



# Democracy Network Program

Tirana, Albania

**Quarterly Progress Report  
April - June 1998**

**C.A. No. DHR-0032-A-00-5024-00**

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## EXECUTIVE SUMMARY

USAID approved ORT's request for a two-year extension through June 2000, and increased funding from \$1,750,000 to \$3,750,000. ORT will continue its approach and strategic focus on the needs of both younger NGOs with little existing institutional capacity, as well as mature NGOs with a track record in public policy activities.

Financial grants will continue to provide critical support as follows: (1) micro-grants to a significant number of NGOs for civic action and education projects in the four priority areas of democracy, environment, economic growth and social safety-net; (2) institutional development grants to NGO network and service centers; and (3) development activity grants which provide a stable source of funding for NGOs with a proven track record in program management and demonstrated program impacts in one of the four priority program sectors.

During this quarter, ORT successfully served as a catalyst to engage Albanian NGOs as equal and active partners with the government in the policy making process. DemNet grantees proposed draft legal provisions, and provided comments and support to proposed legislation, and participated in newly-formed NGO/government working groups on the following specific legal issues:

- grantees participation with the inter-ministerial NGO law drafting group produced a new draft legal framework for NGOs; including the creation of a legal form, a non-profit center rules for financial accountability and transparency, and new fiscal exemptions to support NGO income generation activities; and
- the DemNet grantee, Association Useful to Albanian Women, completed draft amendments to the penal code to strengthen anti-drug distribution laws, and to introduce rehabilitation programs and alternative sentencing.

The policy-making process in Albania has taken on a new appearance this year as the government has taken steps to improve transparency and create opportunities for NGO input. Recent examples include:

- the Ministry of Legislative Reform's initiative to create an Administrative Center for Coordination of Foreign Assistance and Public Participation in the Constitutional Drafting Process and its many public forums with NGOs to discuss and provide input into the issues included in the new constitution;
- the Ministry of Legislative Reform public hearing with human rights groups to discuss a draft Ombudsman law;
- the Parliamentary Commission on Agriculture's public hearing with farmers and the National Farmers Union on land tax law; and

- the Parliamentary Commission on Media 30 day public review and comment period on the draft press law. In addition, the Parliament recently enacted revised Rules of Procedure, which allow for greater transparency and public input into the process.

DemNet grantees conducted an increased level of research and policy advocacy and institutional capacity building activities during this quarter, resulting in the following accomplishments:

- Networking and service centers coordinated joint NGO activities, provided institutional capacity building training and technical assistance, and carried out surveys and community assessments to design future programming and assistance to meet the needs of NGO clients and targeted sectors of the public. The Women's Center and other women's NGOs drafted international declarations of support for human rights issues. The Center also conducted a survey on business and women and local discussion groups to assess their needs and develop programs, including training on business issues.
- The Health NGO Forum coordinated a review and comment by NGOs to the Ministry of Health's draft law on prohibition of smoking in public places, strengthened its own organizational structure to serve members needs and improve democratic decision-making, and provided member training on health promotion.
- The Local Coordinative NGO Forum of Elbasan conducted an NGO training course on NGO legal requirements.
- Ten DemNet grantees completed studies, surveys, and assessments on policy issues related to women and business, rural NGOs, the status of hemophilia patients, conflicts and conflict resolution, media monitoring, enforcement of legal judgements, environmental awareness, destruction of forests and wildlife, environmental and health priorities, and consumer issues. These studies are being used as the basis for policy recommendations and program planning.
- The National Albanian Farmers Union organized a public hearing for the Parliamentary Commission on Agriculture and farmers to discuss changes to the land tax law. Grantees also provided valuable policy input through roundtable discussions on specific laws in the areas of health, human rights, women and business, and environment, and agricultural and rural development contributing to the national action plea on the environment and health.
- DemNet grantees completed five draft laws incorporating broad participation of other interested NGOs and relevant government bodies. With the input of an ORT law expert and its own NGO-government drafting group, the Association Useful to Albanian Women, Protection and Preservation of the Natural Environment, made final revisions to two draft laws after incorporating suggestions by NGOs and local community on two of its proposed bills: a law on international lakes and a law creating a national park in Prespa Lakes. Working with other Albanian and Italian NGOs, the Speleologists Association made final modifications to its proposed bill to protect karstic zones. By initiating legislation in the issues important to their members and beneficiaries and working with other NGOs and government in reviewing and revising their drafts before presentation to government and

Parliament, DemNet grantees are mobilizing support necessary for the next stages of lobbying, enactment, and implementation of new laws and policies.

- Local problems and needs are being addressed by national and local NGOs outreach to rural communities and urban areas outside the capital area. The Research Center for Rural Development completed a comprehensive study and published a directory of rural NGOs to increase coordination and networking among them. The Coordinative NGO Forum of Elbasan provided to 20 local NGOs on the NGO legal framework. The Women's Center provided technical assistance, hosted discussion groups, and distributed resource materials to women's groups in Lac, Shkodra, Berat, Diber, Vlora, Fier, and Pogradec. Through regular monthly board meetings and development programs, the association, Law, Business, and Rural Women is identifying priority issues in villages and strengthening its leadership to respond. Over the last year, the Foundation for Reconciliation of Disputes programs in 10 districts trained over 400 persons in mediation skills and strengthened over 60 local mediators.
- DemNet grantees serving watch-dog roles attracted more responsive government action through their monitoring programs. The Albanian Consumers Association responded to over 42,000 consumer complaints in the last 18 months, achieving legislative amendments to ineffective laws, more active response by state control organs on the health and hygiene standards in imported foods and locally manufactured food and beverages, as well as closing and penalizing illegally operating producers of false products through court orders. State media sources have moved the focus of their news programming away from majority of attention to news of the state to more public priority issues including social and economic issues in the recent months once the Society for Democratic Culture implemented a new media monitoring program. As a result, the Ministry of Justice began review and drafting of amendments to the penal and civil codes to reform the institution.

## DeMeTra

Lori Jenkins joined the ORT DemNet team to support the institutional strengthening of DeMeTra and other NGOs over the next two years through direct technical assistance and training to boards, executive staff and local trainers. DeMeTra will serve as the lead organization in the ORT NGO Development and Sustainability Strategy. As a model NGO established according to international NGO standards, DeMeTra must participate in all phases of development as outlined in ORT's strategy. Significant progress was made this quarter as described below:

- **Continued Organizational Development** - Substantial progress was made toward the organizational restructuring and development of DeMeTra. A new legal statute was developed, numerous forms, contracts, and other documentation were developed, organizational charts were developed, recording and filing systems were established, and offices were equipped and furnished. ORT resident advisors worked closely with board and staff to complete and record many important steps of the development process, which will be used in DeMeTra's future work with NGOs.

- **Continued Board Development** - ORT advisors worked closely with the board president and the Personnel Recruitment Committee and Public Relations Committee. Major efforts were placed on the rigorous recruitment of an executive director of the organization and the launching of the Public Relations and Public Image Strategic Plan. After consideration of 41 applicants, three finalists for the executive director position will be presented to the Board in an upcoming meeting.
- **Public Relations** - DeMeTra Board and staff and ORT advisors worked diligently to implement preliminary phases of a public relations and public image campaign. Of particular importance was to announce DeMeTra's involvement in ORT's strategy, including the new board and their participation in the retreat. A chronicle and several news clips and press articles were aired on television and published in national newspapers.
- **Strategic Planning** - ORT advisors and DeMeTra staff developed a strategic implementation plan for the ORT strategy. The plan includes component activities, timelines, resources, and persons responsible. Each phase of the strategy was addressed in order to build teamwork and provide a framework for implementation.

The ORT national NGO research initiative was completed, and a comprehensive 364-page report of the survey results published. An extensive data analysis was conducted, based primarily on factor analysis. The analysis identified nine major factors describing past, present, and future "Albanian" opinion, experience, and attitudes regarding the political, economic, and social situation in Albania. The report will be widely distributed in both English and Albanian. ORT will provide technical assistance to NGOs in using the results to design and implement relevant policy and program initiatives.

In June, ORT designed a survey instrument to collect data on the S.O.2.1 interim results for the Democracy Network Project concerning policy activities and results. To date, 20 public policy-oriented NGOs have completed the survey in an initial round to test the data gathering tool. Once initial results are gathered, ORT will administer the survey to additional policy NGOs and report the findings to USAID for use in the Results 4 Framework.

## GRANTS PROGRAM

### *NGO Service and Networking Centers*

DemNet grants to NGO service and networking centers provided both cross-sectoral and sector-specific support to NGOs. NGOs are now joining together on common policy issues and presenting constructive policy alternatives to government to impact important social and democracy issues.

DEMNK-006 DeMeTra: Institutional Building of DeMeTra - "A National Management, Training, and Consultancy Organization" (IDG - \$13,630)  
*start date: 1/1/98 end date: 8/31/98*

The organizational and financial sustainability of the NGO sector depends partly on the development and strengthening of local training and technical assistance capacity. DeMeTra, a non-profit training association serving NGOs and the government has sought ongoing institutional development assistance from ORT. Through an institutional development grant and direct technical assistance and training, ORT is supporting the restructuring phase and initial board recruitment and technical assistance as well as operating expenses. Results achieved this quarter are detailed in the Technical Assistance and Training component of this report.

DEM-009 The Albanian NGO Forum: "NGO Networking" (MG-\$5,050)  
*start date: 1/1/97 end date: 4/30/98*

Through a DemNet grant, the NGO Forum publishes its activities and accomplishments in its monthly NGO Forum *Bulletin* which is distributed throughout the NGO community. Among other things, the *Bulletin* keeps NGOs up-to-date on relevant legislative initiatives, the work of the NGO-Government law drafting group for the NGO law, meetings between the NGO Forum and the government, and information on donors and NGO activities. During this quarter, *NGO Forum Bulletin* provided important information on the World Bank's plans to partner with the NGO sector; announced a new UNDP NGO grants program; issued an updated list of NGO donors and training courses provided by the NGO Forum; published the Government's policy to support Albanian women; and circulated articles translated from foreign NGO newsletters. ORT funds also support the Forum's identification, translation and distribution of NGO resource manuals and textbooks. Throughout the grant period, the NGO Forum translated and distributed compilations of handouts from various training courses conducted locally and abroad on issues of professional and organizational development, project management (both developed by DeMeTra); strategic planning; monitoring and evaluating results; fundraising; protection of NGO interests; principles of public participation; and a comparative study on European NGO legislation.

DEMNK-007 Local Coordinative Forum for NGOs in Elbasan: NGO Law Training (\$630)  
*Start date: 5/15/98 end date: 6/15/98*

Currently, there are 45 NGOs working within the district of Elbasan, three of them are national NGOs centered in Elbasan, ten of them local organizations, and the remainder are branches of national NGOs headquartered in Tirana. The local Coordinative Forum for NGOs in Elbasan, established in May 1997, is providing support through information and resource sharing, and training to help the nascent NGO sector more positively impact this impoverished city. Through a DemNet grant, the Coordinative Forum delivered its first NGO training seminar on two of the most important issues for basic NGO operations: the role of NGOs in a democratic society and the NGO legal framework. Previously trained on the Albanian NGO legal framework in a joint training of trainers course conducted by ORT and its DemNet partners, the Center's coordinator organized a one-day training course with 20 NGO representatives, 15 of which had never received prior training. As a part of the curriculum, trainers engaged participants in small group exercises in which participants discussed hypothetical situations when legal issues arise. The training not only gave an opportunity to the NGOs who had never received training to participate, it provided all of the NGOs with a better understanding of the existing legal framework and their role in society. While this project provided NGOs with important skills and information, it also benefitted the Coordinative Forum by strengthening their service providing function and reputation within the NGO community as a supportive organization. The Forum is seeking continued support from ORT to provide further training in the area of local partnership building with government, which was requested by the training participants.

DEMNK-003 The Women's Center: "Effecting Public Policies related to Women through Dissemination of Information on Gender Issues" (IDG-\$14,980)  
*start date: 4/1/97 end date: 7/30/98*

Through a DemNet institutional development grant, the Women's Center serves as a resource center on women's issues and to support women's NGOs. The Center collects and catalogues local and foreign news articles and journals on gender issues as well as locally produced gender statistics and publications in an electronic database. The Center publishes its own quarterly news journals: one promotes writing by Albanians and republishes theoretical articles about gender issues, social issues, regional surveys, etc, and a second publication chronicles the activities of the Women's Center and Albanian women's NGOs, and local policy issues relating to Albanian women. These publications provide a local arena for women to publish ideas on gender issues and become informed on new activities and strategies in women's rights. Not only are women's NGOs benefitting from these resources, but in the last quarter professors and students at the University used the center's database and collection to prepare papers, speeches, and publications which established the Center's reputation within the academic community and focused attention gender issues and policy in Albania. In April, student groups from the Social Work faculty visited the Women's Center on a weekly basis to learn more about NGOs and women's activity. Afterward, several students have agreed to serve as volunteers in the Women's Center, and two others have used the Center extensively for research on the diploma theme papers.

The Center has an extensive outreach program for women throughout Albania, and provides technical assistance, training, and copies of the Center's publications. In the last quarter, the Center surveyed

business women in the districts of Tirana, Diber, Vlora, Fier, Pogradec, and Shkodra and held follow-up discussion meetings with women. The survey identified the most common problems faced by business women: lack of infrastructure supporting business development, difficulties in a business environment dominated by men, lack of networking opportunities, and lack of time to establish and manage a business due to competing household duties and child care. Business women asked for training in management and marketing, bookkeeping, preparation of business plans, business expansion, obtaining bank loans, and different issues. The Women's Center is designing follow-up support, including targeted training in the above areas. In addition to the survey, the Women's Center provided technical assistance to new associations in the districts. The Center assisted the Counseling Center for Women and Girls in establishing an office administration system, financial management system, and preparation of initial funding proposals at their new facility in Shkodra. The Center's assistance to a rural women's association in Berat strengthened their outreach and assessment of community needs. The Center also assisted associations in Lac and in Shkodra in preparing statutes and registration documents and funding proposals.

The Women's Center contributes to policy dialogue, formulation, advocacy, and in particular, builds coalitions among women's NGOs on policy issues. Trained in an ORT advocacy training of trainers course, the Women's Center staff have demonstrated skills in coalition building and advocacy. On the initiative of the Women's Center this quarter, women's NGOs joined forces on several current policy issues: (1) opposing the violence in Kosova by issuing a formal petition and appeal to foreign governments and international organizations to find a resolution and putting up posters and billboards with their message; (2) supporting European Parliamentarians in issuing an Albanian declaration to denounce the fundamentalist regime Kabul, and stop violence and gender based discrimination; (3) strengthening institutional relations between women's NGOs, government, and donors on current problems facing women in the government by holding meetings and a large seminar. The Center will organize a training course for women parliamentarians to strengthen their knowledge and skills in legislative review of bills and women's policy issues to further the recommendations issued in these meetings. The Women's Center staff will build upon its recent experience from a two-week training course in Denmark on Women's Position in the Decision-making Process in Democratic Countries.

To broaden the impact of its work, the Women's Center effectively used the media to cover gender issues and women's NGO activities. The Women's Center published articles about its activities and policy issues in other NGO publications, most of the major print media, and through an ongoing series of interviews on radio and television.

SSNWK-002 Health NGO Forum: "Strengthening the Network of Health NGOs" (IDG- \$14,140)  
*start date: 12/1/97 end date: 11/30/98*

The Health sector in Albania is woefully inadequate. Hospitals and medical professionals do not have the medicines and equipment needed to serve patients. According to data collected from the ORT National Research Project, there is an alarmingly high incidence of bribing medical professionals in exchange for services. In addition, there is an acute lack of public health information. Health NGOs are attempting to improve state health institutions and supplement their services to the public.

Through an ORT grant, the Health NGO Forum supports networking and information and resource sharing among NGOs, and strengthens the impact of their work through training courses and joint projects that address the needs of the health sector. The Health NGO Forum offers facilities and assistance to its membership in preparing project proposals, fundraising, gathering information on donors, and strategizing to increase program impact.

Prior to the DemNet grant, the participation of members in the Forum had waned considerably. With a new strategy under the ORT grant, the Forum is implementing constructive changes. The new management board elected last quarter sprang into action, meeting twice to prepare an annual plan and review and draft amendments to the current Forum's statute. The statute calls for increased member participation in decision-making and more responsible and active management board. The draft amendments include a clearer definition of the Forum as an umbrella organization, regular general membership meetings, a larger number of board members and more clearly defined election procedures, and the creation of a committee responsible for proposal evaluation for small grants which the Forum intends to provide to health NGOs. The Forum held its general membership meeting to discuss priorities (regular liaison with government ministries) and potential joint projects (e.g., the health NGOs support of the disability law drafted by the Foundation of Disabled Persons), as well as approve an annual plan prepared by the managing board. With these changes, the Health NGO Forum's membership base has increased from 15 members to 18 this quarter. The membership is more actively engaged, organizations work together to support each other, and as a Forum has a stronger and more democratic management and governing structure.

The Forum is compiling a health sector booklet with comprehensive information on health NGOs and donors. In addition, the Forum produces a quarterly *Bulletin* which reports on current NGO activities and the Forum's joint NGO initiatives. Both publications facilitate networking and information sharing among NGO members. In response to members' requests for quarterly training programs, 20 representatives participated in the Forum's seminar on Health Promotion and Education this April. Members learned contemporary health promotion campaigns and how to develop sound project proposals, action plans and implementation methods. The training format strengthened the sector NGOs in teamwork and collaboration. Training participants demonstrated their new skills and strong collaborative spirit in drafting four joint project proposals during the training in areas of hygiene and sanitation standards in fast-food cafes, work with street children, health issues related to prostitution, and nutrition for pregnant women. In fact, these proposals will be further developed and submitted to donors in the future. For the next quarter, the Forum is planning additional training in financial management, using ORT trainers.

Another concrete example of successful NGO coordination by the Forum is the set of constructive recommendations presented by Forum members on the Ministry of Health's draft law prohibiting cigarette smoking in public places. Through a Forum-sponsored roundtable on the law, members formulated recommendations for a clearer legal definition of "public places", proposed that the law make designated smoking areas available, and suggested clearer penalty provisions. The NGOs also proposed ways in which they could support implementation of the law through public education and monitoring activities to assure compliance. Through this activity, Forum members are working

together to improve draft laws, advocate passage and ensure adequate implementation.

