good?  
Punj me Co-PLAN  
sepse paguhet mire?



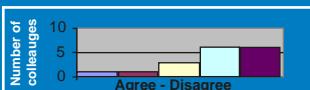
#### Moral Integrity of Staff

" I dont mind how politicians  
enrich, as far they do their job?  
S'mi ben pershtypje se si  
pasurohen politikanet, per sa kohe  
qe e realizojne detyren e tyre?

#### Integriteti Moral i Stafit



" I do not mind to work  
with corrupt people?  
Se kam problem te punoj  
me njerez te korruptuar?



" All Albanians are corrupt  
in one way?  
Te gjithe shqiptaret jane  
te korruptuar ne njefare menyre?



" Dutch are as corrupted  
Albanians?  
Hollandezet jane njelloj  
te korruptuar si shqiptaret?





Co-PLAN's PERFORMANCE is founded on: **2004** PERFORMANCA e Co-PLAN e ka burimin:

- the mission of organization, which is a guide as well as an operative orientation towards the ends of the organization;
- The efficient organizational structure which is daily upgraded to keep up with the development of organization;
- the culture of organization and the values shared by its members, to mention honesty, commitment, and transparency;
- a high-quality leadership that demonstrates prudence and courage for change.

- tek misioni i organizates, i cili perben nje udherrefyes te mirefillte dhe orientim per arritjen e qellimeve te organizates;
- ne ngritjen e nje strukture efikase organizative eficiente qe perditesohet duke mbajtur hapin me zhvillimin e organizates;
- ne kulturen e organizates dhe vlerat qe nga anetaret e saj, sic mund te permenden ndershmeria, perkushtimi, dhe tejpashmeria;
- ne cilesine e larte te udheheqjes dhe aftesine parashikuese e kurajen per ndryshim qe ajo demonstron

POINTS OF IMPROVEMENT

**2004**

CESHTJE PER PERMIRESIM

- efficiency and over-timing balance
- local funding mobilization
- greater use of the manual of procedures
- Follow-up of the agreed internal environmental policy
- need to develop a gender policy.

- eficenza dhe puna me orar te zgjatur
- mobilizimi i financimeve lokale
- shfrytezimi me i mire i manualit te procedurave te organizates
- vazhdimesia e zbatimit te politikes mjedisore te organizates
- nevoje per te zhvilluar nje politike gjinore te organizates

Now that I am very soon leaving Albania, I would like to let you know how much I have appreciated working with Co-PLAN these past four years. For the Embassy and myself, Co-PLAN is the best imaginable symbol of successful co-operation, as well as of Albania's hope for the future. Moreover, the fact that Co-PLAN has a little of Dutch blood, injected through previous support and training programmes, represents a source of pride for us. Whenever outsiders lament the underdevelopment of Albania's civil society, we can point at Co-PLAN as proof of opposite! If Albania had a lot more Co-PLAN's, European integration would be a secure perspective.

Farewell Letter of Dutch Ambassador Hans Blankenberg to Co-PLAN, June 23, 2004

Ne prag te largimit tim nga Shqiperia, deshiroj t'ju shpreh vleresim tim te larte per bashkepunimin me Co-PLAN gjate kater viteve te fundit. Per mua dhe Ambasaden, Co-PLAN mbetet simboli me i mire i bashkepunit te suksesshem qe mund te imagjinohet, si dhe i shpreses se Shqiperise per te ardhmen. Aq me teper eshte nje burim krenarie per ne fakti qe Co-PLAN ka paksa gjak hollandez, te injektuar nepermjet mbeshtetjes dhe programeve te meparshme te trajnimit. Sa here qe te huajt te ankojen per zhvillimin jo ne nivelin e duhur te shoqerise civile shqiptare, ne mund t'i tregojme Co-PLAN si prove per te kunderten! Sikur Shqiperia te kishte shume me teper te tille si Co-PLAN, integrimi evropian do te ishte nje perspektive e sigurte.

Nga letra e Ambasadorit Holandez Hans Blankenberg drejtuar Co-PLAN, 23 Qershor 2004.

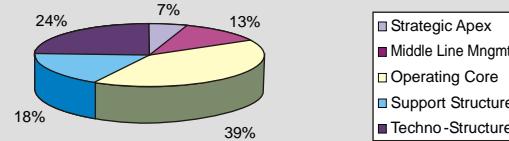
## Organizational Time Distribution Shperndarja Kohore e Punes se Organizates

### 2002

Considerable investment made in staff capacity building during 2002, which explains the high middle line management as well as support and techno structures, and reduced operational time to 40%. Not a typical year.

*Viti 2002 shenoj njat investime per kualifikimin e stafit, gje qe spjegon edhe perqindjet e larta te zerave te manaxhimit te ndermjetem dhe te strukturave mbeshtetese e tekniqe, dhe reduktimin e kohes operacionale ne 40%. Nuk eshte nje vit tipik i Co-PLAN.*

Mintsberg Mushroom

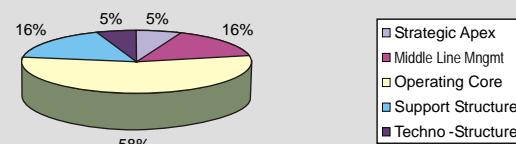


### 2003

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 ekpit eshte rritur deri ne 60%, nderkohe qe eshte krijuar me shume balance me zerat e tjere te modelit Mintzberg. Kjo eshte rezultat i drejtoperdrejtje i menaxhimit me te mire te brendshem dhe investimit per trajnim nje vit me pare.*

Mintsberg Mushroom

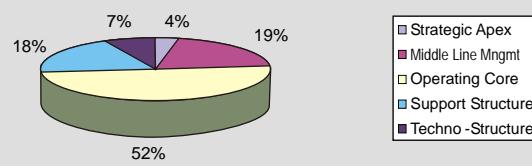


### 2004

In 2004, the same time distribution pattern as in 2003 was maintained. The operational time to run the development projects remained the core component with slightly over 50%, and the other components have changed accordingly.

*Gjate 2004, Co-PLAN ka patur pothuaj te njejtin model te ndarjes te kohes si ne vitin 2003, qe tregon se me shume kohe operacionale i eshte kushtuar komponentit baze te zbatimit te projekteve; te tjerat kane pesuar ndryshime te pakta.*

Mintsberg Mushroom

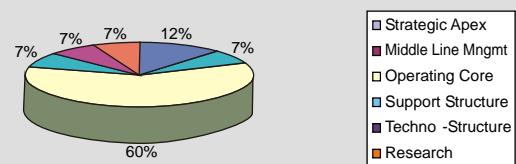


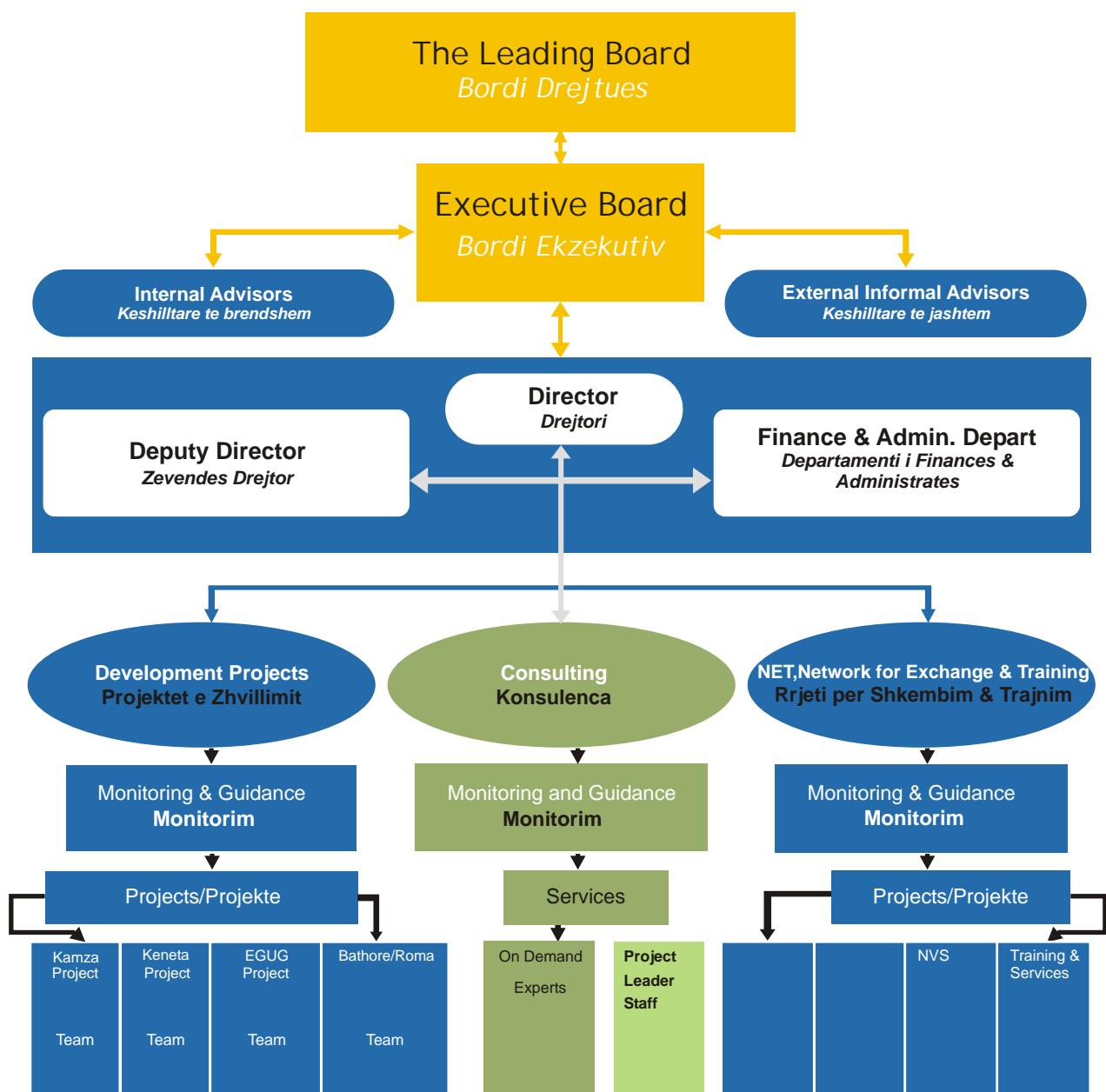
### Forecast 2005 Parashikimi

The planned operational time in 2005 will remain the same; also in balancing out the other components, more time is to be given to strategic apex as well as free research.