ECON-008    Research Center for Rural Development: "Issues of Rural NGOs Network: Today and In the Future" (MG-\$2,990)

*Start date:* 1/1/98    *end date:* 4/30/98

Although there have been studies and directories developed on a national and cross-sector scale, there is not clear data on the level of organizational development and the impact and number of rural NGOs. Using its DemNet funds, the Research Center for Rural Development (RCRD) identified and assessed development levels of existing rural NGOs and published survey findings and contact information in the first rural NGOs directory. Throughout project implementation, RCRD worked with other NGOs and the government: it started by collaborating with the Albanian Center for Economic Research in soliciting assistance in designing a research instrument (questionnaire), and continued to work closely with pre-existing rural NGO leaders and the Departments of Agriculture and Food in each district. RCRD posed the survey questions to leaders and members of existing associations and individual farmers. RCRD subsequently gathered opinions and data from over 300 persons on the role and contribution of rural NGOs; the relationship between government, local and central, with rural NGOs; obstacles to NGO functioning; and priority policy issues for rural NGOs. Results were the basis of discussion in four regional meetings and one national meeting of NGOs working in rural development. The research data also provides support for policy recommendations and future program planning.

Despite the fact that 750 different associations exist, rural NGOs remain weak in collaboration and sharing of information. This is due to either a lack of experience and information, or simply because of a backlash to the concept of cooperation forced on farming cooperatives during the Hoxha regime. Thus, rural NGOs as a group are often polarized instead of networking for increased impact on agricultural development. Even though 75% of the farmers associations claim to be national ones, a true national network of rural NGOs does not exist. Only 15% of rural NGOs have published anything in connection with their NGO and even fewer publish regularly; 90% do not have offices or other supportive infrastructure. 95% of the respondents identified need of financial support while at the same time having no membership dues requirement. With regard to policy advocacy, the survey showed that rural NGOs are lobbying central government with some success, and that they have achieved results with the passage of new laws and amendments. Some examples include the work of Association of Meat Processors, the Flour Production Union, the Cooking Oil Association and AFADA. At the local level, results are less promising; 60% of the respondents said that they do not have regular contacts with local authorities. This is an area in need of further strengthening and shared experience.

Based on the survey findings and the regional and national meetings, RCRD is advocating support for rural NGOs and families in the following areas: civic education; training in modern agricultural techniques; NGO organizational development and policy advocacy; and increased exchange of information and collaboration between rural NGOs through a information network or umbrella group. RCRD is also urging the government to increase reliance on NGOs in setting policy priorities, law

making, and implementation, including creation of the special coordination office with rural NGOs within the Ministry of Agriculture and Food.

RCRD published its directory, which includes survey findings and recommendations, in a bi-lingual format and distributed it to NGOs, government, and donors. Based on the findings, RCRD will strengthen its own role as a rural NGO resource center and increase networking and information sharing among rural NGOs. It is currently seeking support for a periodic publication, entitled *Rural NGOs News*, which will combine news from individual rural NGO publications as well as matters of common interest to NGOs. Through the directory, survey findings and regional and national meetings, rural NGOs received basic tools and a forum for networking, information sharing, and priority identification. Follow-up support of RCRD as a resource center can further strengthen this network.

### ***Democracy Sector Grants***

DEM-016      Foundation for the Reconciliation of Disputes: "Promoting Tolerance, Understanding, Culture and Improved Capacity in Treating and Resolving Conflicts" (IDG- \$15,100)  
*start date: 6/25/97    end date: 6/15/98*

A DemNet grant to the **Foundation for the Reconciliation of Disputes** enables them to resolve disputes that are both historical in nature and current, such as conflicts stemming from the civil unrest. The grant also focuses on building institutional capacity within the Foundation and its country-wide network of mediators. As a result of the roundtables and training seminars in ten districts, the Foundation trained more than 400 community leaders in conflict resolution through mediation, thus raising the awareness of mediation as a conflict resolution method and identifying and recruiting five to eight mediators in each district. The roundtables and training seminars also served as forums to collect data on the local issues of conflict for each area and the number of conflicts resolved through mediation. This data is comprehensive and detailed information that the Foundation can use to increase its programing impact. According to information gathered by the Foundation, from January to July, 1998, 125 cases were resolved through mediation. These cases involved disputes concerning property, family, blood feuds, assaults, batteries, and labor contracts. The Foundation will publish these results in early September and use the findings to support further development.

DEM-019      Society for Democratic Culture: Media Monitoring in A Non-election Environment (\$9081)  
*start date: 3/1/98    end date: 5/31/98*

Results of three national polls and three media monitoring projects conducted by the Society for Democratic Culture revealed that the public relies heavily on state media to obtain its information. Through this DemNet grant, the Society designed a media monitoring program to evaluate the media according to professional standards for a democratic society in non-election campaigns. The Society's project goal is to increase the independence and objectivity of the news organizations rather than

maintaining a primarily political focus and bias on reporting important news events of the day. A team of Society-trained monitors systematically observe and evaluate the state electronic media and four independent newspapers on their independence, objectivity and the importance of the news and publish results in monthly bulletins, periodic press conferences, the Society's newsletter, and in the daily press. During the last quarter, the Society trained its team of monitors and designed the monitoring system, including reporting tools and methodology. The Society was resourceful in using regional and local training capacity to develop the program and train members. Through the support of ORT and DemNet partner, Freedom House, the Society hosted two journalists from an NGO in Romania to assist in the design of the project and help with the training. On the initiative of the Society, this training was supplemented by local and foreign experts currently residing in Albania, as well as the Society's staff.

The Society releases its monitoring results and recommendations in a Bulletin on the first Monday of each month. Early results show that its program is getting significant attention by the press and government and that it is making an impact on news reporting by state television and radio. Twelve media sources reported the findings contained in the first Bulletin introducing the program; the findings revealed that state-sponsored television stations allocated more news time to stories about government, Parliament and the Presidency, compared to the independent newspapers. In its recommendations, the Society pointed out the results of its previous polls which show a consumer demand for stories on social issues, most importantly information on employment and the economy. After releasing the data, the Society noted a lower percentage of broadcast time in the next three months allocated by the state television to their program category "politics and the state" and increased to time focused on social items.

The media monitoring program strengthens the Society's reputation as a serious NGO impacting the democratization of the state electronic media. At the donors conference on media, the organizers invited the Society to speak as a model of NGO impact on media reform. Both state and private television and radio continue to report positively on the work of the Society and its media monitoring program.

DEM-020      The Albanian Human Rights Group: The Protection of Human Rights through Improved Enforcement of Judgements (MG-\$1895)  
*Start date: 3/1/98      end date: 4/30/98*

A number of complaints to the Albanian Human Rights Group (AHRG) claim that the Bailiff's office, affiliated with the courts, has significantly delayed execution of judgements. Persons with pending enforcement of judgements assert that the delay is a result of inefficient oversight of employees in the office, indifference of employees to execute the judgement, and in some cases, corruption of employees. As a result of the inefficiency of the office, citizens who win a civil judgement either have to execute the decisions themselves or are simply denied justice since the court decisions are not executed. This negatively impacts the confidence of citizens in their judicial system and their access to justice through the rule of law. Through a DemNet grant, the Albanian Human Rights Group conducted a preliminary investigation and prepared a report on the functioning of the Enforcement

Office. In a subsequent workshop, representatives of the Bailiff's Office, the Ministry of Justice, Ministry of Public Order, and judges, lawyers, NGO representatives, and citizens discussed the problems and identified possible solutions which would include human rights NGOs. The project was the first time the office was scrutinized, and it brought the issue to the attention of the Ministries and the judicial system. In its current follow-up phase, it is designing an ongoing monitoring and reporting program for citizens as well as training courses for the Bailiff staff. As a result of the roundtable, the Ministry of Justice committed to amending the law which it already has under review.

### *Social Safety Net Grants*

SSN-008 Albanian Hemophiliac Association: "Campaign for the Identification of People with Hemophilia & an Evaluation of Their State & Treatment" (MG-\$3,760)  
*Start date: 2/15/97 end date: 4/15/98*

People with hemophilia are affected by a blood disease that causes internal or external hemorrhaging requiring immediate treatment as well as complications from ongoing medical intervention. Since hemophiliacs require a large quantity of blood, their condition continually exposes them to the risk of infection of HIV and other blood diseases. The Albanian Hemophilia Association (AHA) asserts that because this group of persons are in a precarious state, the Albanian government, like other Western governments, should recognize them as invalids and provide appropriate attention and health services to them, while at the same time, providing them the necessary support to integrate them fully into society.

Through a DemNet grant, the AHA conducted national research and established an informational databank containing the state of treatment of people with hemophilia. The AHA administered 1000 questionnaires in 29 districts with the help of local hematologists and other doctors. The data confirmed that there are 320 hemophiliacs in Albania, 80 of which are children. The database serves as the first centralized and comprehensive source of information on these patients; and through the collection process ensured that every patient received a physical check-up. The results show that many patients moved from the village to urban areas, and that most of the patients' health had deteriorated over the past years. Patients are often isolated in their homes and inactive in social life or employment. In some cases, the persons had died from complications of the disease.

Using the results of the data, AHA organized a national seminar with physicians, patients, and government officials. In discussing the survey, the participants formulated recommendations such as obtaining modern medical treatment for hemophiliacs, increasing their integration into society, and ultimately creating a permanent hemophilia center to educate persons with the disease about their condition and opportunities for a better existence. The AHA is currently lobbying the Ministry of Health to provide appropriate medical support to hemophiliacs, such as supporting local production of the blood factor needed for treatment versus issuing high-priced tenders, and finding support for the Albanian Blood Institute to adequately test blood for viruses leading to fatal diseases. The AHA has greatly contributed to the local production of the factor by obtaining \$1,000,000 worth of the blood factor from international donors. The AHA joined its cause with another DemNet grantee, the Foundation for Disabled Persons, in lobbying for an amendment to the laws related to the status of

invalids; the proposed amendment would recognize hemophiliacs as invalids and also provide equal rights and benefits to all invalids.

SSN-013      Useful to Albanian Women- "Drug Monitoring Center" (\$15,270)  
*Start date: 11/1/97    end date: 5/31/98*

Drug trafficking and abuse have steadily been on the rise over the last several years, peaking during the crisis and coinciding with the breakdown of internal order. Under a DemNet institutional development grant, Useful to Albanian Women created the Monitoring Center for Drug and Alcohol Abuse by Young Persons. The Center provides the only national collection of data on drug abuse, works in partnership with two high schools, and offers counseling services through its hotline. ORT has awarded the Center a second grant to support its NGO-government task force to develop anti-drug legislation and a drug prevention policy framework. The new grant also supports the continuation of counseling services, data collection, and the expansion of its public education and model school program to other high schools. During the last quarter, the Drug Monitoring Center extended its drug prevention / drug education outreach to two new schools. By expanding its program to include student teachers, the Center introduces early drug prevention teaching and counseling programs as well as strengthens the relationship between teachers and the Center for future cooperation.

The Center's two volunteer medical doctors developed new materials for the "drug education corners" and teaching aids for the secondary school programs designed in last year's pilot project. These materials will be used in the next school term.

Last winter, the Center provided counseling services and information to 16 new visitors suffering from drug or alcohol addiction. All but two of the individuals were adolescents. Concerned parents requested information from the telephone hotline and during personal visits regarding their children.

To further its work on the draft law prepared last quarter, the Center created a working group of interested professionals working on drug issues: the Dean of the Faculty of Social Science; specialists from the Ministry of Labor and Social Affairs, Ministry of Interior, Ministry of Education, Ministry of Justice; the chief medical officer of the Detoxification center at the Military Hospital; a criminologist; staff attorney of Parliament; and the Center's director and ORT trained law drafter. The willingness of these persons to join the working group demonstrates the successful efforts of the Center to foster a strong working relationship under the previous DemNet grant (1997). During April, the working group revised the Center's first draft law and later, working closely with an ORT foreign legal expert, prepared a final revision based on comparative law, as well as accompanying legal memorandum and supportive material. [See further discussion in the section on Technical Assistance and Training for information on ORT Foreign Legal Expert.] The proposed law provides for increased punishment for aggravated circumstances in drug cases involving: recruitment of minors in drug trafficking; drug distribution to minors; distribution in or near places such as schools, kindergartens, hospitals, prisons, etc.; use of a dangerous weapon; offenses resulting in serious health consequences; and offenses involving caretakers. The proposed law also exempts undercover police

officers who are purchasing drugs as a part of a sting operation from prosecution. An important new component is the creation of alternative punishments and rehabilitation programs for drug addicts violating the penal drug laws. In the next quarter, the Center will begin lobbying for passage of their proposed draft law as well as lobbying support for the Ministry of Interior's proposed amendments relating to undercover policy operations in drug trafficking investigations. The Center will continue its services and development of drug education material.

SSN-011      Law and Rural Women's Rights: "A Law Addressing Family Violence" (MG - \$2040)  
*Start date: 11/5/97    end date: 4/30/98*

SSN-015      Law, Business and Rural Women (formerly Law and Rural Women's Rights):  
"Institutional Strengthening of the Association" (\$3000)  
*Start date: 5/6/98    end date: 10/31/98*

Building on results from a survey of 11 villages funded by ORT DemNet, the Law, Business and Rural Women association worked with ORT-trained legislative drafters to a law on family violence. With additional DemNet funds, the association and ORT technical advisors engaged in a fast-track advocacy campaign for a bill providing a legal definition of domestic violence and legal infrastructure to support victim protection and rehabilitation measures. The association is leading a major advocacy initiative that includes forming NGO alliances, mobilizing public support through local meetings, petition drives, appealing to mass media, and directly lobbying members of Parliament.

Supported by ORT advocacy specialists, the grantee solicited the support of 40 other NGOs, forming a "Task Force for a Non-Violent Family" which gathered over 6,000 voters signatures in a two-week period to support the law, garnered large media coverage of the issue, and held a number of meetings with members of Parliament and Government to discuss introduction of the bill to Parliament. The fast-track initiative introduced a model of collaboration and advocacy on a crucial policy issue directed to Parliament; it also equipped two local support teams (ORT-trained advocacy specialists and ORT-trained legislative drafters) with practical experience in a policy advocacy campaign. Despite the unprecedented efforts and spirit of the Task Force, members of Parliament and the Ministry of Justice have not yet agreed to present the proposed legislation. Nevertheless, the Association is continuing its pressure on government bodies to focus on the issue as a priority. The Task Force has also developed renewed plans to work with a group outside the Task Force which is also drafting its own proposed legislative provisions.

ORT continues to support the association through an institutional development grant. With these funds, the association has set up an office in Tirana to build stronger links with counterpart NGOs and on-going national lobbying efforts. The office serves as the first permanent meeting facility for board members. Board members from village chapter organizations discuss priority issues from their villages, participate in program planning and approval, and receive board training.

### *Environmental Sector Grants*

- ENV-007 Albanian Scientific-Didactic Association of Speleologists: "Creating a Policy for the Legal Status and Management of Karstic Caves According to Scientific and Didactic Values (MG - \$3000)  
*Start date: 9/15/97 end date: 5/15/98*
- ENV-011 Albanian Scientific-Didactic Association of Speleologists: Mobilizing Support for a Law on the Status and Management of Karstic Caves (MG \$ 2971)  
*Start date: 5/1/98 end date: 6/30/98*

Through ORT microgrants, technical assistance and training, the Speleologists Association is lobbying for a law for the legal status and management of karstic caves according to scientific and didactic values. Working with an ORT-trained local lawyer and ORT policy advocacy consultants, the association drafted a law providing protective measures for caves based on their geological and biological characteristics. The association sponsored an international symposium and roundtable to share scientific data and to collect more data and gather opinions on the proposed legislation. The association employed an exhibition stall at the international trade fair in Tirana- the Fiera del Levante - as a public education forum to mobilize support for a protective policy for caves and the draft legislation prepared, build public support, and increase membership. The exposition served as a model environmental awareness campaign using videos and a photo exhibition. Club members also acted as guides describing the value of caves, their current destruction, the effect of the environmental damage on human health, as well as information on the proposed law to protect them. Through a questionnaire, the association gathered information from the public on their level of knowledge on caves, the protection of natural water sources, and their interest in working with the association and learning more. The association identified a large audience interested in further information and excursions. Eighty percent of those agreeing to fill out the questionnaire were young people (mostly students) or employed people. Seventy percent of respondents did not know the caves existed, but 100% of the respondents were interested in visiting a cave in excursions with the association, and 60% expressed interest in joining the association. The association mobilized support for its draft law by collecting 500 signatures on its petitions. Several members of Parliament and the national government visited the exhibit and discussed with great interest the work of the association and the proposed legislation. As a final component of their advocacy campaign, the association is planning a press conference with journalists, politicians, and donors to present the draft law and then lobby members of Parliament to introduce the law for discussion.

- ENV-008 Transborder Wildlife Association: "Protection of Nature, Beauty, Life: Natural Resource Management" (MG \$2972)  
*Start date: 3/20/98 end date: 9/20/98*

The Transborder Wildlife Association is a local NGO created in Korca. With its grant funds, it is conducting research and developing policy recommendations to protect wildlife and the habitats of southeastern Albania. Its research and policy campaign will address deforestation through illegal

cutting of firewood and identification of alternative heating sources. During the last quarter, the association created a task force to develop questions and administer a survey in neighboring districts. Task force members met with government officials in the district Forestry Departments to discuss project objectives and to seek their ideas on the problems. The Korca prefect agreed to support the initiative by sharing information on population and the number of families in the districts, towns, communes, and villages; this information was necessary to determine an accurate sample for the research. During the last quarter, the association trained survey administrators and begin administer the survey to 154 individuals in four districts. Early survey results show a great amount of cutting and damage to national parks in the Prespa region, in the mountain resort, Dardhe, and in forests in Kolonje. During the next quarter, the association will continue to administer the survey and analyze data, collect information from other studies related to wood cutting and use of alternative fuel sources, and present its findings and policy recommendations to the Regional Environmental Agency and Forestry Departments. By offering policy alternatives and strategies for new power sources, backed by accurate data, the Transborder Wildlife Association is contributing to the protection of the natural environment and its wildlife.

ENV-009 Albanian Public Health Association: "The Voice of Associations in Compilation of Public Health Policies" (MG - \$2999)  
*Start date: 1/15/98 end date: 4/30/98*

As a developing country, Albania confronts critical public health problems. Often the root of these problems is environmental, but there have been few, if any, projects to date that address both of these sectors simultaneously. The Albanian Public Health Association used its DemNet microgrant to support data collection at community level and work in partnership with the Board of Environment and Health (established in August 1997 by the Ministry of Health and Environment and chaired by the Head of Primary Health Care Directorate) in drafting the National Action Plan. Through local meetings and a national training seminar, the association broadened its outreach to districts creating new branches in Lushnje, Elbasan, and Korca, and strengthening its relationship with its existing seven branches. The NGO trained members in information collection techniques, identification of priority community health issues, compilation of recommendations, and communication and information dissemination strategies. Members used their new skills at the national seminar and agreed upon priority health and environmental problems to target for public policy support in the next few years: water supply, sewage collection and disposal, solid waste disposal and air pollution. The members also made a list of policy recommendations, amendments to existing laws, and ideas on implementation of existing law. These priorities are listed in a comprehensive post-conference publication which the four members representing the association presented to the Ministry of Health and Environmental Protection at the inter-ministerial-NGO working group responsible for preparing the National Plan for the Environment and Health.

Many of the NGOs policy priorities and recommendations have been incorporated into the NGO-Government working group's report entitled, "Analysis of the Environment and Health in Albania" which is the basis for the subsequent National Plan for the Environment and Health. Presently, these policy priorities and the report are receiving extensive media coverage. The Public Health

Association, by strengthening its reach to communities outside the capital and through issue identification, has proven to be an effective partner for government at a crucial stage of setting policy priorities. At the same time, the openness of the Ministry's working group to the participation of NGOs marks another step in the democratic development rapidly taking shape with the new coalition Government of Albania.

ENV-010 Association for the Protection and Preservation of the Natural Environment: "An Albanian Law to Protect Its International Lakes" (\$1000)  
*Start date: 5/1/98 end date: 5/31/98*

Building upon previous ORT support of the Association for the Protection and Preservation of the Natural Environment (PPNEA) to host an international symposium on the protection of Prespa Lakes, legislative drafting, and a community meeting, this ORT microgrant funded the final phase of policy formulation and advocacy which increases the protection and preservation of the lakes situated on Albania's borders. The association conducted a roundtable at which foreign and Albanian specialists, NGO representatives, and government met to review and discuss the association's proposed draft law. They gathered additional comments and input on the draft and mobilized support for its enactment. NGOs and government representatives from Tirana, Shkodra, Korca, Bilisht and Pogradec provided constructive comments which were incorporated into the final draft. PPNEA also sent the draft to foreign environmental experts in Tirana and solicited their comments as well. As a result, several NGOs are supporting the draft and its presentation to government. As a current component of the PPNEA's lobbying plan, the final version has been sent to the National Agency of Environmental Protection and to the Ministry of Agriculture and Food for their review, and PPNEA will continue to encourage them to present the draft to the Albanian Parliament.

### *Economic Growth Sector Grants*

ECON-002 National Union of Albanian Farmers: "Institutional Capacity Building and Advocacy" (IDG- \$15,000)  
*Start date: 2/15/97 end date: 2/15/98*

The National Farmers Union of Albania has been working with farmers since 1994 to help them develop as successful private producers, and at the same time, provide a collective voice in legislative matters affecting them. In the past year, the Albanian Farmers Union worked in three main areas: improving the land tax law, farmers' pensions, and improved access to agricultural inputs. The Farmers Union worked closely with an ORT-trained legislative drafter to prepare a bill which would create different taxation structures for different types of land. This quarter, the policy efforts of the Farmers Union came to fruition with the successful organization of the second public hearing on agricultural issues to discuss the agricultural land tax structure.

The public hearing marked a new era for the Parliament - increased transparency and openness to NGO input in legislation. Although the Farmers Union conducted an unprecedented public hearing

in 1994 with the participation of the Ministry of Agriculture and several deputies of Parliament, such efforts by the government or parliament had not been replicated in the last four years. New rules of Parliamentary Procedure now formalize public hearings as a tool for Parliament commissions. After a year of efforts to strengthen the Farmers' Unions relationship with new representatives of government and Parliament, the Farmers Union gained the support of the Parliamentary Commission on Agriculture to conduct the public hearing in the district of Lushnje. The Farmers Union with the USAID-funded VOCA project provided full organizational support. Representatives of the Farmers Union demonstrated strong advocacy skills developed in ORT policy advocacy training courses as well as their own preparatory practice sessions; they presented concise, focused, and persuasive arguments for a change in current legislation. The Parliamentary Commission expressed its appreciation and agreed to seriously review the farmers recommendations and draft law in upcoming commission meetings. The Commission Chairperson also made a commitment to hold public hearings more frequently on agricultural issues. Together with other recent examples of public participation through government and parliamentary-sponsored forums, this public hearing signifies a real improvement in transparency and public participation in political decision-making. It also serves as an ideal model for the structure of public hearings and for advocacy by NGOs. Consequently, ORT requested the Farmers Union to present its success story in the ORT / IRI sponsored program, "Public Participation and Parliamentary Procedures."

The DemNet institutional development grant supports democratic strengthening of the Farmers Union. During the last quarter, the Farmers Union also held its annual meeting with the participation of commune-level representatives, including the new branches created over the last year. The leaders presented an annual report on performance and results, a financial report, and plans for the next year. New officers were also elected. The annual meeting demonstrated the democratic and transparent decision-making in the organization stemming from increased institutional capacity building efforts last year.

ECON-004 Albanian Consumers Association: "Improving Consumer Protection Rights and Institutional Development (IDG - \$14,997)

*Start date: 8/1/97 end date: 4/30/98*

As an effective watch-dog organization, DemNet grantee, the **Albanian Consumer's Association (ACA)**, aggressively monitored the consumer market, gathered valuable input from consumers through training courses, surveys, meetings, telephone polls, interviews, and letters to its national and local offices. During 1997 and part of 1998, the ACA's network of consumer groups responded to 42,195 complaints on food, drinking water, medical and pharmacy services, urban services, environment, and social services. Subsequently, an ACA consumer survey revealed that the market situation improved from that during the 1997 crisis. There are now more controls on the quality and safety of goods, greater state efforts to stop the sale of fake products, improved services such as drinking water supply, stricter restrictions on environmental pollution and more regular pick-up of household waste.

Ongoing complaints received by the ACA revealed a number of critical problems which ACA and its local coordinators brought to the attention of national and local leaders through its DemNet-funded project. AHA resolved a number of consumer problems by alerting state control bodies and encouraging them to act - the state confiscated of large quantities of flour infected with mesenteric bacteria, they blocked the of sale of 3.7 tons of sunflower oil from VEFA Holding in cans significantly under the weight on the label, temporarily suspended the operating privileges of substandard bakeries until health and sanitation standards were met, blocked imports of spoiled margarine, wheat and flour at the Durres port, and improved telephone services for 500 Tirana residents. They also won a court case on behalf of consumers against an unlicensed beverage producer using false labels. Through monitoring compliance with laws, the ACA also identified areas for improving existing laws. ACA suggested amendments such as advocating the inclusion of consumer protection in the constitution, improving laws that concern food quality, sanitation and veterinary inspection at customs points, and improving public utilities' contracts and services.

By the completion of the nine-month DemNet grant, the ACA strengthened its members and clients through local training courses on the rights and obligations included in the Consumer Protection law, the law on foodstuffs, various provisions of the Civil Code (i.e. including those on fraud and advertising), the law on sanitary inspection, veterinary law, law for medicine and other consumer laws. The ACA trained 933 participants: leaders of consumer groups and local branches, representatives of local and central government, research and scientific institutions, public utilities, etc. Fifty-three persons, foreign experts, ACA staff members, and specialists in different fields (jurists, medical doctors, etc.) served as instructors, often on a volunteers basis. As a result of the training, the local consumer groups, branches and regional advice centers became more active in raising their own local issues to local authorities. The education did not stop at the training level. The AHA introduced consumer education in secondary schools by adding curriculum in economics (brands of products), sociology (local and rural problems, environmental protection, education), civic education (public administration, citizens and the law), geography (human and environmental geography), physical education (effects of it), and Albanian language (discussion of local shops.) In two vocational schools, the ACA introduced special consumer protection information for hotel and restaurant service students. Through a national seminar with 60 specialists from Tirana schools in May, the ACA gained ongoing support for consumer education in school curriculum.

Through mass media and ACA publications, consumers received warnings and information. ACA's newsletter, *The Consumer*, has a circulation of 20,000 copies throughout Albania. Over the last nine months, the ACA also distributed seven different leaflets on consumer issues totaling 18,500 copies; 99,500 copies of other consumer papers were distributed at the national fair, "Reality 1997." Eleven different media sources published 333 articles on issues raised by the ACA. The ACA entered into an annual agreement with the state radio and television to broadcast 30 and 60 minute consumer shows once a month. These broadcasts drew the attention of private radio and television, and now private media sources invite ACA staff for interviews and discussions on consumer issues. ACA's work as a well-known national consumers watch-dog group provides excellent representation of consumer's rights and consumer education on both the specific hazards and the need for a conscientious consumer.

## **NEW MICROGRANTS AWARDED THIS QUARTER**

ORT awarded the following microgrants during the last quarter. Grantees implemented their subprojects before the end of Phase I of the project. The description and results of each project are listed in the preceding sections.

- ENV-010 Association for the Protection and Preservation of the Natural Environment: "An Albanian Law to Protect Its International Lakes" (MG- \$1000)  
*Start date: 5/1/98 end date: 5/31/98*
- ENV-011 Albanian Scientific-Didactic Association of Speleologists: Mobilizing Support for a Law on the Status and Management of Karstic Caves (MG \$ 2971)  
*Start date: 5/1/98 end date: 6/30/98*
- DEMNK-007 Local Coordinative Forum for NGOs in Elbasan: NGO Law Training (\$630)  
*Start date: 5/15/98 end date: 6/15/98*

## **FUTURE GRANT ROUNDS**

As ORT begins its Phase II under the extension of the cooperative agreement, the Project Management Unit is making adjustments to its grant program and criteria. Larger institutional development grants and development activities grants will be proactively targeted at a more defined group of NGOs who are committed to receiving organizational development assistance as part of ORT's National NGO Development and Sustainability Strategy. Microgrants will be open to all eligible NGOs. Microgrant applications will be reviewed on an ongoing basis, the larger grants will be approved twice a year beginning in the fall of 1998.

## **TECHNICAL ASSISTANCE AND TRAINING**

During this quarter ORT's training and technical assistance focused on the continued organizational development of DeMeTra, an NGO selected to become an Albanian National NGO Training and Technical Assistance Resource Center. Since DeMeTra will serve as the lead organization in the ORT sustainability strategy, a significant amount of support was devoted and will be necessary in the future to help them prepare for this important role.

ORT also continued to provide ongoing policy advocacy training and technical assistance to the community of public policy-oriented NGOs, and gave additional institutional support to grantees. On the occasion of the Parliament's recent enactment of revised rules of procedure, ORT, with the International Republican Institute, sponsored a two-day program on Public Participation and Parliamentary Procedure. To support legislative drafting initiatives, ORT assisted grantees in further revision of proposed legislation, including an anti-drug law, the NGO law, and various environmental and social laws.

At the request of NGOs and other organizations, ORT is drafting an extensive NGO Management Handbook, covering topics such as financial management, fundraising, and human resource management. ORT also continued to provide training to grantees in financial management and fundraising.

### ***Public Participation and Parliamentary Procedure***

ORT, together with "USAID S.O. 2.1" partner, the International Republican Institute (IRI), hosted a two-day program in June on Public Participation and Parliamentary Procedures. The forum brought together Members of Parliament and NGO representatives to discuss the important changes in the newly enacted Rules of Procedure for Parliament. The new rules provide for greater transparency of Parliament, allowing for increased public participation in the decision-making process. The new rules also authorize Parliamentary Commissions to hold public hearings with NGOs, the media, and citizens on any issue they deem appropriate; guarantee the presence of media sources in Parliament (except for issues deemed of state security); further define the legislative process, and reinforce commission meeting procedural rules.

Two American advisors funded by IRI, Carol Frederick (a public affairs specialist) and Douglas Foxley (attorney/lobbyist) conducted demonstrations of US Congressional Committee meetings, highlighting the role of NGO representatives and public participation in the review of laws. The program also included discussions with members of Parliament and NGOs on the new rules, presentation of success stories by two ORT grantees who have presented testimony and draft laws to Parliament, and attendance by NGO participants in a plenary session of the People's Assembly. Program participants viewed a mock commission meeting in which an ORT grantee, the Albanian Family Planning Association, presented testimony on the draft law on reproductive health to a group of Parliamentarians. After viewing the demonstrations, participants returned to the ORT office for additional instruction on direct lobbying. ORT local policy advocacy trainers engaged participants in special exercises to develop their advocacy skills for lobbying in the future.

### ***Legislative Drafting Assistance: New Anti-drug Legislation***

Through collaboration with the American Bar Association's Central and Eastern European Law Initiative, ORT recruited a volunteer American legal expert, Thomas Lininger, to work with the ORT grantee, Useful to Albanian Women, and the Drug Monitoring Center. Mr. Lininger is a federal prosecutor working with the United States Department of Justice in Oregon who has experience in narcotics cases, including prosecuting drug offenders involved with multi-state and international drug trafficking networks, and advising both the US Senate and the Oregon Legislature on anti-drug legislation. In April, Mr. Lininger worked with the Center's Law Drafting Working Group, composed of representatives of government, police, health experts, and NGOs, to assist them in reviewing and revising their initial draft law and mapping out a lobbying strategy. As described in this report's section on the Grants Program, Useful to Albanian Women advocates the enactment of more comprehensive anti-drug legislation. Mr. Lininger provided comparative law experience, helped to

narrow the focus of the draft, assisted the group in constructive dialogue with the Ministry of Interior and one deputy of Parliament (who had previously introduced Penal Code amendments related to drug offenses) on realistic changes to existing law. Mr. Lininger also prepared a model of accompanying documentation, including a legal memorandum, to strengthen the capacity of the Albanian legislative drafters. ORT provided models of a press package for use in later lobbying phases. To strengthen future lobbying efforts, the Center organized a meeting of NGOs, members of government, and Ambassadors from neighboring countries, to present the legislative initiative and introduce Mr. Lininger, who served as the guest speaker on anti-drug legislation. Key persons in the lobbying phase attended and were favorably impressed with the efforts and presentation by the Center. As a result of ORT's focused technical assistance, the Center's lawyer, coordinator, and members of the working group have prepared a strategy to advance the advocacy portion of their legislative initiative.

### ***Financial Management Training***

ORT continues to offer a two-day Financial Management Training course to its grantees. In May, financial officers and board members from five NGOs participated in the training course. The training is designed to meet the needs of NGO employees who are responsible for accounting (finance officers, bookkeeper, program / project coordinator), and for their direct supervisors (presidents, board members, executive directors). The training introduces a modern Fund Accounting System built upon Generally Accepted Accounting Principles (GAAP) as a basis for establishing sound internal control systems, efficient management of resources, and timely and accurate financial reporting. ORT trainers also delivered a component on fundraising. This fourth component was designed while the trainers participated in a US training program in March 1997, through the USAID-funded program, Partnerships in International Educational Training (PIET). NGOs actively participated in identifying new ways of raising funds.

The following financial topics are included: how to establish and use a Chart of Accounts, internal control mechanisms, legal and fiscal obligations for NGOs, budgeting, ORT/USAID reporting requirements, and fundraising. After the training, three of the five NGOs established their own Chart of Accounts for the first time, and two other grantees made improvements to an existing Chart of Accounts based on course principles. While none of the participating NGOs had established written financial policies and rules, participants recognized their importance in a good financial management system and agreed to return to their associations and draft policies and rules for presentation to their respective boards. Participants also employed new financial recording keeping tools, such as establishing a voucher system in two of the NGOs, and all of the trainees identified the need for preparing inventories for their fixed assets.

Course evaluations revealed that participants valued the training on legal and fiscal obligations, an area in which grantees have limited experience. Many of the participants discovered that they failed to comply with current labor and tax laws related to employee withholdings for social insurance and income tax subject to control by governmental fiscal bodies. Participants took steps to correct their current payment systems to avoid being identified as non-compliant by the Ministry of Labor and Social Protection which has occurred with other NGOs.

## ***NGO Finance and Management Handbook***

Other than isolated training handouts and course materials, there are few manuals or handbooks on NGO management issues written in Albanian, and even fewer targeted at Albanian NGO development. ORT grantees completing the ORT Financial Management Training have requested that ORT build its training materials into a more comprehensive resource guide for leaders to train future staff and branch organizations. An American consultant, Flemming Heegaard, and ORT's local finance trainer, both of whom developed the ORT financial management training curriculum in 1996, are drafting a financial and management manual for NGOs which will include detailed chapters on accounting, financial statements, budgeting, fundraising, human resource management, and appendices such as a teaching manual for financial management for NGOs, glossary of terms, and guidelines for proposal writing and developing monitoring and evaluation tools. The ORT consultants will test the manual for comprehension and effectiveness with a small group of NGOs. By the fall, the manual will be ready for publication and distribution to NGOs.

### **THE ALBANIAN NATIONAL TRAINING AND TECHNICAL ASSISTANCE RESOURCE CENTER - DEMETRA**

ORT advisors, Lori Jenkins and Kalia Musha, developed an implementation plan for year one of a National NGO Development and Sustainability Strategy (see attachment A). The strategy is designed to strengthen the overall capacity and sustainability of the Albanian NGO sector. In order to prepare NGOs for increased participation in the democratic development of the country, a long-term, large-scale initiative is required. Based on international NGO standards, each component of the strategy builds upon the prior component, resulting in a consistent level of development, operations, and sustainability for NGOs throughout Albania.

The first phase allows for the continued development of the a National Training and Technical Assistance Resource Center (DeMeTra), which will serve as the lead organization. DeMeTra will be responsible for the implementation of the NGO development and sustainability strategy. Upon completion of restructuring and development according to international NGO standards, DeMeTra will serve as a model NGO. DeMeTra will work closely with donor collaborators, particularly during year one to gain widespread support for the introduction of these standards in Albania.