*Gjate 2005, koha operacionale parashikohet te mbetet e pandryshuar, kurse nepermjet nje shperndarje me te barabarte te zerave te tjere do t'i kushtohet me shume kohe drejtimit strategjik dhe vecanerisht studim-kerkimit shkencor.*

Mintsberg Mushroom





Co-PLAN'S organizational chart in 2004

Skema organizative e Co-PLAN NE 2004

## LEADING BOARD

Graduated from the Faculty of Natural Sciences, Tirana University, majored in mathematics. Lectured at Tirana University and Agricultural University of Tirana. Specialized in Germany in mathematics. Postgraduate studies in business administration. Since 1995, project coordinator of GTZ (German Technical Cooperation) in Albania. Solid experience as organizational/institutional development expert. Currently, advisor to several foreign/local development agencies in Albania. Certified expert in moderation, training and project evaluation. Since 1999 external advisor of Co-PLAN and since 2002 Chairman Leading Board.



Sokol Celo  
Director of the Leading Board  
*Drejtor i Bordit Drejtues*

Project director of SOROS (Open Society) Foundation for Albania). Graduated from the Faculty of Natural Sciences, Tirana, University majored in physics. Specialized in USA for library administration and management. Former secretary of Central Committee for Youth, and director of the National Library. Founder of 'Reflections' NGO. Authorship of several published articles against violence, trafficking and related issues of Albanian woman. Representative of Albanian women movement in many national and international conferences. Chairperson of the Leading Board of Albanian Civil Society Foundation. Advisor of Co-PLAN since 1999, and member of its Leading Board since 2002.



Valdet Sala  
Member of the Leading Board  
*Anetar i Bordit Drejtues*

Dutch-born and raised in Rotterdam. Studied social geography and town/country planning at Nijmegen University. Researcher at the 'Economic Institute' of the same institution by early 80s. 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 setting up 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)



Sef Slootweg  
Member of the Leading Board  
*Anetar i Bordit Drejtues*

## BORDI DREJTUES

Diplomuar ne Fakultetin e Shkencave te Natyres, Universiteti i Tiranes, dega matematike speciale. Ka punuar si pedagog prane Universitetit te Tiranes dhe Universitetit Bujgesor. Specializuar per matematike ne Gjermani. Ka kryer studime pasuniversitare ne administrim-biznes. Nga 1995 eshte koordinator projektesh me GTZ (Kooperimi Teknik Gjerman). Pervoje e konsoliduar si ekspert ne ceshtjet e zhvillimit organizativ dhe institucional. Konsulent i jashtem per organizata zhvillimi te huaja dhe vendase qe operojne ne Shqiperi. 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 Shqiperine.

Diplomuar ne Fakultetin e Shkencave te Natyres, Universiteti i Tiranes, dega fizike speciale. Specializuar ne SHBA per administrimin dhe menaxhimin e bibliotekave. Ish sekretare ne Komitetin Qendror te Rinise, dhe drejtore e Bibliotekes Kombetare ne Tirane. Themeluese e Shoqates "Refleksione". (Bashke)autore ne shume artikuj te botuar ne lidhje me dhunen, trafikun dhe ceshtje te tjera te gruas Shqiptare. Ka perfaqesuar levizjen e gruas ne shume konferanca kombetare e nderkombetare. Kryetare e Bordit te Fondacionit Shqiptar te Shoqerise Civile. Anetare e Bordit Keshellimor 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 Universitetitine

Nijmegen. Studiues shkencor prane 'Institut Ekonomic' te ketij universiteti gjate viteve 80-te. Gjate 1985-1991, punoi me 'Grupi i Punës 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; rinnovimi urban; strehimi social; metoda e pjesmarrjes se publikut; asistensa ndaj emigranteve; kujdesi per moshat e treta; dhe procesi i tranzicionit ne Europen Lindore. Themelues me 1990 i Fondacionit "Crossover", ku punoi deri me 1995 per shkembimin e eksperiencave te politikave te strehimit ne Europen Lindore dhe Perendimore. Gjate 1995-2001, punoi ne Shqiperi duke bashke-themeluar Co-PLAN si nje 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 qeverine lokale ne Cotonou, Bénin (Afrike)

## The External Advisors

Co-PLAN has also a circle of informal external advisors that evolves over time depending on the issues and actions the organization deals with. Some of Co-PLAN's past and actual external advisors are:

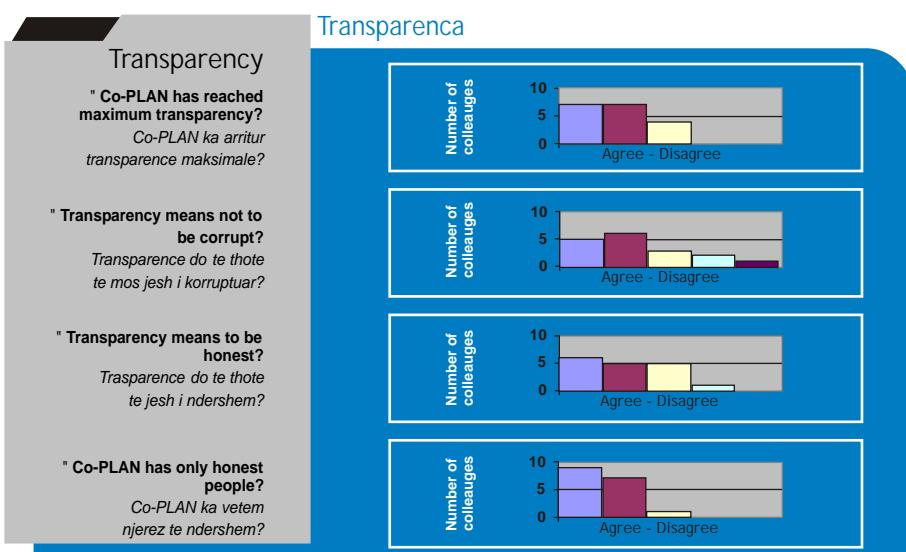
Ilir Fico, Milva Ekonomi, Agron Lufi, Leonora Zaloshnja, John Driscoll, Gavrosh Andoni, Artan Hoxha, Adriaan Hartkoorn, Arben Bakllamaja, Sally Kelling, Fatos Hodaj, Peter Nientied, Michael Hoffman, Genc Ruli, Genc Myftiu, Agron Shehu, Eglantina Gjermani, Astrit Nuri, Bashkim Hoxha, etc.

## Keshilltaret e Jashtem te Co-PLAN

Co-PLAN ka gjithashtu edhe nje reth informal keshilltaresh te jashtem te organizes qe evolon dhe ndryshon ne kohe ne varesi te problematikes dhe veprimeve te organizes. Disa nga keshilluesit e jashtem te Co-PLAN kane gene ose jane:

### TRANSPARENCY

Co-PLAN has grown into a consolidated organization with transparency being a cornerstone of its achieved success. Each year concrete actions are taken to maintain transparency. Internationally acclaimed companies like KPMG annually audit Co-PLAN's finances and procedures. Co-PLAN regularly presents the audit reports to all of its funding institutions and main partners. The publication of the Annual Report, made also available on our website, adds more to transparency. Additionally, Co-PLAN organizes the Open Public Day, an activity meant to share the work achievements with partners, donors, and media. Furthermore, Annual Internal Reflection, Evaluation and Planning Workshop is yet another important tool which enables the organization maintain a clear perspective of its development. Co-PLAN has its own mission, policy and strategy as well as a network of partners, and currently employs over 20 people with a clear staff investment strategy. The success of Co-PLAN is based on a consolidated financial system and clear organizational and management procedures in place, reflected in its own manual of procedures.



### TRANSPARENCA

Co-PLAN eshte nje organizate e qendrueshme ne saje te transparences si nje nga pikat kyce te suksesit te arritur. Veprime konkrete ndermerren cdo vit ne funksion te transparences. Financat dhe procedurat e Co-PLAN kontrollohen cdo vit nga organizata e mirenjohur KMPG. Co-PLAN i paraqit rregullisht raportet financiare te gjithe institucioneve financuese dhe partnerese kryesore te saj. Botimi i raportit vjetor te Co-PLAN eshte nje perpjekje tjeter e rendesishme per transparence, i paraqitur edhe ne fagen e internetit. Co-PLAN organizon cdo vit Diten e Hapur per publikun ku puna e organizates komunikohet para medias, partnereve dhe institucioneve te interesuara. Gjithashtu, organizimi i Takimit te Reflektimit, Vleresimit dhe Planifikimit te Pervitshem te Organizates me te gjithe stafin ka kontribuar ne ruatjen e nje vizioni sa me konkret te organizates. Co-PLAN ka nje mision, politike dhe strategji te peraktuar, si dhe nje rrjet partneresh dhe bashkepunetoresh. Aktualisht, organizata ka mbi 20 punonjes dhe nje politike investimi per ngritjen e nivelit te tyre profesional; gjithashtu, zoteron mjediset e veta te punes, nje sistem finanziar te mirefillte dhe procedura te qarta administrative dhe menaxheriale qe permblidhen ne manualin e procedurave.



KPMG Albania Sh.p.k.

Dë shmoret i 4 Shkurtit  
P.O. Box 8264  
Tirana, Albania

Telephone: +355 4 235532  
+ 355 4 235532  
Telefax: + 355 4 235534

E-mail: gboga@bogalaw.com

Report of the independent auditor to the Director of Co-PLAN Center for Habitat Development

We have audited the accompanying balance sheet of Co-PLAN Institute for Habitat Development ("The Organization") as of 31 December 2004 and the related statements of revenue and expenses and Cash flows for the year then ended .These financial statements are the responsibility of the Organization's management.Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing.Those Standards require that we plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free of material misstatement.An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in these financial statements.An audit also includes assessing the accounting principles used and significant estimates made by management.We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Organization as of 31 December 2004 and the results of its operations and its cash flows for the year then ended, in accordance with the fund-accounting method as described in Note 2.

This report is intended solely for the information and use of the Organization's management and the donors of the Organization and should not be used for anyone other than these specified parties.

KPMG Albania Sh.p.k.

3 June 2005

Tirana



**Raporti i auditit të pavarur për drejtoren e Co-PLAN Instituti per Zhvillimin e Habitimit**

Ne kemi audituar bilancin kontabel te Co-PLAN Instituti per Zhvillimin e Habitimit (Organizata) te dates 31 Dhjetor 2004, bashkengjitur ketti raporti si dhe pasqyren e te ardhurave e shpenzimeve dhe te fluksit te parave, per vitin financiar 2004. Keto pasqyra financiare janë pergatitur nen perqejjesine e organizates. Pergjegjesia jone eshte te shprehim një opinion mbi keto pasqyra financiare bazuar ne auditimin tone.

Ne kemi kryer auditimin tone ne perputhje me Standartet Nderkombetare te Auditimit. Keto standarte kerkojne te planifikojme dhe kryejme auditimin per te arritur nje siguri te arsyeshme mbi faktin nese keto pasqyra financiare permbajne gabime materiale. Nje auditim perfshim ekzaminimin, mbi baza testimi, te evidences qe mbeshtet shumat dhe paraqitjet ne pasqyrat financiare. Nje auditim perfshin gjithashtu edhe vleresimin e parimeve kontabel te perdonura dhe gjykimeve te rendesishme te bera nga menaxhimini. Ne besojme qe auditimi yne siguron baza te arsyeshme per opinionin tone.

Sipas opinionit tone, pasqyrat financiare Japin nje pamje te vertete dhe reale, ne aspektin material, te gjendjes financiare te Organizates me 31 Dhjetor 2004, si dhe te rezultatit te veprimeve te saj te fluksit te parave per vitin qe mbyllte, ne perputhje me metoden "kontabilizim fondesh" sic përshtruhet ne shenimin 2.

Ky raport leshohet vetem per informacion dhe perdonim te menaxhimit te Organizates dhe donatoreve te saj dhe nuk duhet perdonur per asnjë tjeter përvetëse per palet e specifikuara.

KPMG Albania sh.p.k

3 Qershor 2005

Tirane

	31 December 2004 31 Dhjetor 2004	31 December 2003 31 Dhjetor 2003
<b>Assets / Asetet:</b>		
Cash and cash equivalents / Arka dhe Banka	272,217	641,140
Project debtors / Debitore projekti	1,444,057	1,182,810
Other debtors / Debitore te tjere	780	264
Fixed assets, net / Asete fikse, neto	80,859	82,729
<b>Total assets/ Totali i aseteve</b>	<b>1,797,913</b>	<b>1,906,943</b>
 <b>Liabilities, Project funding and Other funds /</b>		
<b>Detyrimet, Fondet e Projekteve dhe Fonde te Tjera</b>		
Liabilities / Detyrimet	10,067	93,940
Project funding / Fondet e projekteve	1,619,147	1,571,032
Other funds / Fonde te tjera	168,699	241,971
<b>Total liabilities / Totali i detyrimeve</b>	<b>1,797,913</b>	<b>1,906,943</b>
 <hr/>		
	<b>2004</b>	<b>2003</b>
 <b>Revenue / Te ardhurat</b>		
Funding from donors / Financuar nga donatoret	723,603	870,698
	723,603	870,698
 <b>Expenses / Shpenzimet</b>		
Program expenses / Shpenzime programi	(676,119)	(925,526)
Administrative expenses / Shpenzime administrative	(40,896)	(63,950)
Allocation to reserve fund / Alokuar te fondi rezerve	(9,962)	(41,582)
	(726,977)	(1,031,058)
 Deficit of revenue over expenses before other income / Deficiti i te ardhurave dhe shpenzimeve para te ardhurave te tjera	(3,374)	(160,360)
 <b>Other income / Te ardhura te tjera</b>		
Interest income / Te ardhura nga interesat	2,576	7,595
Income from other activities / Te ardhura nga aktivitete te tjera	798	152,765
	3,374	160,360
 <b>Result for the year / Rezultati i vitit</b>		

	31 December 2004 31 Dhjetor 2004	31 December 2003 31 Dhjetor 2003
<b>Assets / Asetet:</b>		
Cash and cash equivalents / Arka dhe Banka	132,608	
Project debtors / Debitore projekti	201,750	521,971
Other debtors / Debitore te tjere		
Fixed assets, net / Asete fikse, neto	144,023	114,236
Total assets/ Totali i aseteve	<u>478,381</u>	<u>636,207</u>
 <b>Liabilities, Project funding and Other funds /</b>		
Detyrimet, Fondet e Projekteve dhe Fonde te Tjera		
Liabilities / Detyrimet	4,097	100,000
Project funding / Fondet e projekteve	317,679	421,970
Other funds / Fonde te tjera	156,605	114,237
Total liabilities / Totali i detyrimeve	<u>478,381</u>	<u>636,207</u>
 <b>2004</b>		<b>2003</b>
 <b>Revenue / Te ardhurat</b>		
Funding from donors / Financuar nga donatoret	86,856	13,793
 <b>Expenses / Shpenzimet</b>		
Program expenses / Shpenzime programi	(65,497)	(13,793)
Administrative expenses / Shpenzime administrative	(20,043)	-
Allocation to reserve fund / Alokuar te fondi rezerve	-	-
	<u>(88,537)</u>	<u>(13,793)</u>
Deficit of revenue over expenses before other income /		
Deficiti i te ardhurave dhe shpenzimeve para te		
ardhurave te tjera	(1,681)	-
Other income / Te ardhura te tjera		
Interest income / Te ardhura nga interesat		
Income from other activities / Te ardhura nga aktivitete	653	-
te tjera		
	<u>1,028</u>	<u>-</u>
 <b>Result for the year</b>		
Note: NET Network for Exchange and Training is a new program of Co-PLAN which is seen as a spin-off of Co-PLAN Institute for Habitat Development. Accountability of NET is kept separate from Co-PLAN and based on accrual basis system. The auditing is separate from Co-PLAN's. The auditing of NET will be done by the end of June 2005. The program has started officially in 2004; however, during 2003 a few expenses were done, especially for repairing and maintenance of the office.		
 <b>Rezultati i vittit</b>		
Shenim: NET Rrjeti per Shkembime dhe Trainime eshte nje program i ri i Co-PLAN i cili shihet si nje produkt i Co-PLAN Institutit per Zhvillimin e Habitatit. Kontabiliteti i NET mbahet i ndare nga Co-PLAN dhe bazuar ne sistemin me baze rrjedhese. Gjithashtu, auditimi eshte i ndare nga Co-PLAN. Auditimi i NET do te behet ne fund te Qershor 2005. Programi ka filluar zyrtarisht ne 2004, megjithate, gjate vitit 2003 jane bere disa shpenzime, kryesisht per riparimin dhe mirembajtjen e zyres.		