During year two, DeMeTra will work with sector-area resource centers that have also completed the restructuring and development process to provide organizational development to sector-specific NGOs. Beneficiaries during year one will be NGOs selected to participate in the organizational development of a sector-area resource center and other ORT grantees receiving institutional development grants. Sector-area resource centers' staff will be trained by DeMeTra to provide training and consulting services, along with DeMeTra staff, in organizational development and sector-specific issues.

Training and technical assistance provided to the National Training and Technical Assistance Resource Center (DeMeTra) during last quarter resulted in a complete restructuring of the organization, recruitment and selection of a 20-member board of directors, board development in an intensive training retreat which produced the following: four strategic plans, development of draft bylaws, executive staff criteria, election of board officers, and establishment of six board committees.

Prior to these development activities, DeMeTra had a pre-existing board of three members, of which two were also staff members. In order to meet international NGO standards, staff members resigned from the board, and worked with ORT advisors to recruit 19 additional members. The new board is comprised of representatives from all sectors of Albanian society, with five members from districts outside of Tirana. This Board will serve to promote the organization to a wider audience, improve relationships with all sectors, and encourage collaboration between sectors.

An extensive pre and post-test evaluation (see attachment B) and client satisfaction survey (see attachment C) was conducted in order to measure results of the retreat which are being analyzed, and will be reported next quarter.

Continued organizational development activities completed during this quarter include:

#### ***Development of New Legal Structure for Organization***

During the board retreat, it was deemed necessary to restructure DeMeTra into an organization that gives final administrative decision-making authority and responsibility to the board of directors. A board committee on statute, bylaws, policies and procedures, which includes the board attorney, was nominated to oversee this legal restructuring. The existing organizational structure could not accommodate this change, which prompted the Legal Committee to work with ORT to develop a new statute to transform DeMeTra into a foundation. This new legal structure will enable the board of directors to have independent governing authority over the organization, thus complying with international NGO standards.

The new foundation statute will be presented for approval at the upcoming board meeting. Upon approval, the organization will be re-registered.

#### ***Organizational Development Activities***

Extensive follow-up activities from the board retreat were completed. Several materials developed during the retreat were edited and translated into English, including Profiles of Board Members (see attachment D), list of board officers and committees (see attachment E), selection criteria for the Executive Director (see attachment F) and Training Director, organizational bylaws (see attachment G), organizational charts of DeMeTra year one staff, and four strategic plans: Public Relations and Public Image (see attachment H), Personnel Recruitment, Financial Management and Fundraising, and Government Relations. These materials chronicle the developmental history of the organization,

and will be useful in the restructuring and development of sector area resource centers and other NGOs in the future. They will also serve as important attachments to upcoming documents, such as donor proposals.

The work accomplished by the Recruitment Committee was in many ways groundbreaking for Albania. Although the committee members have extensive professional experience, they had never before participated in such an exacting, open competition for filling an employment position. Rigorous personnel recruitment and hiring is almost unheard of in Albania, where it is most common to gain employment through personal contacts or favors. The members reported that each phase of the recruitment process was a new experience for them. The advisors provided ongoing training and technical assistance to the committee members in order to develop rating procedures, including CV scoring; interview questions and scoring, and final board presentation and selection plans. Each of these steps was well recorded to serve as a model for future NGO development activities.

A video filmed by a board member who is also a television journalist, during the board retreat was edited, converted for use with different systems, and duplicated. A television news clip, based on the video and a press release prepared by the board member and local advisor was aired on Albanian television (see attachment I). A television documentary entitled "Promotion of Non-governmental Organizations in Albania" was also aired on three different Albanian public and private television and radio channels during three different periods. The piece chronicled the accomplishments of ORT in Albania, the results of ORT's NGO assessment, and the development and promotion of the ORT strategy. Emphasis was placed on DeMeTra's role in the strategy, including the board of directors' retreat and their accomplishments. The outcome of this activity was an increased public understanding of DeMeTra as a national NGO, and of its important goals for NGO development and sustainability in Albania. Plans are in progress for a television documentary of DeMeTra and the strategy, based on the video. In addition, several articles on the ORT strategy, DeMeTra, and the board retreat were published in Albanian newspapers. The impact of these articles also increased public awareness of DeMeTra.

A filing system was designed to chronologically record board development and DeMeTra organizational development activities. The system will enable accurate record keeping of important components of the strategy as they are implemented. Special efforts were made to record each step of the executive director recruitment and interviewing process in order to document a truly open competition. The outcome of recording and filing each step of the organizational development process is evidence of transparency, which will also serve as a model in future NGO restructuring and development. Satisfactory record keeping has been a limitation of Albanian NGOs in the past.

### ***Recruitment of Executive Director***

An employment announcement for an executive director was prepared (see attachment J) and published in two Albanian newspapers with national distribution (see attachment K). An extensive, confidential search process was employed in order to ensure an open competition. Forty-one applicants' CVs were received, reviewed, and individually rated by members of the Recruitment

Committee using a standardized scoring procedure (see attachment L). The eleven applicants receiving the highest scores participated in a round of interviews conducted by the Recruitment Committee using a set of standardized questions and scoring procedures (see attachment M). A post-interview computer/English language test was given to each interviewee. The applicants receiving the top four scores participated in a second and third round of interviews conducted by the American and local advisors, first together, then separate (see attachment N). One finalist was excluded from the list due to a pre-existing employment contract with another organization.

The rigorous process lent itself to several interesting outcomes. Several applicants who did not rate in the top 11 wanted their documents returned to them; it was quite clear that they were not accustomed to submitting application packets when applying for employment positions. Several complained of the application and interview process itself, and many demanded to know why they were not selected. When ORT advisors explained the process, and presented the scoring procedures to them, they seemed quite surprised. This was the first time they had experienced these methods as part of an employment process. One of the finalists told the advisors during a final interview that he was very surprised he was being considered, since he did not know anyone at the organization - he believed he wouldn't have had an opportunity to be considered for the position. These outcomes are evidence of a lack of standards in personnel recruitment and selection, and a general disbelief or distrust in an open competition. The employment methods introduced in ORT's strategy are already impacting the NGO community with DeMeTra as the model NGO.

A board meeting is being scheduled in order to present the details of the recruitment process to date, to introduce the three finalists, and conduct a board vote for the executive director. Expected start date for the position is August 1998.

### ***Recruitment and Hiring of Program Staff***

An executive program assistant/finance manager has been hired through similar processes conducted by the advisors to DeMeTra and existing DeMeTra staff. An employment announcement for the executive program assistant position was developed and posted throughout various Albanian ministries, academic institutions, and international organizations. Interviews were conducted with candidates meeting the set criteria, and the top candidate was selected. The outcome of this process was similar to that of the executive director recruitment, with several applicants expressing frustration at the intensive process for the hiring of a "secretary". Again, this reinforces the importance of maintaining recruitment and selection standards, as well as documentation of the process.

An employment announcement for training consultant team leaders was developed (see attachment O) and published in a national newspaper and distributed throughout ministries. Preparations are being made for CV reviews and interviews for these positions.

### ***Training of Program Staff***

ORT's American advisor provided training to program staff, including ORT's local advisor, executive program assistant/finance manager, and pre-existing trainer/consultant. Training encompassed many facets of organizational development. During each phase or activity completed at DeMeTra, both process and outcomes were reviewed. Since DeMeTra staff will be responsible for delivering the same training and technical assistance to other NGOs as designated in the ORT strategy, it is critical that they are fully informed. Their experience with the restructuring and organizational development of DeMeTra will serve as practical experience for their work in the future. Explanation of the reasons behind each step was often necessary in order to gain team approval. The outcomes included a more informed staff, increased understanding of international NGO standards, and increased team participation in the organizational development of DeMeTra.

The executive director, training director, training consultant team leaders, and ORT advisors will develop detailed strategic action plans for each of the eight identified sectors in which DeMeTra will focus its activities. Plans will include placing a training consultant team in each sector with at least two additional trainers. The eight focus sectors are democracy, economic growth, environment, social safety net, health, women & gender, youth, and education. Training consultants will have expertise in at least one of the eight sectors. Specific plans for development of each sector area training team will be finalized. Priorities will be set for carrying out sector area activities outlined in the Strategy, including development, training, and technical assistance for the teams.

### ***Establishment of Offices***

The new DeMeTra offices were preliminary equipped and set-up during this quarter on the first two floors of the ORT building. All services and equipment or furniture, a minimum of three bids from different companies were obtained. Staff shared responsibility for gathering bids, comparing offers considering quality and price, and deciding on the purchases. This was the first experience the staff had with competitive bidding, which was seen as a positive outcome. More equipment and furniture will be purchased during next quarter following the same procurement guidelines.

### ***Strategic Planning for Strategy Implementation***

An implementation plan for year one of the strategy was developed in accordance with the components outlined in the ORT strategy. Specific outcomes of each component of the strategy will be monitored through a variety of evaluation methods. The implementation plan includes a chronological overview of the remaining components of the strategy.

International donors have expressed an interest in financial or program collaboration in the strategy discussions. During the next quarter, DeMeTra, will follow-up in order to solidify such collaboration. Since board and executive staff involvement in fundraising is critical to the sustainability of the organization, these follow-up meetings will serve as hands-on experience and

assist in establishing a sense of ownership in the development and sustainability of the organization and its overall mission.

In addition, several training and consultancy services contracts were fulfilled by DeMeTra staff, which served as marketing and revenue-generation activities. Below is an overview of each:

***"Community Organization Techniques & Strategies for Involving Women in Community Activities"*** provided to the Albanian Private Forestry Development Program (APFDP) June 18-23, 1998.

DeMeTra training consultants designed, developed resource materials, and conducted training in response to objectives determined through a needs assessment and recommendations from APFDP technical staff and consultants. Participants included APFDP technical staff, their counterparts from villages and communes, their collaborators from other donor projects including Land O' Lakes, IFDC, Albanian Development Fund, and the Regional Environmental Center, and representatives from Albanian NGOs and the Department of Forestry. Each participant developed a strategic action plan as a component of the training. An evaluation of the training revealed an overall increased level of knowledge, as well as a high level of satisfaction with the program.

***"Strengthening Local Governance and Citizens' Participation in Albania"*** provided to the Netherlands Development Organization (SNV Albania) June 28-August 16, 1998.

DeMeTra training consultants worked with a Dutch consultant to conduct a pre-training needs assessment in districts outside of Tirana. A detailed training manual, which identified priorities, was developed and a three-day training workshop was delivered. Participants reported an increased level of knowledge, as well as satisfaction with the program.

***"Gender in Agriculture"*** provided to the Albanian Ministry of Agriculture and Food (MOAF Extension Program) May 1-July 11, 1998.

DeMeTra training consultants worked with the Dutch consultant of the MOAF Extension Program to design and deliver a training workshop for MOAF coordinators and department chairpersons, staff, and collaborators from the Agricultural university. An extensive training and resource manual was prepared in both English and Albanian. A pre- and post-test evaluation given to participants revealed an increased level of knowledge, as well as satisfaction with the program.

An important facet of these training programs was the evaluation that was conducted for each. Prior to the restructuring of DeMeTra as the Albanian National NGO Training and Technical Assistance Resource Center, it was not common to evaluate services provided. Since evaluation is an important component of the ORT strategy, ORT advisors worked with DeMeTra staff to develop evaluation measures based on training curriculum to be presented. In addition to the obvious importance of measuring the level of service impact, training staff was able to utilize evaluation techniques and

measure their competencies. Moreover, service evaluations will enhance DeMeTra's portfolio when presented to future and potential donors and contractors.

## NGO NATIONAL RESEARCH INITIATIVE

This quarter allowed for the completion of the Albanian National Survey as part of the National NGO Research Initiative. Data analysis was completed in the United States due to the lack of technical and human capacity in this field in Albania. An ORT research advisor worked with a team of consultants consisting of a data analyst and assistant writer to perform an extensive analysis of the data and report results.

Due to the comprehensive nature of the data collected, it was feasible to conduct a variety of statistical tests primarily based on factor analysis. The results of the factor analysis identified nine major dimensions of each Albanian's experience that are commonly shared. The factors identified were Perceived Prosperity, Social System Attitudes, Perceived Lawfulness, Perceived Conflict, Generational, Material Conditions at Home, Social Support, Personal Attitudes and Beliefs, and Trauma. Each factor exists as a continuum. For each of the above factors, the report attempted to define groups of Albanians that tend to have a particular experience, or perceived experience, according to which end of the continuum they were statistically placed. Variables having statistical significance within each factor were identified and discussed for each group.

The results are reported in a 400 page document entitled *Albania's Road to Democracy: A Fascinating Country in Transition*, published this summer. Five hundred copies are being printed in English and will be distributed throughout Albania and the United States to NGOs, government organizations, international organizations, and others interested in the development of Albania. The document is presently being translated into Albanian, so that we may distribute an additional 500 copies throughout Albania.

This initiative has provided much needed information on the political, economic, and social situation in Albania, based directly on survey data gathered in the field. It is common knowledge that accurate statistics and other information are scarce in Albania. NGOs were introduced to, and participated for the first time, in survey methodology. More than 47 NGO representatives received training and technical assistance in formulating research objectives, designing a survey instrument, sampling procedures, and data collection. It is expected that the report will have widespread impact in Albania, reaching audiences from all sectors, and was already highlighted in a major anti-corruption conference in Tirana organized by the World Bank.

## **FUTURE TRAINING & TECHNICAL ASSISTANCE**

The following activities are planned for the next quarter:

### ***On-going Technical Assistance in Policy Advocacy***

With IRI, ORT will continue to focus on increasing public participation in Parliament. Although Parliament will break for summer recess, IRI and ORT will facilitate NGO involvement in upcoming Parliamentary Commission meetings on review of draft legislation. In response to the new interest on the part of the government in some of the first public hearings, the Women's Legal Group and several women deputies of Parliament requested assistance from ORT in planning a Public Hearing with Parliament on reproductive law issues; ORT will work with these interested parties this summer. Finally, ORT will continue to provide on-going technical assistance to grantees in their legislative drafting and advocacy phases.

### ***Continued Training and Resources in Financial Management and Fundraising***

Two additional training courses in financial management are organized for the next quarter: one in collaboration with ORT grantee, the Health NGO Forum, for its member NGOs, and a second one for other ORT grantees. ORT will also conduct a follow-up meeting with trainees to review their draft financial policies and evaluate them against international standards and guidelines. ORT's local finance trainer and an ORT American consultant will complete the Manual on NGO Management and begin to test it with a small group of NGOs. Once an initial evaluation and any necessary revisions are completed, ORT will prepare the manual for publication.

### ***Continued Organizational Development of the Albanian National Training & Technical Assistance Resource Center***

Activities during the next three months will focus heavily on continued organizational development of the National NGO Training and Technical Assistance Resource Center. Since this organization will serve as a model for future NGO organizational development initiatives, including the sector-area Resource Centers, and since staff will be responsible for providing training and technical assistance to those organizations, hands-on experience is critical for success.

During the next two quarters, ORT advisors and DeMeTra executive staff will work with the board of directors to develop a personnel policies and procedures manual for the organization. The manual will specify the exact nature of relationships between board and staff, internal supervisory policies, reporting procedures, financial management and accountability procedures, office procedures, and comprehensive employment policies. Full time staff will increase to ten. Offices will be fully equipped and set up for year one activities. Bids for each piece of equipment and furniture are being reviewed. A photocopy machine, telephone system, and additional desks, tables, file cabinets, computers, and printers will be purchased.

### ***Recruitment & Selection of Executive Staff of the Albanian National Training & Technical Assistance Resource Center***

A board meeting is being scheduled in order to select the executive director of DeMeTra. The board will meet the three finalists, review the CVs, receive feedback and recommendations from the Recruitment Committee and advisors, and vote by secret ballot. Upon notifying the candidate selected, contract and salary negotiations will take place. An employment contract and position description will be developed by the advisors and approved by the Board. Expected start date is August 1998.

During the executive director recruitment, a candidate was identified for the training director position, who met and exceeded the criteria set at the retreat. The Recruitment Committee and the advisors will present their recommendation to the board at the upcoming meeting, and request an immediate vote. Upon approval, the position will be offered to the candidate. If he accepts, contract and salary negotiations will commence. Expected start date is August 1998.

The ORT advisors and DeMeTra's executive director and training director will review and rate CVS for training consultant team leader positions, interview candidates with the highest scores, and select three applicants. The persons identified for the positions will have expertise in the priority NGO sector areas. Upon notifying the candidates selected, contract and salary negotiations will take place. Employment contracts and position descriptions will be developed by the advisors, executive director, and training director. Expected start date for these three positions is September 1998.

An employment announcement for Administrative Assistant will be developed and advertised. Recruitment is expected to take place during August. The executive program assistant/finance manager and advisors will review and rate the administrative assistant applicants' CVS, interview candidates, and select the top candidate for the position. Upon notifying the applicant, contract and salary negotiations will begin. An employment contract and position description will be developed by the executive program assistant/finance manager and advisors. Expected start date for this position is September 1998.

### ***Continued Training & Technical Assistance to Board Committees***

During the next two quarters, ORT advisors will provide additional training and technical assistance to the Statute, Bylaws, & Policies & Procedures Committees of the Board of directors to finalize bylaws and policies and procedures which were drafted during the retreat.

The ORT advisors will provide training and technical assistance to the Fundraising & Financial Management and Accountability Committee to finalize financial management policies and procedures drafted during the retreat. The executive director, who will have primary responsibility for the organization's financial management, will participate in this activity.

The ORT advisors and DeMeTra executive director will work with the Public Relations & Public Image Committee to develop and select an organization logo and related materials. Several sample logos have been solicited and presented to the advisors and staff, and will be presented to the committee for selection, and the board for approval.

The ORT advisors and DeMeTra executive director will work with the Public Relations & Public Image Committee to implement the public relations campaign developed at the retreat. A primary component of this campaign is the airing of a television documentary regarding the ORT strategy. Filmed during the retreat, the video depicts the early stages of DeMeTra's organizational development and board of directors training.

The ORT advisors and DeMeTra executive director and training director will work with the Fundraising Committee to obtain donor collaboration. A preliminary strategic fundraising plan, developed during the board retreat, will serve as a basis for this activity. Additional possibilities for donor support and partnership will be explored.

The ORT advisors and DeMeTra executive director will work with the Government Relations Committee to implement the government relations strategic plan developed at the retreat. The activities outlined in the plan are geared toward strengthening NGO-government relationships, particularly DeMeTra-government relationships, raising government awareness of the role of DeMeTra and the overall strategy, and identifying possible contract and other collaborative opportunities.