# PROJECTS Projektet

PASSAGE TO AN INFLUENCING CIVIL SOCIETY  
Pasazh drejt nje Shoqerie Civile me Influence

enabling good urban governance EGUG II  
Drejt nje Qeverisjeje te Mire Urbane

NET, NETWORK FOR EXCHANGE & TRAINING  
Rrjeti per Shkembim & Trajnim

STEPS TOWARD THE URBAN REHABILITATION & INTEGRATION OF COMMUNITIES  
IN THE INFORMALLY DEVELOPED NEIGHBOURHOOD OF KENETA, DURRES

*Hapa drejt Rehabilitimit Urban dhe Integrimit  
te Komunitetit te Zones Informale, Kenete, Durres*

Strengthening Capacities of Communities in Need in Albania  
*Forcimi i Kapaciteteve te Komuniteteve ne Nevoje*

URBAN DEVELOPMENT & ENVIRONMENTAL RE-QUALIFICATION IN THE MUNICIPALITY OF KAMZA  
BY MEANS OF PUBLIC-PRIVATE COOPERATION & CIVIL SOCIETY PARTICIPATION

*Zhvillimi Urban dhe Permiresimi Mjedisor ne Bashkine Kamez  
nepermjet Bashkepunimit Publik-Privat dhe Pjesemarrjes se Shoqerise Civile*

Promoting Tourism and Integrated Regional Development in Berat  
*Promovimi i Turizmit dhe Zhvillimit te Integruar Rajonal ne Berat*

CONSULTANCY  
*Konsulencë*



Name of Project	Duration	Donors	Project Number	
			Donor	Co-PLAN
Passage to an Influencing Civil Society	2000-2003	Cordaid Other	C-432/10010S	P0101-00

Emri i Projektit	Kohezgjatja	Donatore	Numer Projekti	
			Donatori	Co-PLAN
Paasazh drejt nje Shoqerie Civile me Influence	2000-2003	Cordaid te tjere	C-432/10010 S	P0101-00

Financed by Cordaid, this program has been fundamental to the consolidation of Co-PLAN's sustainability and served as a framework for all of its activities during 2000-2003. It enabled Co-PLAN go through the biggest horizontal and vertical expansion. Developing a true partnership with Cordaid, beyond merely a donor-recipient relationship, has led to further creative and proactive actions in favour of strengthening Co-PLAN as organization, developing new products and expanding the market, and importantly, new partnerships. For instance, "Passage" funds leveraged a new upgrading project in the "Keneta" neighbourhood and the EGUG II Programme. More importantly, a new program "Bridging Partnerships", which is the sequel to "Passage", is to start off in 2005 aiming to ensure that Co-PLAN remain a sustainable and independent organization, contributing to strengthening civic society's role in building an inclusive society and bridging partnerships among communities, government bodies and private sector to improve quality of life.

"Passage" should end in 2003, however, due to external factors, it was extended in 2004 to complete some lagging activities. The aim of the "Passage" Program was to increase the influence of civil society over the living environment in a qualitative manner, building on the previous "Roads to a Stronger Civil Society" Project in a more result-oriented manner. The main achievements by the three core program components are:

1. Neighbourhood development model - setting examples of community-based urban development in Co-PLAN project areas:

- transferral of the community-based infrastructure upgrading approach to local authorities.
- Formulation of the Neighborhood Development Agenda (NDA) and its integration into the municipal planning process. NDA was designed to represent the community needs, through a participatory process including 10 thematic groups, 15 action plans and 500 people, steered by the local CBO "Rilindja"

Ky program i finansuar nga Cordaid ka qene vendimtar per forcimin e qendrueshmerise se Co-PLAN, duke sherbyer si nje "ombrelle" per te gjithe aktivitetet e organizates gjate viteve 2000-2003. Nepermjet ketij programi u be e mundur qe organizata te kishte zgjerimin me te madh horizontalisht dhe vertikalisht. Zhvillimi i nje partneriteti pertej lidhjes thjesht donator-perfitues me Cordaid beri te mundur ndermarrjen e veprimeve te metejshme nxite ne dobi te forcimit te stafit te Co-PLAN, zhvillimit te produkteve te reja dhe zgjerimit te tregut, dhe partneriteve te reja. Keti mund te permendim qe nga perdomini ne menyre krijuese i fondev te Programit "Pasazh" u arrit te ndermerreshin dy projekte te reja, "Keneta" dhe Programi EGUG II. Akoma me me rendesi, Programi "Pasazh" do t'i lere vendin programit teri "Mundesimi i Partneriteteve" qe do te filloje ne 2005, me objektiv garantimin e vazhdimesise se Co-PLAN si organizate e qendrueshme dhe e pavarur, qe kontribuon ne forcimin e rolit te shoqerise civile ne ndertimin e nje shoqerie perfshire dhe mundesimin e partneriteteteve ndermjet komuniteteve, strukturave qeveritare, dhe sektorit privat ne drejtim te permiresimit te cilesise se jetes. Programi "Pasazh" pati nje shtyrje te afateve per shkake (faktore) te jashtem dhe vazhdoi gjate 2004 me mbylljen e disa aktivitetave te prapambetura (afati i perfundimit ishte 2003). Programi "Pasazh" kishte per qellim rritjen e influences se shoqerise civile ne nje menyre te cilesishme, duke ecur ne rrugen e projektit te meparshem "Rruga drejt nje Shoqerie Civile te Konsoliduar", me rezultate te prekshme. Arrijet kryesore te programit sipas tre komponenteve te tij kryesore jane:

1. Modeli i Zhvillimit Vendor: krijimi i shembujve te zhvillimit urban me baze komunitare ne zonat e projekteve te Co-PLAN

- kalimi i modelit te permiresimit me baze komunitare te infrastrukture te autoritetet vendore
- Hartimi i dokumentit te Programit te Zhvillimit Vendor, si dhe integrimi ne planifikimin vendor. Dokumenti pasqyron nevojat e komunitetit nepermjet nje procesi pjesemarrjeje me 10



and Co-PLAN.

- coordination and synergy among 10-15 different NGO-s operating in the area through the "Bathore NGO Network". "Bathore 2000" newsletter served as a communication channel for these NGOs with their respective target groups.
- replication in other areas on a demand responsive manner. Using "Passage" funds or through other projects, Co-PLAN managed to replicate this experience in 10 other cities . Over 17 formal requests were submitted by organized community groups, local governments and different agencies. Currently, the urban approach in Bathore is being replicated in the "Keneta" neighborhood in Durres.

### 2. Institutional Development and Networking: strengthening institutional capacity of Co-PLAN for further dissemination of recent urban development approaches to communities as well as to professionals and decision-makers.

- 1 documentary film on the methodology of community-based urban development in Albania was produced;
- More than 10 books about neighbourhood and city planning, public administration reform published. Publications include an extra edition of the 'City Made by People', and a book on planning and society development in contemporary Tirana .
- over 30 Urban Fora and airing of 50 debates in 10 cities organized.
- strengthening of the NGO sector in response to the donors' policy shift from Albania and new NGO legislation. In early 2000, Co-PLAN launched on a broad discussion, and in 2004 a NGO national roundtable was organized; 100 organizations from all over the country participated in the drafting of, among other things, the "Code of Ethics". An NGO Congress is projected to ultimately defend the interests of NGO sector in an institutionalized manner.
- from 1999 Co-PLAN has been actively involved in Kosovo and collaborated with UN habitat, and the Ministry of Environment and Spatial Planning.

### 3. Organisational and operational development of Co-PLAN towards an effective, professional and sustainable non-governmental organization:

- a proper division between policymaking and supervision and the execution part has been

grupe tematike, 15 plane veprimi dhe rreth 500 banore, udhehequr nga OBK lokale dhe Co-PLAN.

- koordinimi konkret ndermjet 10-15 OJQ-ve te ndryshme ne zone nepermjet "Rrjetit te OJQ ne Bathore". Botimi i gazetes "Bathore 2000" sherben tani si kanal komunikimi i ketyre organizatave me grupet e synuara perkatese.
- zgjerimi i modelit ne zona te tjera ne baze te kerkeses. Nepermjet fondeve te "Pasazhit" apo projekteve te tjera, modeli eshte perhapur ne 10 qytete te tjera. Mbi 17 kerkesa jane paraqitur ne Co-PLAN nga grupe komunitare, pushtete vendore dhe ajensi te ndryshme. Aktualisht, modeli ka nisur te aplikohet ne zonen Keneta, Durrës.

### 2. Zhvillimi Institucional dhe Bashkepunimi ne Rrjet. Forcimi i kapaciteteve te Co-PLAN per te rritur shkallen e perhapjes se metodave bashkekohore te zhvillimit urban ne komunitete dhe profesionistet dhe vendim-marresit.

- prodhimi i nje filmi dokumentar mbi praktiken e punes se Co-PLAN me zhvillimin me baze komunitare ne Shqiperi
- me shume se 10 botime mbi planifikimin ne nivel vendor dhe qyteti, reformat ne administraten publike; Ne botime perfshihen dhe "Qyteti i Ndertuar nga njerezit", si dhe nje liber mbi zhvillimin e planifikimit dhe shoqeror te Tiranës.
- me shume se 30 forume urbane dhe 50 debate televizive te organizuara ne 10 qytete.
- forcimi i sektorit joqeveritar per t'u perballur me ndryshimet e prioriteteve te donatoreve ne Shqiperi dhe legjislacionin e ri per OJO-te. Ne fillim te vitit 2000, Co-PLAN hapi nje debat te gjere, i cili ne 2004 kulminoj me organizimin e tryze diskutimi ne nivel kombtar ne te cilin moren pjesë afro 100 OJQ nga i gjithe vendi, per te diskutuar "Kodin e Etikes" per kete sektor krahas te tjerave. Ne vazhdim, nje kongres i OJQ-ve eshte parashikuar te mbahet per te mbrojtur ne menyre institucionale interesat e sektorit.
- qe prej 1999, Co-PLAN eshte perfshire aktivisht ne Kosove dhe bashkepunon me organizaten UN-Habitat dhe Ministrine e Mjedisit dhe Planifikimit Hapesinor te Kosoves.