### ***Donor Collaboration, Fundraising, and Revenue Generation***

The strategy was designed to require substantial donor support during years one through three, partial support during year four, and to be fully self-sustainable by year five. Aggressive fundraising will be a priority during the next six months, placing emphasis on donors who have already expressed interest in collaboration. DeMeTra is presently in discussion with several international donors that have expressed interest, including UNDP, World Bank, SNV, VNG, Dutch Embassy, Soros Foundation, Albanian Civil Society Foundation, OSCE, Swiss government, and East-West Partnerships (UK).

An advisor provided to DeMeTra by ORT will provide extensive training and technical assistance to DeMeTra's board and executive staff in strategic fundraising and revenue-generation. In addition, she will provide direction in obtaining donor collaboration, reviewing and assisting in donor proposals, and identifying external donor sources. DeMeTra will also develop sector-area fundraising plans in accordance with the overall fundraising strategy mentioned above. Specific sector-area proposals will be developed and distributed to donors. A donor's forum will be held in order to present the Strategy and introduce opportunities for sector area and overall donor collaboration. Additional meetings and presentations will be held with potential donors.

Possible donor collaborators for regional and U.S. staff internships will be contacted. A preliminary list of donors has been compiled, and follow-up will take place. Since some donors are located

outside of Albania, contacts will be made through telephone and written correspondence, with some travel possibly necessary. Donor collaborators for additional training, study tours, and internships for the board of directors committees will be identified and contacted. Training plans will be targeted toward each committee's focus, and relevant to the members' future work with DeMeTra and other NGOs in the Albania.

DeMeTra training consultants will continue to provide training and consultancy services on a fee-for-service or contracts basis to generate income. Staff is presently engaged in on-going services to several Ministries, foreign organizations, and NGOs. In addition, several similar service contracts are pending. Plans for the next quarter include completion of the SNV Strengthening Local Governance and Citizens' Participation program. DeMeTra staff will also conduct a workshop and prepare a final report to conclude the MOAF Extension Program project. DeMeTra will continue discussions and preparation for a training-of-trainers program for OXFAM staff working in districts outside of Tirana.

### ***Public Relations & Public Image Campaign***

DeMeTra staff and advisors will develop a press kit to be used for marketing and to raise public awareness. The kit will include an overview of the ORT strategy; profile and brochure of DeMeTra's organizational structure, mission, and services; profiles of board and staff members; and portfolio of past clients and donors. The kit will be distributed among NGO's, government agencies, academic institutions, media sources, and international organizations.

DeMeTra will hold an open house and reception at the new offices in order to increase public awareness of DeMeTra and the Strategy, and to celebrate accomplishments to date. Invitees will include NGO leaders and staff, government officials, media representatives, and international organizations. Past and potential donor attendance will be emphasized.

### ***Planning and Preparation for Executive Staff Leadership Training Retreat***

The ORT advisors will prepare a training manual, materials, and logistics for the Executive Staff NGO Organizational Development Leadership Retreat. The training will include NGO development and sustainability; leadership; strategic planning; board of directors' roles and responsibilities; team building; program design, implementation, and evaluation; developmental research and evaluation; human resources management; strategic fundraising; financial management; public relations and marketing; personal/interpersonal development; effective writing skills; and education, training, and consulting service delivery.

An extensive evaluation process will be developed in order to measure knowledge and skills gained during the Retreat. Client satisfaction surveys that focus on training content, training methods, and trainer(s) will be developed.

### ***NGO Research Training & Technical Assistance***

ORT research consultant will provide training and technical assistance to NGOs from at least four sector areas: democracy, economic growth, environment, and social safety-net in interpreting the survey results in order to design relevant policy and program initiatives.

Phase one of the training and technical assistance will consist of a large workshop presentation with NGOs from all sector areas attending. Major outcomes of the research will be presented, along with general and specific policy and program implications and recommendations. Emphasis will be placed on NGO collaboration within and between sectors.

Phase two will consist of four individual group workshops, one for NGOs from each of the four priority sector areas. In order to avoid possible duplication of services and policy and program development, individual NGOs with relevant experience will identify preliminary issues of interest to them. Again, emphasis will be placed on collaboration in order to strengthen technical and human resource capacity.

Phase three will entail direct technical assistance to NGO leaders and staff desiring to utilize survey results in immediate policy or program proposals. Having identified specific goals during phases one and two, NGOs will receive direction in planning, development, and implementation. Continued technical assistance will be offered in order to ensure appropriate, relevant policy and program development.

Attempts will be made to identify a donor desiring to sponsor DeMeTra for this initiative. Since DeMeTra will engage in research initiatives and provide research training and technical assistance to NGOs in the future, it is important for DeMeTra staff to gain technical knowledge and practical experience in these areas. Sponsorship for this initiative would enable staff training and technical assistance through hands-on experience in assisting ORT advisors in this important phase of ORT's national research initiative. Moreover, it will be important for the ORT advisors to have a team of assistants with the large number of NGOs expected to participate, requiring on-going technical assistance to effectively utilize the survey results.

### ***ational Research Report Press Conference***

A national press conference to release *Albania's Road to Democracy: a Fascinating Country in Transition* will be planned and held during next quarter. ORT will work with USAID, USIS, and the U.S. Embassy to prepare the press strategy and obtain collaborative support.

### ***Training, Technical Assistance, And Mentorship Of ORT Local Albanian NGO Organizational Development Advisor***

The ORT advisor will continue to work closely with her Albanian counterpart advisor, serving in the role of mentor. The local ORT advisor will participate in all components of the strategy, receiving

regular training and technical assistance. Being directly involved in the development and implementation of each component of the strategy will serve as important practical experience. By the end of year two, will should be well prepared to serve as a local training consultant with expertise in NGO organizational development and research and evaluation.

## **NGO LAW DEVELOPMENTS AND TECHNICAL ASSISTANCE**

ORT's relationship with its regional partner, ICNL, has continued to broaden since 1995. In the last quarter, ORT and ICNL provided direct technical assistance and support to NGOs and Government through a working / study visit to the Czech Republic, the home of ICNL regional consultant and Czech law drafter, Dr. Petr Pajas. The working / study visit not only provided Government and NGO representatives with comparative experience from Czech government bodies, NGOs and law experts, but more importantly forged a closer collaboration among the Albanian participants - the members of the Inter-ministerial-NGO law drafting group. While in the Czech Republic, the working group outlined a new NGO law and reached consensus on new legislative components, including the creation of a third legal form, a not-for-profit "center", increased rule for financial transparency and accountability, and new fiscal exemptions to support income generation activities to sustain non-profits. Upon returning to Albania, the Inter-ministerial-NGO law drafting group worked together to complete a comprehensive draft to present to NGOs and government for further comment and revisions. ORT provided on-ground assistance to the working group in revising the draft and in preparation for a publication and comment period and public hearing, scheduled for July 1998; while ICNL provided written comments and follow-up in-country technical assistance to working group members throughout the drafting stages. With the strong cooperation between ORT and ICNL, DemNet support is on-going and comprehensive for the young Government-NGO partnership.

In July, the Ministry of Labor and Social Affairs, the law's sponsor and the creator of the working group, will publish the draft law in three newspapers for broad notice to NGOs and invite comment from all interested individuals. The Ministry intends to also host a public hearing with NGOs to discuss the draft and the participatory drafting process. The law drafting group will incorporate comments into the draft where appropriate and it will be circulated to other Ministries. The final stages of presentation to the Council of Ministers and then, approval to the Parliament will most likely take place during August and into September (when the Parliament is back in session). NGOs have an historic opportunity to influence positively the law that governs their activity and future sustainability.

**ANNEX A:  
NATIONAL NGO DEVELOPMENT AND SUSTAINABILITY  
STRATEGY**

**NATIONAL NGO DEVELOPMENT AND  
SUSTAINABILITY STRATEGY**

**Presented by**

***DeMeTa:*  
Albanian National NGO Training & Technical Assistance  
Resource Center**

**July 6, 1998**

## EXECUTIVE SUMMARY

This proposal provides an overview of the limitations of the NGO sector in Albania, presents a strategy designed to strengthen the overall capacity and sustainability of this important sector, and details specific activities for implementation of the strategy. In order to address the serious needs of Albanian NGOs, which will prepare them for increased participation in the democratic development of the country, a long-term, large-scale initiative is required. Based on international NGO standards, each component of this strategy builds upon the prior component, resulting in a consistent level of development, operations, and sustainability of NGOs involved in at least eight sector areas, based throughout Albania.

The Strategy is an ambitious plan that requires representatives from all sectors of Albanian society, international donor organizations, and NGOs to participate in a national development initiative. Although designed to directly impact the NGO sector, it is believed that this strategy will also serve as a model to other important sectors. With emphasis on standards, structure, accountability, transparency, professional development, quality of services, and leadership, it is feasible to believe all sectors could benefit, either directly, or indirectly.

# STRATEGY RATIONAL

## Background & Statement of the Problem

A recent needs assessment of the Albanian NGO sector, conducted by ORT, revealed general and specific dissatisfaction with the overall level of development of NGOs and of the NGO sector. The primary concern was an overall lack of structure that supports a stable organization, allowing for growth. All NGO leaders interviewed reported serious problems with their board of directors, limited understanding of the role of NGOs, conflicts among members and/or staff, feelings of uncertainty about their future, limited leadership ability, need for training and technical assistance in almost all areas, and a lack of collaboration between NGOs. They saw their NGO, as well as other NGOs, as being separated from government, business, media, the community, and each other due to poor relationships. All of these issues have resulted in a poor image of NGOs throughout Albania.

The level of NGO development is at a beginning stage in Albania, as demonstrated by poor institutional structure and capacity, poor relationships with other sectors of society, and a weak role in the development of Albania's democratic society. The role of NGOs in Albanian society is widely misunderstood, often by NGOs themselves. Moreover, NGOs outside of Tirana are significantly more underdeveloped than those in Tirana.

Accountability, both operational and financial, is almost non-existent among NGOs, which has contributed significantly to poor image. NGOs are aware of this, and noted feeling unsafe and unsure of their future. They also reported experiencing a lack of interest and support from most of the international donor community, including donors who have funded them.

The results of the NGO assessment clearly support the need for a long-term strategic plan to directly support the organizational development and sustainability of NGOs throughout Albania. In order for NGOs to directly impact the social, political, and economic development of Albania, NGOs need: (1) an identified acceptable NGO structure; (2) increased NGO capacity and accountability; (3) establishment of a national NGO Training and Technical Assistance Resource Center; (4) identified and strengthened NGO Sector-Area Resource Centers; (5) improved government-NGO, media-NGO, business-NGO, and community-NGO relationships; (6) and improved policy-and law-making and implementation abilities. A five-year strategy is imperative to ensure high standards and long-term results.

## Summary of the Strategy

The primary component of this strategy is the development of a national NGO Training and Technical Assistance Resource Center. This center will support the overall development and sustainability of Albanian NGOs throughout the five-year initiative and thereafter. After the national Resource Center is strengthened, the Center will develop and/or strengthen sector-area Resource Centers and design and deliver comprehensive training and technical assistance to NGO leaders and staff. Training will take place in a comprehensive three-month "NGO Development and Leadership Certificate Program", as well as additional

training initiatives. The national Center and the sector-area Centers will subsequently provide NGOs in all sector areas throughout Albania with training and technical assistance to restructure their NGO to meet acceptable standards for future development. It is within this context that ORT selected DeMeTra as an existing local training organization to be restructured and developed as the national NGO Training and Technical Assistance Resource Center, during the first phase of the five-year initiative.

### **Activities to Date**

DeMeTra is an Albanian NGO established in 1995 with a mission of providing management training and consultancy to various sectors of Albanian society in order to increase the professional capacity of organizations and individuals. DeMeTra activities to date include an impressive list of training and consultancy services provide to various Albanian ministries, NGOs, foreign donor organizations, educational organizations, businesses, and individuals. Past and ongoing financial support has been provided by ORT/USAID, UNDP, UNICEF, CRS, Royal Netherlands Embassy, Land o' Lakes/USAID, NOVIB, SNV, SOLON Foundation, Soros Foundation, and APFDP.

### **Organizational Capability**

In preparation for the role of the Albanian National Training and Technical Assistance Resource Center, DeMeTra has recently taken part in an extensive on-site organizational development process provided by ORT. The organization is in the final stages of restructuring as an Albanian Foundation. A 20-member Board of Directors, comprised of government, media, business, legal, and NGO representatives, five from districts outside of Tirana, was rigorously recruited and selected. This diverse board composition will support the national Center's ability to strengthen relationships between sectors, and to identify and serve the organizational development and training needs of NGOs in districts outside of Tirana. Moreover, the development of this first truly independent governing NGO Board of Directors was the first step in establishing an identified, acceptable NGO structure and will serve as a model of international organizational development and sustainability standards for Albanian NGOs.

An intensive seven-day Board of Directors Development, Leadership, and Strategic Planning Retreat was held in Struga, Macedonia during March 1997. Board members received training and technical assistance on the roles and responsibilities of board membership and implementation of international standards for NGO development, governance, and sustainability. The board members gained an understanding of their role in public relations; strategic planning; recruiting, hiring, and managing executive staff; monitoring and evaluating performance of the organization; fundraising; and financial management and accountability. Based on this training and technical assistance, the members developed four strategic plans for the organization: Public Relations & Public Image; Government Relationships; Personnel Recruitment; and Fundraising & Financial Management.

In preparation for executive staff recruitment, the members developed employment descriptions, recruitment and hiring criteria, and procedures for executive staff. They developed the first draft bylaws for internal governance of the organization and elected

officers. The bylaws define a clear governance relationship between paid staff and the Board, outline the responsibilities of the officers, set forth financial policies, establish conflict-of-interest rules, and determine voting and other decision-making processes. At the end of the Retreat, the Board elected a chairperson, vice-chairperson, secretary, and treasurer. Building upon the teamwork established in strategic planning sessions, the Board established six committees (Statute, Bylaws, & Policies and Procedures; Personnel Recruitment; Fundraising; Financial Management & Accountability; Government Relations; NGO Law) and elected committee chairs for implementation of the strategy. An extensive pre-and post-test evaluation and client satisfaction survey was conducted in order to measure knowledge gained and satisfaction as a result of the Retreat.

An employment announcement for an executive director was prepared and placed in two national Albanian newspapers. A rigorous, confidential search process was employed in order to ensure an open competition. Forty-one applicants' C.V.s were received, reviewed, and independently rated by members of the Recruitment Committee using a standardized scoring procedure. The eleven applicants receiving the highest scores participated in a round of rigorous interviews conducted by the Recruitment Committee, using a set of standardized questions and scoring procedures. The applicants receiving the top four scores (combined C.V. & interview) participated in a second and third round of interviews conducted by the American and Local Advisors, first together, then separate. One finalist was excluded from the list due to a pre-existing employment contract with another organization.

A Board meeting is being scheduled in order to present the details of the recruitment process to date, introduce the three finalists, and conduct a Board vote for the Executive Director. Expected start date for the position is August 3, 1998.

An Executive Program Assistant/Finance Manager, Transportation Assistant, and Cleaning Assistant have been hired through a similarly rigorous search process conducted by the Advisors to DeMeTra and existing DeMeTra staff. Organizational development activities have continued, with results being preliminary equipping and set-up of the new DeMeTra offices and development of numerous forms and contracts. All services and equipment were selected through a competitive bidding process.

An employment announcement for Training Consultant Team Leaders has been developed and published in a national Albanian newspaper and distributed throughout Ministry offices and foreign organizations. Preparations are being made for C.V. reviews and interviews for these positions.

Numerous international donors have been contacted to discuss possible donor collaboration directly related to this five-year strategy. Organizations expressing interest include SNV, VNG, Albanian Civil Society Foundation, Catholic Relief Services, OSCE, Dutch Government, World Bank, UNDP, Soros, East-West Partnerships (U.K.). Rigorous follow-up will be conducted in order to solidify such collaboration.

## STRATEGY FRAMEWORK

### Strategy Goals & Expected Outcomes

Specific outcomes of each component of the five-year strategy will be rigorously monitored through a variety of evaluation methods. Below is a chronological overview of the remaining components of the five-year Strategy:

- Continued Organizational Development of national Training & Technical Assistance Resource Center
- Selection of Executive Director
- Selection of Training Director
- Selection of Training Consultant Team Leaders
- Selection of Administrative Assistant
- Board of Directors Committee development & implementation of strategic plans
- Executive Staff training and development
- Selection of Training Consultants
- Training of Training Consultants
- Regional Internships
- Development of sector-area strategic action plans
- U.S. Internships
- Board of Directors Committee training, study tours, and internships (DeMeTra)
- Selection of eight NGOs to develop as national sector-area Resource Centers: Democracy; Economic Growth; Environment; Social Safety Net and Services; Women & Gender; Health; Youth; and Education
- On-site technical assistance to sector-area Resource Centers
- Organizational Development of sector-area Resource Centers
- Sector-area Resource Centers' Board of Directors Development
- Continued development of sector-area Resource Centers
- Sector-area Resource Centers' executive staff development
- NGO Development & Leadership Certificate Program (1<sup>st</sup> Group-DeMeTra & sector-area Resource Center executive staff)
- Regional internships (staff of sector-area Resource Centers)
- U.S. internships (staff of sector-area Resource Centers)
- Board of Directors Committee training, study tours, & internships (8 sector-area Resource Centers)
- English as a Second Language Certificate Program
- Computer Skills for NGO Development Certificate Program
- Continued NGO development & sustainability assistance
- Identification and selection of eight Tirana-based NGOs (one from each target sector)
- On-site technical assistance to eight Tirana-based NGOs
- Organizational development of eight Tirana-based NGOs
- Board of Directors development of eight Tirana-based NGOs
- Continued organizational development of eight Tirana-based NGOs

- Executive staff development of eight Tirana-based NGOs
- NGO Development & Leadership Certificate Program (2<sup>nd</sup> Group-executive staff of 8 Tirana-based NGOs)
- Regional internships (staff of 8 Tirana-based NGOs)
- U.S. internships (staff of 8 Tirana-based NGOs)
- Board of Directors Committee training, study tours, & internships (8 Tirana-based NGOs)
- NGO staff training
- Development of NGOs based outside of Tirana
- Identification and selection of eight NGOs based outside of Tirana (one from each target sector)
- On-site technical assistance to eight NGOs based outside of Tirana
- Organizational development of eight NGOs based outside of Tirana
- Board of Directors development of eight NGOs based outside of Tirana
- Continued organizational development of eight NGOs based outside of Tirana
- Executive staff development of eight NGOs based outside of Tirana
- NGO Development & Leadership Certificate Program (3<sup>rd</sup> Group-executive staff of 8 NGOs based outside of Tirana)
- Regional internships (staff of 8 NGOs based outside of Tirana)
- U.S. internships (staff of 8 NGOs based outside of Tirana)
- Board of Directors Committee training, study tours, & internships (8 NGOs based outside of Tirana)
- NGO Mentorship Program
- Special Economic Growth sector initiatives
- Social Work internship initiative
- Law student internship initiative
- Continued organizational development of NGOs, following exact process provided to all previous NGOs, in groups of 8, 1 from each target sector, alternating groups of Tirana-based NGOs and NGOs based outside of Tirana, resulting in mentorship collaboration among sector-specific NGOs throughout Albania.

### Assumptions

ORT'S continued support through this grant for year one will demonstrate confidence in the overall strategy, as well as in DeMeTra's capability to carryout the major role as the national Training and Technical Assistance Resource Center. ORT/USAID's major contribution, both to date, and future, will assist in convincing other potential donors of collaboration. Only minimal possible constraints are foreseen in the continued implementation of this strategy. Since DeMeTra is an independent organization with a proven track record, it is highly unlikely that any organization, government or otherwise could interfere with this important strategy. However, uncontrollable political, economical, or social events in Albania may at some point affect implementation timelines. Rigorous efforts will be made to avoid such interference when possible.

ORT's additional support of providing full-time on-site technical assistance to DeMeTra for two years, through internal NGO Organizational Development Advisors will greatly enhance the organization's capabilities. Both the American and the Local Advisor have extensive experience in NGO capacity building and sustainability, and will work closely with the Board of Directors, Executive Staff, and other staff through the implementation of the Strategy.

## **IMPLEMENTATION PLAN**

### **Strategy Activities Plan for Year-One**

#### *Months one through three (August-October)*

- Select Executive Director
- Develop contract & position description for Executive Director
- Conduct interviews and select Training Director
- Develop contract & position description for Executive Director
- Conduct interviews and select three Training Consultant Team Leaders
- Develop contract & position description for Training Consultant Team Leaders
- Conduct interviews and select Administrative Assistant
- Develop contract & position description for Administrative Assistant
- Provide technical assistance to Board of Directors Committees to finalize organization bylaws
- Provide technical assistance to Board Statute, Bylaws, & Policies & Procedures Committee to finalize bylaws and policies and procedures
- Provide technical assistance to Board Committee to finalize financial management policies
- Develop personnel policies manual
- Continue establishment of offices (equipping & furnishing)
- Work with Board Public Relations & Public Image Committee to develop organization logo and related materials
- Work with Board Public Relations and Public Image Committee to implement PR Campaign strategic plan developed at Retreat, including documentary
- Work with Board Fundraising Committee to obtain donor collaboration
- Work with Board Government Relations Committee to implement strategic plan developed at Retreat in order to strengthening relationships and identify possible contract and other collaboration
- Develop organization press kit
- Develop sector-area strategic action plans
- Develop sector-area fundraising plans
- Develop proposals for overall and sector-area donor collaboration
- Hold open house to present new DeMeTra organization and strategy
- Hold Donor Forum
- Hold meetings and presentations with potential donors
- Identify donor collaborators for regional and U.S. staff internships

- Identify donor collaborators for Board training, study tours, & internships
- Prepare training manual, materials, and logistics for Executive Staff NGO Organizational Development Leadership Retreat
- Prepare plans and logistics for up-coming three months (training & internships)
- Conduct training and consultancy services as revenue-generating activities as time allows

*Months four through six (November-January)*

- Continue preparing logistics for this three-month period of training and internships
- Conduct Leadership Retreat
- Recruit & select Training Consultants
- Conduct Training-of-Training Consultants program
- Conduct Training Consultant Retreat
- Participation in regional internships
- Development of training/consulting action plans and materials for identification and selection of, and technical assistance to sector-area Resource Centers
- Board Committee participation in training, study tours, & internships
- Prepare plans and logistics for up-coming three months
- Secure additional donor funds
- Conduct training and consultancy services as revenue-generating activities as time allows

*Months seven through nine (February-April)*

- Participation in U.S. internships
- Completed development of curriculum and materials for training/technical assistance to sector-area Resource Centers
- Conduct rigorous assessment and interviews of NGO applicants for sector-area Resource Center participation
- Select two NGOs for participation in sector-area Resource Center organizational development program
- Identify donor support for sector-area Resource Centers' organizational development
- Complete organizational development of first sector-area Resource Center
  - Conduct organizational restructuring
  - Conduct Board recruitment & selection
  - Conduct Board Development, Leadership, and Strategic Planning Retreat
  - Provide technical assistance to develop bylaws, policies & procedures, strategic plans, etc.
  - Provide technical assistance to set-up organization (offices, etc.)
  - Provide technical assistance to staffing of organization
- Prepare for organizational development of second sector-area Resource Center
- Prepare plans and logistics for up-coming three months
- Secure additional donor funds
- Conduct training and consultancy services as revenue-generating activities as time allows

### *Months ten through twelve (May-July)*

- Complete organizational development of second sector-area Resource Center
  - Conduct organizational restructuring
  - Conduct Board recruitment & selection
  - Conduct Board Development, Leadership, and Strategic Planning Retreat
  - Provide technical assistance to develop bylaws, policies & procedures, strategic plans, etc.
  - Provide technical assistance to set-up organization (offices, etc.)
  - Provide technical assistance to staffing of organization
- Conduct rigorous assessment and interviews of NGO applicants for additional sector-area Resource Center participation
- Select six remaining NGOs for participation in sector-area Resource Center organizational development program during year two
- Identify donor support for sector-area Resource Centers' organizational development
- Secure additional donor funds for overall strategy
- Prepare and finalize plans and logistics for year two
- Conduct training and consultancy services as revenue-generating activities as time allows

### **Role of Participating Organizations**

DeMeTra, serving as the Albanian National NGO Training and Technical Assistance Resource Center, will be responsible for the overall implementation of the five-year NGO development and sustainability strategy. Upon completion of restructuring and development according to international NGO standards, DeMeTra will serve as a model for other NGOs. DeMeTra will work closely with donor collaborators, particularly during year one, in order to gather widespread support for the introduction of these standards in Albania. During year two, DeMeTra will work with sector-area Resource Centers that have completed the restructuring and development process to provide organizational development to sector-specific NGOs.

### **Beneficiary Participation**

Initial beneficiaries during year one will be NGOs selected to participate in the organizational development of a sector-area Resource Center. These NGOs will bring human and financial resources to the overall strategy. Sector-area Resource Centers' staff will be trained by DeMeTra to provide training and consultancy, along with DeMeTra staff, in organizational development and training to NGOs within their specific sectors. In addition, the sector area Resource Centers will provide financial subsidies toward their participation in the strategy through additional donor funding.

### **Sustainability**

Each component and sub-component of the strategy is designed to build upon the prior component or sub-component to complete a comprehensive development plan that results

in operational and financial sustainability. ORTs financial and technical support during years one and two will contribute significantly to long-term sustainability.

The five-year strategy was designed to require substantial donor support during years one through three, partial support during year four, and be fully self-sustainable by year five. Aggressive fundraising will be a priority during the first three months of the initiative, placing emphasis on donors who have already expressed interest in participating. A presentation of the Strategy during a Donor Forum, focusing on the overall goal of increasing the level of development and sustainability among Albanian NGOs will be one avenue for obtaining support. DeMeTra is presently in discussion with several international donors that have expressed interest, including UNDP, World Bank, SNV, VNG, Dutch Embassy, Soros Foundation, Albanian Civil Society Foundation, Catholic Relief Services, OSCE, Swiss government, and East-West Partnerships (UK).

The American Advisor provided to DeMeTra by ORT will provide extensive training and technical assistance to DeMeTra staff and sector-area Resource Center Staff in Strategic Fundraising and Revenue-Generation during her two year period. In addition, she will provide regular direction in obtaining donor collaboration, reviewing and assisting in donor proposals, and identifying external donor sources.

The American Advisor and the Local Advisor will provide a significant amount of the needed training and technical assistance during the first two years. Their participation in the implementation of the strategy will greatly reduce the need for foreign and local consultants, thus resulting in a cost-reduction. Moreover, the consistency in technical assistance methods provided by the Advisors throughout each component will support operational sustainability.

DeMeTra Training Consultants will continue to provide training and consultancy services through fees-for-services and contracts as a form of revenue generation. Staff is presently engaged in on-going services to several Ministries, foreign organizations, and NGOs. In addition, several similar services contracts are pending and expected to materialize soon.

Several components of the Strategy are designed to provide revenue during year two and thereafter. Each of the six additional NGOs that participate in organizational development as a sector-area Resource Center will bring donor support as a subsidy for their participation.

Each NGO leader that participates in the NGO Development and Leadership Certificate program will pay a substantial fee for their participation. In addition to increasing their responsibility in completion of the program, this fee will cover costs.

Other components of the Strategy that serve as revenue generation, either through participant fees or donor collaboration include an English Language certificate program, Computer Skills for NGO Development certificate program, NGO staff training, and Social Work and Law Student internship programs.

All Regional and U.S. internships will be provided by donor collaborators, resulting in substantial cost-savings. World Learning, National Forum Foundation, GTZ, SNV, VNG, and Soros Foundation are all targets for collaboration.

Additional future revenue generation will be provided through overhead for grant-making activities and sales of publications and other resources.

**Technical Approach & Management Plan**

The first four months will focus heavily on continued organizational development of the national Center. Since this organization will serve as a model in future NGO organizational development initiatives, including the sector-area Resource Centers, and since staff will be responsible for providing training and technical assistance to those organizations, hands-on experience is critical to their future success. By participating in the actual development of the national Center, staff will gain knowledge and skills necessary for their future work.

**ANNEX B:  
PRE AND POST TEST QUESTIONNAIRE**

## Pre and Post Test Questionnaire

### Board Retreat in Macedonian

### WHO DOES WHAT?

#### Board - Staff Responsibilities and Relationships

Instructions: Agency leadership is a partnership of board volunteers and staff. Below are listed some typical actions carried on in most agencies at one time or another. Identify those that are primarily the responsibility of staff by placing an "S" in the blank; those that are primarily the responsibility of board volunteers by placing a "B" in the blank; and those that are primarily a joint responsibility of staff and board by placing a "J" in the blank. Complete all items.

#### PLANNING

1. \_\_\_ Direct the process of planning
2. \_\_\_ Provide input for long range goals
3. \_\_\_ Approve long range goals
4. \_\_\_ Formulate annual objectives
5. \_\_\_ Approve annual objectives
6. \_\_\_ Prepare performance reports on achievements of goals & objectives
7. \_\_\_ Monitor achievements of goals and objectives

#### PROGRAM

8. \_\_\_ Conduct survey of community and/or constituent problems
9. \_\_\_ Determine fees for a class
10. \_\_\_ Plan program schedule
11. \_\_\_ Train volunteer leaders
12. \_\_\_ Evaluate programs
13. \_\_\_ Maintain program record; prepare program reports

#### FINANCE

14. \_\_\_ Prepare preliminary budget
15. \_\_\_ Finalize and approve budget
16. \_\_\_ See that expenditures are within budget during year
17. \_\_\_ Solicit contributions in current support and/or capital campaigns
18. \_\_\_ Organize campaigns for funds
19. \_\_\_ Approve expenditures outside authorized budget
20. \_\_\_ Ensure annual audit of agency

#### PERSONNEL

21. \_\_\_ Employ chief executive officer
22. \_\_\_ Employ other staff
23. \_\_\_ Direct work of staff

24. \_\_\_ Conduct performance review with agency
25. \_\_\_ Decision to add staff
26. \_\_\_ Settle discord among staff

#### COMMUNITY RELATIONS

27. \_\_\_ Interpret agency to community
28. \_\_\_ Write new stories
29. \_\_\_ Provide agency linkage with other community organizations

#### BOARD/COMMITTEES

30. \_\_\_ Appoint committee members
31. \_\_\_ Call committee chairperson to urge him/her into action
32. \_\_\_ Promote attendance at board/committee meetings
33. \_\_\_ Recruit new board members
34. \_\_\_ Plan agenda for board meetings
35. \_\_\_ Take minutes at board meetings
36. \_\_\_ Plan and propose committee organization
37. \_\_\_ Prepare exhibits, factual material and proposals for board and committees
38. \_\_\_ Sign legal documents
39. \_\_\_ Follow-up to ensure implementation of board and committee decisions
40. \_\_\_ Settle clash between committees

**ANNEX C:  
BOARD OF DIRECTORS RETREAT**

# BOARD OF DIRECTORS DEVELOPMENT, LEADERSHIP, AND STRATEGIC PLANNING RETREAT

## SATISFACTION SURVEY

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An evaluation of the Retreat you attended is designed to provide feedback to ORT in order to improve such programs in the future. We encourage your honest opinions on the design and administration of the program. Please respond to ALL questions. Your feedback is greatly appreciated.

### RETREAT FACILITY AND ACCOMODATIONS

*Please rate the following according to the following five-point scale by circling your selection*

- 1=Totally Unsatisfactory
- 2=Not Very Satisfactory
- 3=Satisfactory
- 4=Very Satisfactory
- 5=Totally Satisfactory

How was the training/conference room(s)?

1      2      3      4      5

How was the training/conference equipment & facilities?

1      2      3      4      5

How were the sleeping accommodations?

1      2      3      4      5

How were the meals?

1      2      3      4      5

Overall, how was the service at the resort?

1      2      3      4      5

## RETREAT ORGANIZATION

*Please rate the following according to the following five-point scale by circling your selection*

- 1=Totally Unsatisfactory
- 2=Not Very Satisfactory
- 3=Satisfactory
- 4=Very Satisfactory
- 5=Totally Satisfactory

How comfortable was the transportation to the resort?

1      2      3      4      5

How informative was the pre-departure orientation?

1      2      3      4      5

How informative was the orientation to the Retreat facility?

1      2      3      4      5

How informative was the orientation to the Retreat training program?

1      2      3      4      5

How was the Group Outing?

1      2      3      4      5

How was the closing ceremony?

1      2      3      4      5

## RETREAT AGENDA & ADMINISTRATION

*Please rate the following according to the following five-point scale by circling your selection*

- 1=Totally Unsatisfactory
- 2=Not Very Satisfactory
- 3=Satisfactory
- 4=Very Satisfactory
- 5=Totally Satisfactory

How was the experience working with the entire group (board members)?

1 2 3 4 5

How was the experience working in small groups?

1 2 3 4 5

How was the amount of material covered during the Retreat?

1 2 3 4 5

How were the written materials?

1 2 3 4 5

How was the knowledge and skill level of the Retreat leader?

1 2 3 4 5

How was the presentation of the material by the Retreat leader?

1 2 3 4 5

How was the preparedness of the Retreat leader?

1 2 3 4 5

How was the responsiveness of the Retreat leader and assistants?

1 2 3 4 5

How was the interpretation during the retreat?

1 2 3 4 5

Overall, how was the Retreat?

1 2 3 4 5

1) Overall, did the Retreat meet your expectations?  Yes  No

Comments \_\_\_\_\_

2) Were the goals and objectives of the Retreat clearly presented prior to, or during the orientation?  Yes  No

Comments \_\_\_\_\_

3) Were the goals and objectives of the Retreat met?  Yes  No

Comments \_\_\_\_\_

4) Was there adequate time for accomplishment of Retreat goals and objectives?  Yes  No

Comments \_\_\_\_\_

5) Were there any goals and/or objectives you believe were not addressed?  Yes  No

If yes, which one(s) \_\_\_\_\_

6) On which material would you have preferred to spend more time?

\_\_\_\_\_

7) On which material would you have preferred to spend less time? \_\_\_\_\_

8) Were you satisfied with the combination of training and hands-on development experience during the Retreat?  Yes  No

Comments \_\_\_\_\_

9) What material was MOST beneficial to your personal professional growth?

\_\_\_\_\_

10) Was there anything in the Retreat material that you will use in your professional work (NOT as a board member)?  Yes  No

Comments \_\_\_\_\_

11) What material in the Retreat was MOST beneficial for your role as board member?

\_\_\_\_\_

12) What material in the Retreat was LEAST beneficial for your role as board member?

\_\_\_\_\_

13) Are you satisfied with the materials developed during the hands-on experience (bylaws, policies & procedures, strategic plan, etc., etc.)  Yes  No

Comments \_\_\_\_\_

14) Was there adequate time for development of materials (by-laws, policies & procedures, strategic plan, etc., etc.)?  Yes  No

Comments \_\_\_\_\_

*ORT consultant and staff will be available to the Board for ongoing training and technical assistance. Please list specific ways in which you foresee such support assisting in your role as a board member, in the board's governing of the organization, and in the ongoing development of the organization.*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**THANK YOU VERY MUCH!!**

**ANNEX D:  
DEMETRA BOARD OF DIRECTORS , PROFILES OF  
MEMBERS**

**DeMeTra**  
**Albanian National NGO Training and Technical Assistance**  
**Resource Center**

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**BOARD OF DIRECTORS**  
**Profiles of Members**

**ÇABIRI YLLI**

**Consultant for the External Monitoring and  
Assessment Service for the Phare Program**

Ylli serves as a Montgomery Watson Ltd Consultant included in OMAS Consortium for the External Monitoring and Assessment Service for the Phare Program. He graduated from the Faculty of Mechanical Engineering at Tirana University in 1973, and received Post University Diploma d'Etudes Approfondies (DEA) at INSTN Institute - Saclay (University Paris XI) France. Ylli received a Doctorate Degree in Engineering from the University Paris XI in France in 1981. He has worked as Project Director (Advisor to the Department of Economic Development and Foreign Aid Coordination) in the Albanian Council of Ministers. He has also worked with UNDP, with responsibility for preparation of the Albanian Human Development Report. Ylli has participated in drafting of several trade policies and procurement procedures, and has worked extensively in the field of economics, with an understanding of economic issues in Albania.