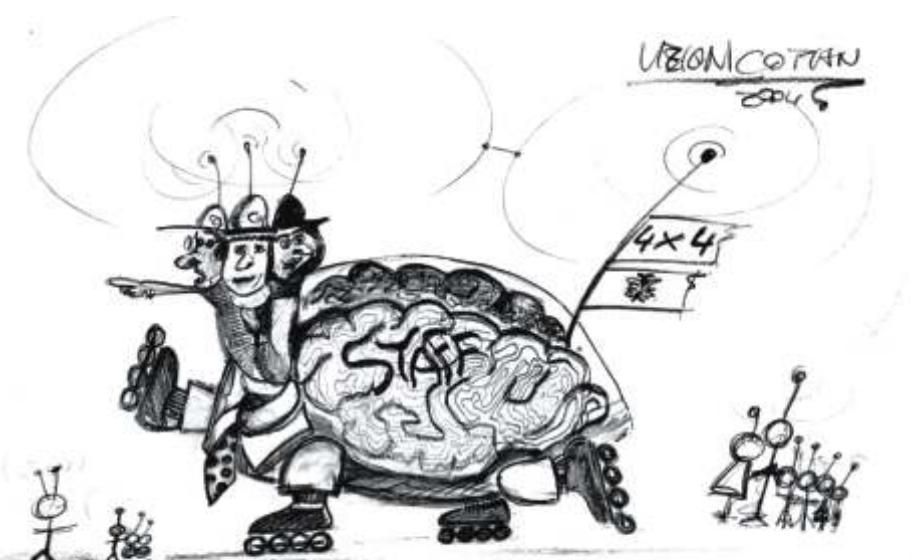
### 3. Zhvillimi organizativ dhe funksional i Co-PLAN, drejt nje organizate jo-qeveritare eficiente, te profesionale, dhe te qendrueshme.



made. To date, the Leading Board and the Executive Board each have distinct roles and responsibilities.

- having started as a "flat" organization, Co-PLAN introduced vertical structures as a need to ensure proper quality and management of work. Three decentralized departments were thus created: (i) Development Projects Department, (ii) Consulting Department, and (iii) Network for Exchange and Training Department.
- A Manual of Policies and Procedures is in place, which provides guidance and regulations to staff, project and program managers. Mid-term and annual planning and reflection have become standard instruments to evaluate and plan ahead activities as well as to ensure synergy, cross-fertilization and consistency by integrating them within the overall organizational planning framework.

- ndarja e drejte ndermjet niveleve te politikes dhe mbikqyrjes me pjesen ekzekutive te organizates. Aktualisht, Bordi Drejtues dhe Bordi Ekzekutiv kane role dhe perqjegjesi te dallueshme.
- nderkohe qe fillimi ka qene me nje organogram te "sheshte", organizata tashme eshte shtrire me struktura vertikale si perqigje ndaj nevojes per te garantuar cilesine e duhur dhe menaxhimin e punes. Keshtu, nen menaxhimin e perqjithshem jane krijuar tre departamente te decentralizuara (i) Departamenti i Projekteve te Zhvillimit; (ii) Departamenti i Konsulences; (iii) Departamenti i Rrjetit per Shkembim per Shkembim & Trajnim.
- Manuali i Politikave dhe Procedurave te organizates qe eshte hartuar, udheheq dhe rregullon punen e stafit, menaxhereve te projekteve/programeve. Planifikimi afatmesem dhe vjetor dhe refleksioni jane kthyer tashme ne instrumenta standart per te vleresuar dhe planifikuar aktivitetet dhe garantuar sinergji, shkembim dhe njehsim nepermjet perfshirjes ne kuadrin e perqjithshem te planifikimit organizativ.



Think 9 times, Act 1 time  
Mendo 9 here, Vepro 1 here

Name of Project	Duration	Donors	Project Number	
			Donor	Co-PLAN
<b>Enabling Good Urban Governance EGUG II</b>	2003-2006	Royal Netherlands Embassy in Tirana	432/10021	PO305-00

Emri i Projektit	Kohezgjatja	Donatore	Numer Projekti	
			Donatori	Co-PLAN
<b>Drejt nje Qeverisjeje te Mire Urbane EGUG II</b>	2003-2006	Ambasada e Vendeve te Ulta ne Tirane	432/10021	PO305-00

In 2003, Co-PLAN started the implementation of the Enabling Good Urban Governance EGUG II Program, in collaboration with the Ministry of Local Government and Decentralization (MLGD) and Albanian Association of Municipalities (AAM). The program is funded by the Royal Netherlands Embassy in Tirana with a total budget of Euro 1,110,000 for the implementation period of September 2003-August 2006. EGUG II has the ultimate goal to create good urban governance models and disseminate them as best practices, through supporting local governments, non-governmental organizations and the business sector at selected localities in Albania. The overall development objectives of the EGUG II program are:

1. to enhance the capacity of two selected local governments to:
  - design and implement city development strategies;
  - promote participatory management and planning practices;
  - mobilise resources for development;
  - manage quality services;
2. to implement on-the-ground projects;
3. to disseminate experiences in such a way that other interested parties are attracted, invited, and challenged to carry out a similar good governance exercises.

Ne bashkepunim me Ministrine e Pushtetit Vendor dhe Decentralizimit (MPVD) dhe Shoqaten Shqiptare te Bashkive (SHBSH), ne vitin 2003 Co-PLAN nisi zbatimin e Programit "Per nje Qeverisje te Mire Urbane" (EGUG II). Programi financohet nga Ambasada e Vendeve te Ultane Tirane me nje buxhet te per gjithshem prej 1,110,000 Euro. Programi shtrihet ne periudhen 3-vjecare Shtator 2003-Gusht 2006. Qellimi final i EGUG II eshte krijimi i modeleve te qeverisjes urbane dhe nxitja dhe perhapja e tyre si praktika te suksesme nepermjet mbeshtetjes se pushtetit vendor, organizatat joqeveritare dhe komunitetin e biznesit ne lokalite te per gjedhura ne Shqiperi. Programi EGUG II ka keto objektiva zhvillimi te per gjithshme:

1. te permiresoje kapacitetet njerezore organizative te dy pushteteve vendore te per gjedhura, lidhur me:
  - hartimin dhe zbatimin e strategjive te zhvillimit te qytetit;
  - nxitjen e praktikave te menaxhimit dhe planifikimit me pjesemarrje;
  - mobilizimin e burimeve per zhvillim;
  - menaxhimin e sherbimeve cilesore
2. te ndermarre projekte konkrete zbatimi;
3. te perhaje pervojet ne ate menyre qe pale te tjera te interesuara te mund te nxiten dhe per krahjen per te ndermarre nisma te ngjashme ne qeverisjen e mire urbane.

The 2 implementing municipalities & other actors of EGUG II program



2 bashkite zbatuese te EGUG II dhe aktore te tjere pjesemarres



The main objectives achieved for 2004 are: (i) application of a demand-driven approach to select the two program beneficiary municipalities of Elbasan and Fier, based on competition of project proposals by municipalities and site visits in the short-listed municipalities (ii) organization of the participatory strategic planning process via the establishment of institutional mechanisms in the two abovementioned municipalities; (iii) identification of main strategic thematic areas for the formulation of City Development Strategy in the two cities; (iv) data gathering and situational analyses in the two cities (v) provision of technical assistance to the two municipal staffs and related actors; and (vi) dissemination of knowledge to interested parties.

Per vitin 2004, objektivat e arritura jane: (i) aplikimi i metodes se konkurimit per perzgjedjen e dy bashkive perfituese te programit (Elbasan dhe Fier), nepermjet formulimit te projekt-propozimeve nga bashkite aplikuese si dhe vizitave ne terren ne bashkite e kualifikuara ne fazen e pare (ii) ngritisja dhe funksionimi i mekanizmave institucionale organizative per ndermarrjen e procesit te planifikimit strategjik me pjesemarrje ne te dy bashkite; (iii) percaktimi i fushave kryesore te Strategjise se Zhvillimit te Qytetit ne Elbasan dhe Fier (iv) grumbullimi i te dhenave dhe analizimi i informacionit per evidentimin e gjendjes ekzistuese ne te dy qytetet (v) asistence teknike per zhvillimin e kapaciteve te administratavave ne te dy bashkite, dhe (vi) perhapja e njojurive ne pale te tjera te interesuara.