**DJALOSHI DIANA**

**Head of Personnel, Education Department , Pukë**

Diana is Head of Personnel at the Education Department in Pukë. She graduated from the Faculty of Russian Language and Literature at Tirana University and has worked as a Russian teacher and an Education Inspector. She has received training in Lexicology and is presently studying for a Ph.D. She has knowledge and understanding of the needs of her region in Albania. She has been working for several years with local government and has been active with grassroots NGOs in Northern Albania. She was a co-founder of a woman's NGO in Pukë, established to strengthen the role of women in society.

## **DHIMITRI ALBANA**

**Head of Conditioned Budget Section, Finance Department, Ministry of Local Government**

Albana is the Head of Conditioned Budget Section, Finance Department, Ministry of Local Government. She graduated from the Faculty of Economics - Finance Branch at Tirana University in 1995 and has worked as Head of Investment and Credit Section in the Finance Department at the Secretariat for Local Government. She has participated in training on Municipality Finance Review and Budgeting in the United States, as well as other western countries. Albana is experienced in working with international organizations such as World Bank, European Community, Dutch Government, etc. She has extensive knowledge and experience in budgeting, finance, and fiscal taxes.

## **DRAÇINI SHKELQIM**

**Credit Officer, Urban Credit Department, Albanian Development Fund (ADF) Shkodër**

Shkëlqim graduated from the Faculty of Agriculture at the Agriculture University of Tirana in 1992. He worked as a journalist and later as chief of the newspaper "Gazeta e Shkodrës" and as an outside collaborator at Radio Shkodra. Shkëlqim began working for the Albanian Development Fund in Shkodra as a consultant, and is now the Credit Officer in the Urban Credit Department. Shkëlqim has participated as a Local Development Agent in a training course funded by the European Community and Local Government in Shkodra. He has extensive relationships with the small private business sector, various financial agencies and banks, the Regional Development Agency of Northern Albania, Center of Business at Shkodra University, and the Chamber of Commerce in Shkodra. Shkëlqim has knowledge on the needs of small and medium businesses and of their development in Northern Albania.

## **EKONOMI MILVA**

**General Director  
INSTAT, Tirana**

Milva is General Director of the Albanian Institute of Statistics. She graduated from the Faculty of Rural Agronomy at the Agriculture University of Tirana in 1985. She has worked for several years as an expert in statistical processing and as Head of the Statistics Department for various governmental enterprises. Milva has worked as a university professor at the Faculty of Agriculture and Economics at Tirana University, and later, at the Institute of Statistics of Albania, first as an expert and then as General Director. She has conducted extensive research in the areas of rural economics, rural development, public policy, transition of market economics, gender, statistical priority services, employment, etc. Milva has participated in the drafting of the UNDP Human Development Report, prepared by a task force comprised of experts from various development areas. Milva is experienced in working with non-governmental

organizations, especially women's NGOs. She is active in various development areas in Albania.

**HAMZAJ VIRON**

**Head of Development Department  
Tirana City Council**

Viron is the Head of the Development Department at Tirana City Council. His position focuses on development of rural areas and management of new urban areas. He graduated from the Faculty of Construction Engineering at Tirana University and has worked as Head of the Urbanistics Council and member of the Council of Territory Regulation at the Municipality of Tirana and Tirana City Council. Viron has participated in training delivered by Harvard University in Rehabilitation and Improvement of Urban Areas. He is also a member of the Task Force at the Ministry of Construction, comprised of local and central government bodies. He is experienced in working with international organizations and local and central government agencies.

**JUKA GENC**

**Local Consultant, European Community**

Genc is a Local consultant with the European Community. He graduated from the Faculty of Agronomy at the Agriculture University in Tirana in 1978. He has worked as an agronomist and later as Head Agronomist in the Agriculture Enterprise of Sukth and as Head of the Agriculture Department of Durrës district. He served as executive director of the Albanian Development Fund for four years, an organization designed and funded to implement the World Bank project "Avoiding Poverty in Rural Areas". He has developed and managed a staff from 10 to 110 employees throughout Albania. Through his experience in working with rural development projects, he has a good understanding on the needs of rural areas.

**KEKEZI DHIMITER**

**Co-owner and Co-director of IBS Company**

Dhimitër is co-owner and co-director of IBS Company. This Company holds exclusivity in Albania for International Hewlet Packard in telecommunications and informatics. He graduated as an electronic engineer from Tirana University in 1975 and has been working as an electrical engineer for several years. He is experienced in telecommunications and informatics, and through establishing IBS in 1992, has gained extensive experience in business development, management, directing staff, marketing, and establishing contacts and working relationships with other Albanian and international businesses.

**KITA LIDA**

**Project Officer, Education and Social Project, World Bank**

Lida is a Project Officer for the Social Education Project and Disbursement Assistant at the World Bank, Resident Mission. She graduated in English, American Literature and Language, and Albanian Literature and Language from Tirana University in 1981. Lida was a teacher for several years, where she gained experience in preparing educational school books. She also has experience working with international organizations such as the European Community and Peace Corp, as well as foreign radio and television stations such as BBC and CCN. Since 1995, she has participated in training and technical assistance programs in management, budgeting, financial disbursement, and procurement.

**KOÇOLLARI ALFRED**

**General Director**

**Humanitarian Aid and NGO Collaboration Department**

**Ministry of Labor and Social Affairs**

Alfred is presently working as General Director for the Humanitarian Aid and NGO Collaboration Department in the Ministry of Labor and Social Affairs. He graduated in Language and Modern Literature from Soborne University in France. He has worked as a university teacher in the French Department and as a Foreign Relations Officer at Tirana University. For four years, Alfred worked as Program Manager with the European Union Delegation in Albania, where he was in charge of justice, education programs (TEMPUS and Vocational Training), and information. He also shared responsibility for NGO projects funded by the European Union to restructure schools and jails in Albania. He has extensive experience with international donors, Albanian NGOs, and various governmental agencies.

**KONDILI ARBEN**

**President of "AGI CONSTRUCTION COMPANY" in Korça**

Arben is President of the "AGI CONSTRUCTION COMPANY" in Korça. He graduated from the Faculty of Construction Engineering at Tirana University in 1986 and has worked as a specialist in the Reps Mine in Mirdita and as director of the governmental enterprises in Korça. In 1996, Arben co-founded the Construction Association of Korça, an economic development NGO. He has extensive knowledge of, and experience in the NGO, government, and business communities of the Korça region.

**KONINI ZANA**

**Director of Rural Credit Department**

**Albanian Development Fund**

Zana Konini is Director of the Rural Credit Department, Albanian Development Fund. She graduated in Physics from the Faculty of Natural Sciences in 1974, and has worked as Chief of the Quality Laboratory in the Mechanical Plant in Tirana, as a university teacher at Tirana University, and as Head of the Department of Foreign Relations within the Albanian Committee of Sciences. She has participated in

numerous training courses on Rural Finance, Rural Development Projects, Cooperative Banking System, and Management and Motivation of Staff. Since 1993, Zana has been working in her position at the Albanian Development Fund. Her work experience at ADF has contributed to her knowledge and understanding of the economic situation in rural areas and on the development strategies targeted for those areas. She also has been working with various rural NGOs and is experienced in managing and motivating a large staff.

### **LIGU ARJAN**

**English Teacher**

**High School "Asim Zeneli" Gjirokastër**

Arjan is an English Teacher at the "Asim Zeneli" High School in Gjirokastra. He graduated from the Faculty of History and Philology - English Branch at Tirana University, and has worked as an interpreter and guide at Albtourism of Tirana, and as an English Teacher at Gjirokastra University and Training Community Center in Gjirokastra. During 1997, he also worked as an interpreter for the European Community Monitoring Mission. Arjan understands the needs of the Gjirokastra region and has good relationships with various sector representatives.

### **LULO FATOS**

**Private Legal Advisor and Attorney**

Fatos is a private legal advisor and licensed attorney, and is presently working in his own practice. He graduated in 1982 from the Faculty of Law at Tirana University, he has worked as an attorney at the Ministry of Labor, Social Affairs, and Women, and at the Albanian Committee for Environmental Protection. As a specialist in the legal field, he has assisted in drafting various draft laws presented to the Albanian Parliament by the Ministry of Labor, Social Affairs, and Women. He has also assisted in the participation and membership of Albania in different International Conventions. He has extensive knowledge on Albanian legislation, and experience in providing legal assistance to businesses, individuals, and organizations.

### **MINXHOZI LULJETA**

**Head of Economics Department**

**Economics Faculty, Tirana University**

Luljeta is Head of the Economics Department at the Faculty of Economics, Tirana University. She graduated from the Faculty of Economics at Tirana University and received a Ph.D. from the Institute IDSE at the Catholic University in Rome in 1995. Luljeta has participated in training programs on Macroeconomics in Germany, Scotland, and Greece. She has extensive knowledge and experience in economic issues and higher education.

**MURRAJ ARDIAN**  
**Journalist**  
**Albanian Television**

Ardian is a journalist working with Albanian Television. Since 1992 he has worked as a journalist in the News Department and as Director of Documentary Films. He is presently working in the Social Economic Department. Ardian has developed a significant number of documentaries, news reports and television shows on various issues such as agriculture, tourism, ecology, health, etc. He graduated from the Faculty of Political Sciences and Law at Tirana University in 1987, Scenography and Film School in the Academy of Fine Arts, and Alba-film Study. He also received training in the European Film College in Ebeltoft - Denmark in 1993 and received a diploma as a Senior Editor in Broadcasting Journalism at the University of Wales College at Cardiff. His diverse journalism and media experience will contribute greatly to public relations campaigns.

**PRODANI EDUARD**  
**General Director of the National Employment Service**  
**Ministry of Labor and Social Affairs**

Eduard is General Director of the National Employment Service at the Ministry of Labor and Social Affairs. He graduated from the Faculty of Civil Construction at Tirana University in 1989 and has worked as a specialist in the Investment Department of the Chemical Plant in Laç. He has also been in charge of the Project Coordination Office at the Ministry of Labor and Social Affairs. Eduard has participated in various training courses in internal operations of the World Bank, including procurement; project implementation; and reporting, budgeting and cost inspection, and evaluation of development projects, mostly in European countries and the United States. Since 1996 he has been studying for a Master's Degree in Business Administration. As a specialist working with Central government, he has extensive knowledge in government sector structure and experience working with international donors.

**SHEHU ANILA**  
**English Teacher**  
**High School Seit Najdeni, Peshkopi**

Anila is an English teacher at the "Seit Najdeni" High School in Peshkopi. She graduated from the Faculty of English and American Language and Literature at Tirana University in 1989. Ms. Shehu is experienced in a variety of innovative teaching techniques. She has been active in various activities in Peshkopi, organized by foreign donors and NGOs for different development issues, and has knowledge and understanding of Northern rural areas in Albania.

**STEFANI ANDREA**  
**Independent Journalist**

Andrea is an independent journalist. He graduated from the Faculty of Philosophy at Tirana University and later received training in journalism and economic issues in Denmark. Andrea is an expert in economic journalism and is a well-known independent journalist in Albania. He has published numerous articles on economic issues in various Albanian newspapers. Subsequent to working as a journalist at Gazeta Shqiptare, in 1997 he started a new Albanian newspaper titled "Shekulli". He received three first prizes for "The Best Article of the Year", awarded by Soros Foundation. He is presently working as a Program Coordinator with International Research Exchange Board IREX.

**TOÇI FATMIR**  
**Owner and Director of TOENA Publishing House  
and Printing Company**

Fatmir is the owner and director of TOENA Publishing House and Printing Company. He graduated from the Faculty of Economics at Tirana University. He has worked as an economist at various government enterprises and was general director for the Clothing Production Plant. In 1992 he established TOENA Publishing House, and subsequently extended his business by establishing a Printing and Distribution Department, in which 400 Albanian books and various newsletters and magazines were published. He has business experience in publishing and printing and staff management, as well as relationships with other publishers, journalists, writers, and artists.

**ANNEX E:  
LIST OF BOARD OFFICERS AND COMMITTEES**

**Board of Directors for Albanian National NGO  
Training and Technical Assistance Resource Center  
(DeMeTra)**

- |                          |                     |
|--------------------------|---------------------|
| <b>1. Chairman:</b>      | Mr. Genc Juka       |
| <b>2. Vice-chairman:</b> | Mr. Arjan Ligu      |
| <b>3. Treasurer:</b>     | Ms. Albana Dhimitri |
| <b>4. Secretary:</b>     | Ms. Zana Konini     |

*A.*

**Legal Committee for Statutes, Bylaws, and Policies and Procedures:**

1. Fatos Lulo (Committee Chairperson)
2. Eduard Prodani
3. Alfred Koçollari
4. Viron Hamzaj
5. Ylli Çabiri
6. Lida Kita
7. Shkëlqim Draçini
8. Albana Dhimitri

*B.*

**Personnel Recruitment Committee:**

1. Diana Djaloshi (Committee Chairperson)
2. Zana Konini
3. Ylli Çabiri
4. Anila Shehu
5. Lida Kita

*C.*

**Fund - Raising and Financial Management and  
Accountability Committee:**

1. Ylli Çabiri (Committee Chairperson)
2. Viron Hamzaj
3. Luljeta Minxhozi
4. Albana Dhimitri
5. Alfred Koçollari
6. Arben Kondili

*D.*

**Government Relations Committee:**

1. Alfred Koçollari (Committee Chairperson)
2. Eduard Prodani
3. Arben Kondili
4. Albana Dhimitri
5. Viron Hamzaj
6. Ardian Murraj

*E.*

**NGO Law Committee:**

1. Fatos Lulo (Committee Chairperson)
2. Andrea Stefani
3. Eduard Prodani
4. Alfred Koçollari
5. Lida Kita
6. Dhimitër Kekezi

**ANNEX F:  
SELECTION CRITERIA FOR THE EXECUTIVE DIRECTOR  
OF DEMETRA**

## **Selection Criteria for the Executive Director of the Albanian National NGO Training and Technical Assistance Resource Center (DeMeTra)**

- Experience:**
- Minimum five years work experience
  - Experience in managing a large staff
  - Experience in managing development projects
  - Experience in working with NGOs
- Beneficial:**
- Knowledge of international organizations and donors
  - Experience with training organizations and/or training delivery
- Education:**
- University graduate
- Professional Skills:**
- Fluency in English, both written and spoken
  - Knowledge of a second foreign language will be beneficial
  - Knowledge of computer software programs
  - Participation in various training courses
- Personal Skills:**
- A proven team leader
  - Good communication skills
  - Creative and energetic
  - Ability to express oneself fluently, both in writing and verbally
  - Experience in communicating with various social classes in Albania, and with foreigners
  - Willingness to travel to rural areas of Albania, and to have flexible working hours
- Accountability:**
- The Executive Director reports to a 20 member Board of Directors on a regular basis, and upon special request

**Job Summary:**

- Responsible for implementing policies, and for administration of programs and services according to the mission of the organization
- Responsible for supervising and evaluating the performance of a large training organization comprised of more than 25 staff members
- Responsible for developing an overall management program for the organization, and presenting it to the Board for approval
- Responsible for primary representation of the organization to donors, media, government, business, and the public at large
- Responsible for implementing the organization's bylaws, financial policies procedures, and other policies approved by the Board and according to the current Albanian legislation
- Responsible for hiring personnel based on the structure and criteria approved by the Board of Directors

**ANNEX G:  
ORGANIZATIONAL BYLAWS**

# **Bylaws of the Board of Directors**

## **Albanian National NGO Training and Technical Assistance Resource Center DeMeTra**

### **General Issues**

#### **1. Official name of organization:**

Albanian National NGO Training and Technical Assistance Resource Center.

#### **2. Location of principal office**

Qendra Burimore Kombëtare e Trajnimit dhe Asistencës Teknike për Organizatat  
Jo-qeveritare Shqiptare  
Rruga Mustafa Matohiti, # 16  
Tirana, Albania

#### **3. Mission Statement**

The organization aims to provide training and technical assistance to the Albanian non-governmental organizations for their restructuring, development and sustainability.

#### **4.**

The organization is a non-profit entity, and a non-partisan one. All the income generated through the provision of its services will be used to carry out activities according to the mission of the organization.

#### **5.**

The procedure for amending the bylaws will be proposed by at least three members of the Board of Directors and the amendments will be approved by at least 2/3 of the total Board membership. With exception of the first year, the review of bylaws will be once a year.

#### **6.**

The organization will be dissolved in the following cases:

- a. In the case when the Board of Directors judges and decides that the mission for which the organization was established has been accomplished;

- b. In the case when the Board of Directors judges that the organization is not able to carry out its activity;
- c. In the case when the competent Court decides such.

**7.**

Once the organization is dissolved, the Board of Directors decides on the disposition of the assets and/or their distribution according to the Albanian current law, if the contract(s) signed by the donor(s) doesn't stipulate differently.

## **BOARD OF DIRECTORS**

### **Number of members**

The Board of Directors of the Organization "DeMeTra" is comprised of 20 members.

Every elected member of the Board should be a member of the Board of Directors.

### **Qualifications for membership**

Members of the Board will be selected to widely represent age, gender, occupation, and geographical location.

There should be a minimum of five members living in districts outside of Tirana.

Board members must be experienced in those various areas of society in which DeMeTra plans to contribute.

At least one Board member should be an expert in the legal area, one a financier, two from local and central government, one journalist, and one businessman.

None of the Board members should apply for funding for another NGO, if he/she is a leader of another NGO.

Gender, political, race, religion, and other discrimination is not permitted when selecting members of the Board of Directors.

### **Terms and Limits**

The first term for the Board members is 18 months.

The following term for the Board members is 1 year.

After three-years of operations, the Board will review its Bylaws in order to renew its membership.

### **Vacancies**

In the case when the Board member resigns, he/she shall notify the Board at least one month in advance.

Board members shall propose potential candidates who will replace the previous Board member.

The member leaving shall have the right to propose a candidate.

The Board of Directors judges and approves the new elected Board member by 2/3 of the total Board member voting, after the initial approval for his/her membership.

### **Board Meetings**

Regular meetings of the Board shall be held once a month. The Board of Directors has irregular meetings that can be called by the Board Chairperson, by the deputy Chairperson, and/or by a group of at least 5 Board members

Meetings to elect the Chairperson of the Board, or standing committees, or to approve the budget, annual plan, and annual report, are held with the participation of at least 80% of the total Board membership.