For further information visit: Per me shume informacion shikoni:  
[www.egug.co-plan.org](http://www.egug.co-plan.org)

Discussion of urban issues for the new plan



Pergatitja e baze hartografike per planin e ri rregullues



The stakeholder consultation process



Diskutimi i strategjise me grupet tematike



Involvement of students in planning



Shperndarja e Njojurive nepermjet Konferecave

	Results	Performance Indicators
Program Goal	Promotion of best practices in good urban governance through support to local governments, non-governmental organizations and the private sector to engage constructively in the development, implementation and dissemination of urban models at selected localities in Albania.	
Objective 1	Engage in demand-driven initiatives with interested municipalities through a competitive selection process	
Outputs	1. Beneficiary municipalities selected through competition	<ul style="list-style-type: none"> <li>• 1 opening seminar: 70 participants</li> <li>• proposals by municipalities: 14</li> <li>• field visits in municipalities: 7</li> <li>• winning municipalities selected: 2</li> </ul>
Objective 2	Establish institutional mechanisms for the participatory strategic planning process	
Outputs	1. Local program offices set up 2. Program management and monitoring bodies set up 3. Thematic groups and coordination units mobilized and formalized	<ul style="list-style-type: none"> <li>• local offices/units: 2 (Elbasan/Fier)</li> <li>• local staff: 4 coordinators</li> <li>Steering Groups: 2</li> <li>Supervisory Committee: 1</li> <li>Material prepared: Program Document (Rules &amp; regulations)</li> <li>• thematic group meetings: 4</li> <li>citizen commission meeting: 1</li> </ul>
Objective 3	Start of the design process of City Development Strategy	
Outputs	1. Identification of thematic areas 2. First meetings with groups of interests held	<ul style="list-style-type: none"> <li>• thematic areas defined in 2 cities: 4 (urban dev., econ. dev., environ., edu. &amp; cult.)</li> <li>• stakeholder meetings: 13</li> <li>community meetings: 18</li> <li>local participation: 1300</li> </ul>
Objective 4	Data gathering and situational analysis for the CDS	
Outputs	1. Methodologies for data collection designed 2. Blueprints and aerial photographs produced 3. Socio-economic & business surveys conducted at city scale 4. Population & Buildings Census conducted for the GIS database	<ul style="list-style-type: none"> <li>• methodological documents prepared: 7</li> <li>• hard &amp; electronic maps produced; aerial photos produced: 2</li> <li>• surveys conducted in 2 cities: 4 interviewed: 1645 HHs &amp; 477 businesses</li> <li>• enumerated: 18,515 families &amp; 11,732 buildings in Elbasan</li> </ul>
Objective 5	Provision of technical assistance for municipal staff and related actors Elbasan/Fier	
Outputs	1. Ongoing technical assistance & coaching provided 2. Training & workshops delivered 3. Study tour carried out in Brazil	<ul style="list-style-type: none"> <li>• municipal staff assisted: 18</li> <li>• Trainees: 55 (strategic planning, AutoCad, moderation)</li> <li>Students: 130 (interviewing techniques)</li> <li>• Municipal officials in Brazil: 12</li> </ul>
Objective 6	Dissemination of knowledge to interested parties Elbasan/Fier	
Outputs	1. Conference "City Tomorrow " held in Elbasan 2. Image of the planning process created 3. Public/media and communication campaign designed 4. Collaboration with Polytechnic University in Tirana and University of Elbasan 5. Program internet site designed	<ul style="list-style-type: none"> <li>• materials distributed: 20 dossiers</li> <li>• logos: 2 ("All for a better Elbasan" &amp; "Fier My city my home!")</li> <li>• Partnerships with local televisions: 2 materials realized: 220 banners; TV spots: 4; TV programs: 4 Announcements: 40; Interviews: 40 articles in municipal gazette: 5</li> <li>• students engaged in planning: 165</li> <li>• website <a href="http://www.egug.co-plan.org">www.egug.co-plan.org</a></li> </ul>

	Rezultatet	Treguesit e Zbatimit
Orellimi i programit	Nxitja e praktikave te suksesshme ne qeverisjen e mire urbane nepermjet asistences per qeverite vendore, organizatat joqeveritare, dhe biznesin lokal per t'u perfshire ne menyre	
Objektivi 1	Angazhim ne nisma nga bashki te interesuara nepermjet proceseve perzgjedhese me konkurim	
Outpute	1. Bashkite perfituese te programit te perzgjedhura	<ul style="list-style-type: none"> <li>• Seminar hapes: 70 pjesemarres</li> <li>• Propozime nga bashkite aplikuese: 14</li> <li>• vizita ne bashkite e kualifikuara: 7</li> <li>• Bashki fituese te shpallura: 2 (Elbasan dhe Fier)</li> </ul>
Objektivi 2	Organizimi i procesit te planifikimit me pjesemarrje nepermjet krijimit te mekanizmit institucionale	
Outpute	1. Hapja e zyrave lokale te programit 2. Ngritja e strukturave menaxheriale & monitoruese te programit 3. Grupet tematike dhe njesite e koordinimit ngritur dhe formalizuar	<ul style="list-style-type: none"> <li>• Zyla lokale: 2 (Elbasan/Fier)</li> <li>• Njesi menaxhimi lokale: 2</li> <li>Koordinatore lokale: 4</li> <li>Grupe Drejtues: 2</li> <li>Komititet Mbikqyres: 1</li> <li>Dokumenti i programit: rregullat &amp; procedurat miratuar</li> <li>• Takime grupet tematike: 4</li> <li>Takim Komisioni Qytetar: 1 (Elbasan)</li> </ul>
Objektivi 3	Zbatimi i procesit me pjesemarrje te hartimit te Strategjisë se Zhvillimit te Qytetit	
Outpute	1. Percaktimi i prioriteteve te strategjisë 2. Mobilizimi i aktoreve/grupeve lokale te interesit	<ul style="list-style-type: none"> <li>• Fusha tematike: 4 (zhvill. urban, zhvill. ekon., mjedis, arsim-kultura)</li> <li>• takime me grupet e interesit: 13</li> <li>takime me komuniteten: 10</li> <li>Pjesemarrja lokale gjithsej: 1300</li> </ul>
Objektivi 4	Grumbullimi dhe analizimi i informacionit se gjendjes ekzistuese per strategjine	
Outpute	1. Metodologjite e te dhenave perqatitur 2. Hartat e gjendjes ekzistuese & fotografite ajrore prodhuar per Planin Rregullues 3. Vezhgime social-ekonomike & biznesi kryer ne shkalle qyteti 4. Regjistrimi i Popullsise & Ndertesave kryer per Sistemin e Info.	<ul style="list-style-type: none"> <li>• dokumente metodologjike perqatitur: 7</li> <li>• Baze elektronike &amp; hartografike foto ajrore realizuar (2 qytete): 2</li> <li>• Vezhgime Elb/Fier: 4</li> <li>Intervistuar: 1645 familje &amp; 477 biznes</li> <li>• Numeruar: 18,515 familje &amp; 11,732 ndertesa (Elbasan)</li> </ul>
Objektivi 5	Asistence teknike per stafin bashkiak dhe aktore pjesemarres Elbasan/Fier	
Outpute	1. Asistence teknike & orientim ne punë siguruar 2. Trajnime & workshop te dhena 3. Vizite studimore kryer ne Brazil	<ul style="list-style-type: none"> <li>• Bashkiake te asistuar ne punë: 18</li> <li>• pjesemarres gjithsej ne trajnime: 55 (planif. strategjik, AutoCad, moderim) studente: 130 (teknika intervistimi)</li> <li>• Bashkiake pjesemarres ne Brazil: 12</li> </ul>
Objektivi 6	Perhapja e njojurive per palet e interesuara	
Outpute	1. Konferanca "Qyteti Neser" zhvilluar ne Elbasan 2. Imazhi i procesit te hartimit te strategjisë 3. Fushate mediatike & komunikimi ndermarre 4. Bashkepunim me Universitetin Tirane & Universitetin Elbasan 5. Faqe interneti e programit krijuar	<ul style="list-style-type: none"> <li>• Dosje shperndare per bashki: 20</li> <li>• Logo: 2 ("Te Gjithe per nje Elbasan me Mire" &amp; "Fier Qyteti Im Shtepia Ime!")</li> <li>• Bashkepunim me TV lokale: 2</li> <li>Materiale/produkte te realizuara: postera: 220; spote: 4; reportazhe: 4</li> <li>njoftime: 40; intervista: 40;</li> <li>artikuj ne bulletinin bashkiake: 5</li> <li>• studente perfshire ne plane: 165</li> <li>• www.egug.co-plan.org</li> </ul>



Name of Project	Duration	Donor(s)	Project Number	
			Donor	Co-PLAN
NET Network for Exchange & Training	2004-2007	Cordaid other	432/10030	P0308-00

Emri i Projektit	Kohezgjatja	Donatore	Numer Projekti	
			Donatori	Co-PLAN
NET Rrjeti per Shkembim & Trajnim	2004-2007	Cordaid te tjere	432/10030	P0308-00

NET, Network for Exchange and Training is a spin-off of Co-PLAN. As a project, it generated from the collaboration with Cordaid and other local and international partners. NET is a network-driven entity, which was created to ultimately serve as a *platform* organization based on networking principles. It emerged from the need to contribute to broad societal development processes leading to a vibrant civil society in Albania. The goal is to promote exchange and innovation as well as establish a forum at the local, national, and regional level. This is to be achieved through platform events, publications, and capacity building. During the first year of 2004, the main effort was to fit a proper organizational structure of NET, suitable with the available networking and partnership opportunities. Some of main activities in 2004 were the organization of meetings, exchange, platform on broad issues covering globalization, decentralization, transparency, political processes and leadership. NET has a total project budget of Euro 1,007,976 for a 3-year implementation period.

NET, Rrjeti per Shkembim dhe Trajnim eshte nje projekt i krijuar si një derivat i Co-PLAN, ne saje te bashkepunimit me Cordaid, si dhe partnere te tjere vendas dhe nderkombetare. NET eshte nje strukture e bazuar ne punen ne rrjet, e cila eshte krijuar me qellimin e per gjithshem qe te veproje si nje organizate *platforme* mbi bazen e parimeve te *networking*. NET lindi nga nevoja per te kontribuar ne proceset e zhvillimeve shoqerore ne teresi ne Shqiperi, qe cojne drejt maturimit te nje shoqerie civile aktive. NET synon te kontribuoje ne kete drejtim nepermjet nxitjes se shkembimit dhe inovacioneve, si dhe krijimit te nje forumi ne nivel lokal, kombtar, dhe rajonal, duke ndermarre aktivite platorme, botime, dhe zhvillim kapacitetesh. Gjate vitit te pare te projektit ne 2004, kryesore ishte *formatimi* i organizates ne perputhje me variantet ekzistuese te rrjeteve te bashkepunimit dhe partneritetete. Aktivitetet kryesore ne 2004 ishin ne funksion te ceshtjeve qe prekin globalizimin, decentralizimin, transparencen, proceset politike dhe drejtimi organizativ, nepermjet organizimit te takimeve, shkembimit, dhe platforma. Buxheti total i NET per periudhen 3-vjecare eshte 1,007,976 Euro.

For further information visit:  
[www.net.co-plan.org](http://www.net.co-plan.org)

Per me shume informacion shikoni:  
[www.net.co-plan.org](http://www.net.co-plan.org)



View from the leadership awards ceremony



Pamje nga aktiviteti i ndarjes se cmimeve



	Results	Performance Indicators
Program Goal	NET is a creative Training and Resource Center which stands for the promotion of more agreement in Albania and the Balkan Region, focusing on good governance, corporate social responsibility, and organizational development.	
Objective 1 Outputs	Set up NET structure  1. Establishment of NET premises 2. Exchange visits on structuring of NET 3. Internal workshops on the setup of NET	<ul style="list-style-type: none"> <li>• Office space: 110 m2</li> <li>• Training rooms: 2</li> <li>• Computers: 10</li> <li>• Work visits: 2 (Turkey &amp; Netherlands)</li> <li>• Workshop: 1-week with foreign consulting firm DBR</li> </ul>
Objective 2 Outputs	Assist organizations in capacity building processes  1. Trainings delivered to other organizations 2. Assistance and evaluations missions carried out 3. NGO Internal Capacity Building 4. Assistance in planning provided to organizations	<ul style="list-style-type: none"> <li>• Training days: 46</li> <li>• Trainees: 470 (50% women)</li> <li>(Public Policies and Gender to Albanian Ministries)</li> <li>• Internal capacity building: 7 days</li> <li>• Trainees: 2</li> <li>• Evaluations: 3 (ACHR, ACRT, ALTERNATIVA)</li> <li>• Meeting/workshops: 10</li> <li>(Peace &amp; Justice, LVIA, Romani Baxt, ACRT, etc)</li> </ul>
Objective 3 Outputs	Stimulate good governance through platform activities and publications  1. Conference 'Governance for Change' organized 2. Prayers Morning for Tolerance among religions organized (9/11 day) 3. Publication of books on EU integration 4. Leadership Awards activity organized 5. Conference moderation of Berat's Tourism Development	<ul style="list-style-type: none"> <li>• Turnout in event (Governance): 250</li> <li>• Institutions: 50</li> <li>• Turnout in event (Prayers): 100 people</li> <li>• Books published: 6</li> <li>• Awards distributed: 4</li> <li>• Turnout in event: 100</li> <li>• Turnout in event (Berat): 100</li> <li>• Media coverage: 7 television reports</li> </ul>



View from the Conference "Governance for Change"



	Rezultatet	Treguesit e Zbatimit
Qellimi i NET	NET eshte nje qender trajnimi, asistence dhe informimi qe promovon me shume mirekuptim ne Shqiperi dhe rajonin e Ballkanit, nepermjet proceseve per nje qeverisje te mire, pergjegjesi sociale, dhe zhvillim organizativ	
Objktivi 1 Outpute	Sigurimi i mjediseve te punes  1.Ngritja e zyrave te NET 2.Shkembim vizitash pune per strukturimin e NET 3.Organizimi dhe strukturimi i NET	<ul style="list-style-type: none"> <li>Mjediset e punes: 110 m2 zyra</li> <li>salla kompjuteri: 2</li> <li>Nr.i kompjuterave: 10</li> <li>Vizita: 2 (Turqi dhe Hollande)</li> <li>Workshope te brendshem: 1-javor (konsulence nga DBR)</li> </ul>
Objktivi 2 Outpute	Asistence ne procesin e zhvillimit te kapaciteteve per organizatat  1.Trajnime te dhena per organizata 2.Asistence & misione vleresimi te kryera 3.Zhvillim kapacitetesh te brendshme per OJQ & organizim takimesh pune per assistance planifikimi organizativ	<ul style="list-style-type: none"> <li>Nr. i diteve trajnim: 46 (Politikat Publike &amp; ceshtjet gjinore)</li> <li>Pjesemarres ne trajnime: 470 (50% gra) (Ministrite)</li> <li>Dite trajnim zhvillim kapacitetesh: 7</li> <li>Te trajnuar: 2</li> <li>Vleresime per OJQ: 3 (ACHR, ACRT, ALTERNATIVA)</li> <li>Takime/workshop: 10 (Peace &amp; Justice, LVIA, Romani Baxt, ACRT, etj)</li> </ul>
Objktivi 3 Outpute	Nxitja e qeverisjes se mire nepermjet aktiviteteve & publikimeve tip platforme  1.Konferanca 'Qeverisje per Ndryshim' organizuar 2.Ceremonia e Mengjesit te Lutjeve per Tolerancen Fetare (9/11) 3.Botimi i librave mbi Integrimin Evropian 4.Aktiviteti Cmimet e Lidershipit organizuar 5.Organizimi & Moderimi i Konferences per Zhvillimin e Turizmit ne Berat	<ul style="list-style-type: none"> <li>Pjesemarrja ne aktivitet: 50 institucionale - 250 vete</li> <li>Pjesemarrja: 150 vete</li> <li>Libra te botuar: 6</li> <li>Cmime te shperndara: 4</li> <li>Pjesemarrja ne aktivitet: 100 vete</li> <li>Pjesemarrja (Berat): 100 vete</li> <li>Pasqyrimi media: 7 kronika televizive</li> </ul>



Co-PLAN promovon Diten e Urbanizimit ne Tirane



Solidariteti ne diten e 11 Shtatorit



Name of Project	Duration	Donors	Project Number	
			Donors	Co-PLAN
Steps toward the Urban Rehabilitation and Integration of Communities in the Informally Developed Neighbourhood of Keneta, Durres	2004-2007	.Austrian Development Agency ADA .Cordaid .Co-PLAN Municipality of Durres	7688-00/2003 (ADA)	P0402-00

Emri i Projektit	Kohezgjatja	Donatore	Numer Projekti	
			Donatori	Co-PLAN
Hapa drejt Rehabilitimit Urban dhe Integrimit te Komunitetit te Zones Informale ne Kenete, Durres	2004-2007	.Agjensia Austriake e Zhvillimit ADA .Cordaid .Co-PLAN Bashkia Durres	7688-00/2003 (ADA)	P0402-00

This project generated in 2004 from the "Passage" Program of Co-PLAN, with support of Cordaid. However it resulted in a new approach for Co-PLAN in terms of donor diversification of development projects, as, for the first time, the Austrian Government funds an Albanian NGO directly in a project, which normally takes places between governments. Once again, this has added to Co-PLAN's name as well as opened new opportunities for other NGOs. Of itself, the "Keneta" project represents a furtheration of Co-PLAN's model in *good urban governance* at both community and municipal level, applied in Lapraka-Tirana and Bathore-Kamza. The project takes place in the former marshland known as Keneta, Durres, where, since 1991, more than 30 thousand inhabitants have squatted in the area, despite its technical problems lying below the sea level. The area has thus become a *de facto* new town and the project is introducing and implementing new urban planning instruments through participatory approach. Officially launched in May 2004, the project will be dealing with a pilot area of 50 ha during its 3 years of implementation. Total project budget of 442.348 Euro is co-funded by Austrian Government 80% and local partners Durres Municipality and Co-PLAN with 11% and 9% respectively.

Ky projekt nisi ne vitin 2004 nga Programi "Pasazh". Projekti u ngrit fillimisht me mbeshtetjen e Cordaid, nderkohe qe arriti te sjelle nje metode te re persa i perket diversifikimit te donatoreve ne projektet e zhvillimit te Co-PLAN. Kjo pasi, per here te pare, Qeveria Austriake u perfshi ne financimin e drejtperdrejte te projektit dhe per pasoje te nje OJQ-je shqiptare, qe zakonisht ndiqet vetem nermjet qeverive. Ne kete menyre, reputacioni i Co-PLAN ka ndihmuar per t'i hapur rruge OJF-ve te tjera ne pervoja te ngjashme. Projekti ne veteve sjell nje permiresim te metejshem te modelit te Co-PLAN per qeverisjen e mire urbane ne nivel komuniteti dhe bashkie, zbatuar ne Laprake dhe Bathore ne Tirane. Projekti zbatohet ne zonen e njohur si ish-Keneta, Durres, ku qe nga viti 1991 kane vershuan ndertimet informale dhe nje popullsi prej me se 30 mijë banoresh, pavaresisht problemeve teknike qe ka zona duke qene nen nivelin e detit. Tashme kjo zone eshte kthyer *de facto* ne nje qytet te ri. Co-PLAN po zbaton instrumenta te ri te planifikimit urban nepermjet metodave me pjesemarrje. Projekti ka nisur zyrtarisht nga zbatimi ne Maj 2004 dhe per gjate tre viteve puna do te perqendrohet ne nje zone pilot prej 50 ha. Persa i perket financimit te projektit, Qeveria Austriake eshte donatori kryesor me 80%

View of Keneta area 2004





The main goal of the project is the socio-spatial integration and development of the communities in an informally developed neighbourhood in the city. Participation of the local community is the cornerstone for the project implementation, in terms of building a local development vision for the neighbourhood, implementing it and integrating the area with the rest of the city. The overall objectives are:

- to contribute to the social development and upgrading of low-income neighbourhoods, through community development work and community-based improvement actions.
- to contribute to civil society development through community organization work on the one hand and the institution of Co-PLAN as an important actor in the field on the other.

In 2004, the project investments were: (i) approx. 15,300 Euro for capacity building of community structures, enhancing vulnerable groups, improvement of schoolyard, introducing developmental concepts in local school, launching a local environmental campaign, etc.; (ii) an additional Cordaid fund of 68.000 Euro for upgrading neighbourhood public spaces. In addition, Co-PLAN and local television TV-Teuta organized 5 programs and debates concerning local development, and particularly legalization of informal settlements. In order to build and ensure good understanding and successful project implementation, agreement was reached between MGLD, Durres Municipality, local community, and Austrian Embassy in Tirana. Co-PLAN has also established communication and relationships with several institutions, NGOs and other development organization operating in the area and in Durres, including ICMC (financed by Dutch Government), "Useful to Albanian Women", local school, university, etc.

(ose 442.348 Euro) te buxhetit total te projektit, nderkohe qe Bashkia Durres dhe Co-PLAN bashkefinancojne si partnere vendas perkatesisht me 11% dhe 9%. Qellimi kryesor i projektit eshte integrimi social-hapesinor dhe zhvillimi i komuniteti i nje zone me zhvillim informal me qytetin. Pjesemarrja e komunitetit vendas perben nje shtylle kryesore mbi te cilen bazohet zbatimi i projektit, e cila ka te beje me krijimin e nje vizioni te zhvillimit vendor per zonen per ta integruar ate me pjesen tjeter te qytetit. Objektivat kryesore jane:

- te kontribuoje ne zhvillimin social dhe permiresimin fizik te lagjeve te varfra, nepermjet punes per zhvillimin e komunitetit dhe iniciativave te permiresimit me baze komunitare
- te kontribuoje ne zhvillimin e shoqerise civile, si nepermjet punes per organizimin e komunitetit dhe nepermjet Co-PLAN si institucion-aktor i rendesishem ne kete fushe.

Investimet e realizuara ne vitin 2004 jane: (i) afro 15,300 Euro per ngritje kapacitetesh te strukturave komunitare, grupeve pa perkrahje, permiresimit fizik te ambjenteve te shkolles lokale, nxitjen e koncepteve te zhvillimit ne shkollen lokale, ndermarrja e nje fushate lokale per mjedisin, etj. (ii) gjithashtu, nje fond tjeter i Cordaid 68,000 Euro eshte investuar per te financuar shtrimin me zhavorr dhe permiresimin fizik te hapesirave publike ne lagje. Co-PLAN dhe televizioni lokal TV-Teuta kane organizuar 5 emisione dhe debate televizive mbi zhvillimin lokal, dhe vecanerisht ceshtjen e legalizimit te ndertimeve informale. Ndermjet Ministrise se Pushtetit Vendor dhe Decentralizimit, Bashkise Durres, komunitetit vendas, dhe Ambasades Austriake ne Tirane eshte lidhur marreveshje per te garantuar mirekuptim dhe zbatimin me sukses te projektit. Nga ana tjeter, Co-PLAN ka realizuar koordinimin e projektit me nje sere institucionesh, organizatash dhe organizatash te tjera zhvillimi qe veprojne ne zonen e projektit dhe ne Durres, duke perfshire ICMC (financuar nga Qeveria Holandeze), "Ne Dobi te Gruas Shqiptare", shkolla lokale, universiteti, etj.

Views from stakeholder meetings and infrastructure upgrading in the area



Pamjet nga aktivitete me aktoret dhe nderhyrjet per permiresimin e infrastrukturies ne zone

	Results	Performance Indicators
Program Goal	Socio-spatial integration and development of communities of the pilot area in Keneta through participatory urban planning approaches	
Objective 1 for 2004	Upgrading and improvement actions for the low-income Keneta neighbourhood through community participation	
Outputs	<ol style="list-style-type: none"> <li>1. Database of the area created</li> <li>2. Road infrastructure and schoolyard upgraded</li> <li>3. Tree-planting campaign in area and local school undertaken</li> <li>4. Environmental awareness raised through education and development concepts introduced in local school</li> <li>5. Environmental Day organized in area</li> </ol>	<ul style="list-style-type: none"> <li>• Surveys conducted: 2 (socio-economic &amp; urban/transport) interviewees: 327 households + 1000</li> <li>• upgrading actions carried out: 2 area upgraded: 1.5 km road + 750m2 yard</li> <li>• seedlings planted: 700 locals participated: 270 materials distributed: 70 leaflets</li> <li>• promotion workshop organized: 1 attendance: 14 teachers teaching programs prepared: 7 teachers involved: 10 textbooks drafted</li> <li>• trees planted: 50 local participated: 250 materials promoted: 80 environmental images in exhibition</li> </ul>
Objective 2	Set up project structures by coordinating among community, Co-PLAN and authorities	
Outputs	<ol style="list-style-type: none"> <li>1. Project management structures established and formalized in the area</li> <li>2. Local community mobilized and organized in community-based structures</li> <li>3. Project activity communicated through public awareness campaign</li> <li>4. Networking with local and international NGOs and other institutions</li> <li>5. Area draws attention of high officials</li> </ol>	<ul style="list-style-type: none"> <li>• meeting organized: 1 (kick-off) project mngt. team staff : 5 working groups: 2 members: 15 (local govt'. &amp; commun)</li> <li>• neighbourhood meetings organized: 33 turnout: 500 residents / 35% women workshop with Community Assembly: 1 attendance: 18 reps material prepared: Internal Regulation</li> <li>• Television coverage of project activity: 5 emissions Materials distributed: 400 leaflets + 500 bulletins</li> <li>• MoU agreements signed: 5 (with int'l/local NGOs, local school, Faculty of Social Sciences)</li> <li>• visits by authorities in Keneta area: 7 (MPs, MLGD, Durres Municipality, Austrian Development Agency, etc.)</li> </ul>



	Rezultatet	Treguesit e Zbatimit
Orellimi i programit	Integrimi social-hapesinor dhe zhvillimi i komunitetit ne zonen pilot ne Kenete, nepermjet planifikimit urban me pjesemarrje	
Objektivi 1	Ndermarrja e nismave per permiresimim te zones te varfra ne Kenete me pjesemarrjen e komunitetit	
Produkte	<ol style="list-style-type: none"> <li>Te dhena per zonen grumbulluar dhe sistemuar ne një baze te dhenash</li> <li>Infrastruktura rrugore dhe ambientet e shkolles se Kenetes permiresuar</li> <li>Fushate gjelberimi ndermarre ne zonen e projektit</li> <li>Rritja e ndergjegjesimit mjedisor ndermarre ne zone nepermjet edukimit mjedisor dhe futjes koncepteve te zhvillimit ne shkollen lokale</li> <li>Organizimi i Dites se mjedisit ne shkollen e Kenetes</li> </ol>	<ul style="list-style-type: none"> <li>vezhgime ne zone: 2 (social-ekonomik &amp; urban/transporti) Te intervistuar: 327 familje +1000 banore</li> <li>Nderhyrje rehabilituese: 2 Siperfaqe e permiresuar: 1.5 km rruge + 750 m<sup>2</sup> oborr i shkolles</li> <li>Fidane te mbjelle: 700 Pjesemarres nga zona: 270 Materiale shperndare: 70 fletepalosje</li> <li>Seminar promovues organizuar: 1 Pjesemarrja: 14 mesues Plane mesimore perqatitur: 7 Mesues te perfshire: 10</li> <li>Peme te mbjella: 50 Pjesemarrja lokale: 250 Materiale promovuese: 80 punime</li> </ul>
Objektivi 2	Ngritura e strukturave te projektit nepermjet koordinimit te punes se komunitetit, Co PLAN dhe pushtetit vendor	
Aktivitetet	<ol style="list-style-type: none"> <li>Strukturat e menaxhimit te projektit te krijuara dhe formalizuara</li> <li>Komuniteti i zones i mobilizuar dhe organizuar ne struktura me baze komunitare</li> <li>Fushate ndergjegjesimi e ndermarre per te komunikuar vazhdimesht aktivitetin projektit</li> <li>Vendosja e bashkepunimit dhe koordinimit me aktore lokale</li> <li>Interesim me i madh i autoriteteteve per zonen si rezultat i punes se projektit</li> </ol>  <p>Kontributi i banoreve per infrastrukturen e re</p>	<ul style="list-style-type: none"> <li>Takimi hapes: 1 Ekipi Menaxhues i projektit: 5 Grupe pune te ngritura: 2 Anetare: 15 (pushteti vendor/kom.)</li> <li>Takime me komunitetin: 33 (2 raunde) Pjesemarrja lokale: 500 (35% gra) Seminar me Asamblene e Komunit.: 1 Pjesemarrja: 18 anetare Materiale perqatitur: Rregullore e Brendshme</li> <li>Pasqyrimi i projektit ne TV lokal: 5 emisione/kronika te transmetuara Materiale te shperndara: 400 fletepalosje + 500 buletine</li> <li>Marreveshje te arritura: 7 (OJF te huaja/vendase, shkolla Kenete, Fakulteti i Shkencave Sociale, etj)</li> <li>Vizita nga autoritete ne zone: 7 (Deputete, MPVD, Bashkia Durres, ADA).</li> </ul>