Decisions are valid when 2/3 of the Board members have voted for an issue.

Regular meetings are held when more than 50% of the Board members are present and voting process is considered valid with 50% + 1 votes of the Board members.

### **Standing Committees**

The Board of Directors elects the following standing committees:

Fund-raising and Financial Management Committee,  
Auditing Committee,  
Recruitment Personnel Committee,  
Public Relations Committee,  
Bylaws, Policy and Procedures Committee, and  
Other committees established upon request.

### **Description and Competencies of the Standing Committees:**

Standing Committees are comprised of Board members, elected by the Board itself.

These Committees can have meetings upon request, between two regular Board meetings, to work on the issues they cover.

Standing Committees write draft decisions for the respective areas they cover, to present them to the Board of Directors for final approval. Committees review the materials presented by the Chief Executive of the Organization to the Board of Directors.

Committees implement the decision taken by the Board and report to the Board on the implementation.

### **Procedures of Meetings**

If a member of the Board of Directors is absent from 30% of the annual meetings, it is automatically considered as a resignation from the Board of Directors and the latter starts proceeding to replace him/her.

By the end of each meeting of the Board of Directors, the date and agenda of the next meeting of the Board of Directors is set.

All possible changes of the date and the agenda of the next meeting are provided to the Board members at least one week in advance.

The Board Chairperson has the right to add topics to the agenda, based on his/her judgement and/or recommendations of the Executive Director.

The Board members should have the materials of the next meeting at least one week prior the meeting. The Board of Directors set the time frame for discussion by each member depending on the issue being discussed.

The voting will be open, with exception of the election of the Board leaders and Executive Director, or in the case when the majority of members present decide to have closed voting.

Every discussion held in the Board meetings is confidential.

In every Board meeting, the recording of minutes is mandatory. The Board members should take the minutes. Minutes shall be archived.

Each Board member unable to attend the Board meeting shall notify the Chairperson and/or Secretary of the reason for his/her absence. The justified absence, along with a written discussion from the member of the issue(s) on the agenda will be considered as if the member is present.

### **Compensation and Indemnification**

Each Board member has the right to be compensated for travel, accommodation, and food expenses (in the case he/she travels in the country or abroad), on behalf of the organization, and/or to implement programs for the organization.

The organization will reimburse court expenses if the Board member becomes involved in a court case due to his/her membership on the Board of Directors. This reimbursement will not be provided if the Board member abuses his/her position.

***Note:***

The limited amount of the above compensations (paragraph 1) is set in the Financial Policies of the organization.

**THE ELECTED OFFICERS AND THE ELECTION TERMS:**

In order to have a normal operation and full accomplishment of activities set in the Bylaws, the Board of Directors elects one Chairperson, one Vice-Chairperson, one Treasurer, and one Secretary of the Board of Directors.

Chairperson and Vice-Chairperson of the Board of Directors shall meet the following criteria:

- He/she must be a member of the Board of Directors
- He/she must not be involved in political activities
- He/she must be dedicated to Albanian NGO development

Treasurer of the Board of Directors should meet the additional following criteria:

- He/she must be an economist or financier by profession

**DUTIES OF THE ELECTED OFFICERS**

The Chairperson of the Board of Directors will be in charge of:

- Calling and leading the meeting of the Board of Directors
- Inviting and delegate a Board member to invite outsiders to Board meetings
- Legally representing the organization to the public
- Signing important agreements and contracts approved by the Board of Directors
- Requesting the Executive Director to report to the Board any time he/she sees it reasonable
- Delegating to the other Board members and other persons the right of legal representation of the organization to the public

## **Deputy Chairperson of the Board of Directors will be in charge of:**

- Calling and leading the Board of Directors' meeting when the Chairman of the Board is absent
- Performing all tasks delegated by the Chairman of the Board of Directors.

## **Election Procedure**

The Board of Directors elects the Chairperson of the Board, in a meeting, where 80% of the total Board membership is present. There must be at least two candidates proposed by the Board members. The winner is the one who gets at least 2/3 of the votes, and in the case when this doesn't occur, the voting continues until the figure is obtained. In the election of the Chairman, the voting will be closed.

The Vice-Chairperson is elected separately and by the same procedure as the Board Chairman.

The Treasurer is elected in one of the regular Board meetings and by an open vote.

The term for the Chairperson, Vice-Chairperson, Secretary, and Treasurer is one year. One person should not be elected as a Chairperson more than three consecutive times or as a Vice-Chairperson more than two consecutive times.

The Executive Director should not be a member of the Board of Directors, and he/she is in charge of tasks and duties set in the Bylaws and organization's policies and procedures.

The Chairperson and Vice-Chairperson of the Board of Directors are terminated from the position in the case when he/she:

- Dies, resigns, or commits a penal act proven by a court decision
- Repeatedly and consistently neglects his/her duties and tasks
- Engages in activities that don't fit with his/her duties and qualification

The decision to terminate the Chairperson and Vice-Chairperson is taken by the Board members and is valid when 2/3 of the total Board membership has voted in favor of the decision.

Treasurer is terminated from the position in the case when he/she:

- Dies, resigns, and/or commits a penal act proven by a court decision
- Repeatedly and consistently neglects his/her duties and tasks
- Doesn't follow the organization's policies and procedures and/or commits illegal transactions.

## **FINANCIAL ISSUES**

The Board of Directors approves the budget submitted by the Executive Director, and covers all the financial transactions provided in the budget.

The Auditing Committee, elected by the Board through open voting, by members of which must be Board members, has the right to call the Executive Director to report on financial issues.

**ANNEX H:  
STRATEGIC PLAN FOR PUBLIC RELATIONS AND PUBLIC  
IMAGE**

## STRATEGIC PLAN FOR PUBLIC RELATIONS AND PUBLIC IMAGE

**OBJECTIVE # 1:** **CENTRAL AND LOCAL BROADCAST AND TELEVISION IN TIRANA, SHKODER, GJIROKASTER, KORÇE AND ATA, ENTER (NEWS AND CHRONICLE)**

<b>SPEPS</b>	<b>RESPONSIBLE</b>	<b>NEEDED RESOURCE</b>	<b>TIME - LINE</b>
1. Prepare the news for its Broadcast on Radio and Television. Record of the news on videotape	Ardian Murraj	Lori Jenkins Ylli Çabiri Eduard Prodani Alfred Koçollari	April 10, 1998
2. Broadcast the news on local Television channels: Gjirokastër, Korçë, and Shkodër	Diana Djaloshi Ardian Murraj Arjan Ligu Arben Kondili Andrea Stefani	Andrea Stefani Ardian Murraj	April 20, 1998
3. Air a 30-40 minute Radio and Television program	Ardian Murraj 2-3 journalists from Radio and TVSh	Board Chairperson Kalia Musha (to be discussed by the Board)	April 30, 1998

**OBJECTIVE # 2:** **ARTICLES IN THE ALBANIAN NEWSPAPERS: "KOHA JONE", "GAZETA SHQIPTARE", "ALBANIA", "REPUBLIKA", "ZERI I POPULLIT", "RILINDJA DEMOKRATIKE", "DITA E GJIROKASTRES", "GAZETA 2000", AND MAGAZINES: "BLIC" AND "KLAN"**

<b>STEPS</b>	<b>RESPONSIBLE</b>	<b>NEEDED RESOURCES</b>	<b>TIME - LINE</b>
1. Prepare the articles and publish in the newspapers and magazines	Andrea Stefani Arjan Ligu	Alfred Koçollari Ylli Çabiri Eduard Prodani	April 20, 1998

**OBJECTIVE # 3: PREPARATION OF A LEAFLET**

<b>STEPS</b>	<b>RESPONSIBLE</b>	<b>NEEDED RESOURCES</b>	<b>TIME - LINE</b>
1. Prepare of a leaflet	Andrea Stefani	ORT ORT Advisors Anila Vendresha Funds for photos and printing	July 1, 1998

**OBJECTIVE # 4: ESTABLISHMENT OF AN INFORMATION AND MEDIA COLLABORATION OFFICE**

<b>STEPS</b>	<b>RESPONSIBLE</b>	<b>NEEDED RESOURCES</b>	<b>TIME - LINE</b>
1. Establishment of an Information and Media Collaboration Office at the Albanian National NGO Training and Technical Assistance Resource Center (DeMeTra)	Resource Center	Equipment for the office and personnel	July 1, 1998

**OBJECTIVE # 5: PRESS CONFERENCE ON THE STRATEGY AND DeMeTra**

<b>STEPS</b>	<b>RESPONSIBLE</b>	<b>NEEDED RESOURCES</b>	<b>TIME - LINE</b>
1. Organize a Press	Board Chairperson	Expenses for renting a hall	July 1, 1998

Conference on the Strategy  
and objectives of the Training  
and Technical Assistance  
Resource Center DeMeTra

Executive Director

and publications

**OBJECTIVE # 6:**

**PROMOTE DeMeTra ON THE INTERNET**

**STEPS**

**RESPONSIBLE**

**NEEDED RESOURCES**

**TIME - LINE**

1. Promote DeMeTRa  
on the Internet

Resource Center Staff

Internet expenses

July 1, 1998

**ANNEX I:  
FIVE YEAR STRATEGY FOR ALBANIAN NGO  
DEVELOPMENT AND SUSTAINABILITY**

## **Press Release**

# **The Five-year Strategy for Albanian NGO Development and Sustainability**

The ORT/USAID Democracy Network Program, part of a Regional USAID program operating in eleven Central and Eastern European countries, is in the third anniversary of its work in Albania. The overall goal of this program is to strengthen the capacity of the Albanian NGO sector, to engage in public policy oriented activities in four priority sectors; democracy and human rights; economic growth, environmental protection and social safety net. ORT/USAID provides grants and training and technical assistance to Albanian NGOs. The amount of funds awarded thus far in grants to Albanian NGOs is \$ 427,367.00.

In July 1997, ORT conducted a second assessment of its grantees, through direct interviews of 100 representatives of various NGOs based both in and outside of Tirana. The NGO representatives expressed the need to increase the level of their NGO development, and that of the entire NGO sector. Their primary concern was an overall lack of an NGO structure that supports a stable organization, allowing for growth. They also expressed a need to understand the role of the Board of Directors, limited understanding of the role of NGOs, feelings of uncertainty for their future, limited leadership ability, a need for training and technical assistance, and a lack of collaboration between NGOs, government, business and media, which have resulted in an overall poor image of NGOs in Albania.

Results of the assessment clearly support the need for a long-term strategic plan to directly support the organizational development and sustainability of NGOs throughout Albania. In order for NGOs to directly impact the social, political, and economic development of Albania, NGOs need: goals of an identified acceptable NGO structure; increased NGO capacity and accountability; establishment of a national NGO training and technical assistance resource center; identified and strengthen NGO sector resource centers; improved gov-NGO, media-NGO, and community-NGO relationships; and improved policy and law-making and implementation abilities.

To address these needs, and to ensure long-term results, a five-year strategy was indicated. This strategy for NGO Development and Sustainability will require substantial donor support during years one through three, partial support during year four, and will be fully self-sustainable before year five and thereafter. The implementation of the first phase will begin through a USAID grant to ORT.

This grant will enable the establishment of the Albanian National Training and Technical Assistance Resource Center and several sector area resource centers, which will support the overall development and sustainability of NGOs throughout Albania.

The Center will be structured according to international NGO standards. After this Center is strengthened, ORT will continue to provide technical assistance to the Center in order to develop and strengthen sector area resource centers. Comprehensive training will be provided to NGO leaders and staff. This training will be developed through a three-month Certificate Program focused on NGO Development and Leadership.

As a base for the strategy, DeMeTra, an organization in Tirana with an existing mission of providing training, consultancy, and technical assistance to Albanian NGOs, government, individuals, and businesses, will be established as the Albanian National NGO Resource Center. DeMeTra has been active in the NGO community since its inception and holds respect from the community as a training provider. This strategy will enable DeMeTra to strengthen its capacity as an institute focused on training and technical assistance, with qualified expert training consultants. Services will be provided on a national scale to the NGO community, government, and business. This strategy allows for gradual progress, and ensures high standards, long-term success, and self-sustainability.

The establishment of the National Resource Center has begun. A 20-member Board of Directors has been recruited and trained and has worked zealously to draft Bylaws, strategic plans, organizational policies and procedures, and long- and mid-term goals.

DeMeTra is being restructured and developed according to international NGO standards, and will serve as a model to assist the entire NGO sector throughout Albania.

**ANNEX J:  
EMPLOYMENT ANNOUNCEMENT, EXECUTIVE PROGRAM  
ASSISTANT**

## **Employment Announcement**

The National Albanian NGO Training and Technical Assistance Resource Center (DeMeTra) is presently recruiting an *Executive Program Assistant*. Applicants must meet the following proven criteria:

- University graduate
- Minimum five years work experience
- Interest in personal and professional development
- Energetic
- Good organizational skills
  
- Good communicator
- Personable
- Ability to work independently and in a team
- Ability to receive and follow directions
- Ability to work in a fast-paced environment with a large staff
- Ability to manage several tasks simultaneously
- Excellent computer skills (Word, data base, graphics)
- Excellent writing skills
- Flexibility in working hours
- Fluency in English and Albanian (written and spoken)
- Translation and interpretation experience
- Willingness to travel throughout Albania and abroad

### **Scope of Work**

The Administrative Assistant will work with the the leading staff of the Center American and local advisors, an independent governing board of directors, and executive staff of a large organization. Responsibilities will entail overseeing office operations in the design, development, implementation, and administration of a large-scale, long-term, national initiative.

#### ***Specific tasks will include:***

- Organizing and monitoring office operations
- Developing and managing computer and hard files and databases
- Written correspondence
- Translation and interpretation
- Document editing
- Technical & program assistance
- Managing logistical arrangements

*\* Competitive salary and benefit package will be based on experience and salary history*

Interested applicants should submit a detailed curriculum vita and three letters of recommendation with a cover letter (all in English) to:

Kalia Musha  
National Albanian NGO Training, Technical Assistance, and Resource Center  
Rruga Mustafa Matohiti, #16, 1<sup>st</sup> Floor  
Tirana, Albania

*\* Documents must be submitted in full, in a sealed envelope, by 5:00 Friday, June 12, 1998. Interviews will take place the week of June 15, 1998.*

**ANNEX K:  
TABLE FOR SCORING APPLICANT CVs**

### Table for Scoring Applicant CVs for the CEO Position

Candidates are identified by a certain number, that appears on the Cover Letter of each Applicant's CV

N	Selection Criteria for the Executive Director	Score/Criteria	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.	A minimum of five years employment experience	2 - 4															
2.	Experience in management of a large, diverse staff	6															
3.	Experience in management of development projects and initiatives	6															
4.	Experience in staff recruitment and retention	4															
5.	Knowledge of the NGO community	8															
6.	Knowledge of, and experience in working with international organizations and donors	8															
7.	Experience in, and ability of communicate and collaborate between sectors, including government, non-government, media, and business	6															
8.	University graduate	2 - 4															
9.	Excellent written and verbal fluency in English and Albanian	8															
10.	Skilled in expressing oneself and overall communication	6															
11.	Additional foreign language skills	2															
12.	Skilled and experienced in use of various computer programs	6															
13.	Experienced in proposal development and procurement of donor funds	2															
14.	Completion of professional training programs	4															
15.	Experience in administration of training programs	8															
16.	Experience and interest in working with different social classes	8															
17.	Experience in working with foreigners	8															
	<b>Total Score</b>																

**ANNEX L:  
INTERVIEW QUESTIONS**

## INTERVIEW QUESTIONS

1 = very poor response      2 = poor response      3 = moderate response  
4 = good response      5 = very good response

1. *Why do you want to be executive director of this organization?*

1                      2                      3                      4                      5

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2. *What are your career goals, and where does this position fit in?*

1                      2                      3                      4                      5

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3. *What do you see as unique about this organization? Why does it matter? (Look for his/her understanding of all the aspects you consider unique to our organization).*

1                      2                      3                      4                      5

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4. *Describe your ideal working environment, including: amount and type of supervision; amount and degree of interaction with others; and pace.*

1                      2                      3                      4                      5

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5. *How would the people you supervise (coworkers or friends) describe you?*

1                      2                      3                      4                      5

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6. *What was the greatest error in judgement you have made in your professional career? What were the results?*

1                      2                      3                      4                      5

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7. *What's the most important thing an executive director must do with his or her staff?*

1                      2                      3                      4                      5

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8. *How do you define "energy" in an organization? How would you go about building it and keeping it high? (Look for those he/she sees as important players; his/her awareness of the importance of relationships, intangibles, and "chemistry"; how harmony between the parts relates to success of the whole.)*

1                      2                      3                      4                      5

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9. *What responsibility in this position do you think would stretch you the most? Do any responsibilities cause you fear or concern?*

1                      2                      3                      4                      5

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10. *What are the greatest problems in budgeting and financial management for an organization such as ours?*

1                      2                      3                      4                      5

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*11. Your budget for the next fiscal year was adopted in May. In July you receive word that your organization's income will be 20% less than anticipated. What steps would you take, in what order, to resolve the problem?*

1                      2                      3                      4                      5

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*12. What do you expect of a good Board member?*

1                      2                      3                      4                      5

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*13. If a Board member criticized the performance of one of your staff people, how would you respond? What would you do next?*

1                      2                      3                      4                      5

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*14. What would you do to strengthen your Board?*

1                      2                      3                      4                      5

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*15. What is your definition of good Leadership?*

1                      2                      3                      4                      5

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16. Describe how you see the role of executive director working with Board, American advisor, local advisor, training director, and other staff?

1                      2                      3                      4                      5

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17. Who do you report to at your current position? What would you say are the pluses and minuses of his/her supervisory style?

1                      2                      3                      4                      5

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18. How do you like to be corrected? Give your ideal scenario as to how you would like to be treated if you made a big mistake.

1                      2                      3                      4                      5

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\* Presentation (posture, body language, use of personal resources & skills)

1                      2                      3                      4

\* Personal Appearance (dress, grooming, overall appearance)

1                      2                      3

\* Use of Albanian Language (tone, fluency, proficiency)

1                      2                      3

**ANNEX M:  
SECOND ROUND INTERVIEW QUESTIONS**

## QUESTIONS FOR 2<sup>nd</sup> ROUND INTERVIEW WITH ADVISORS

Advisors will explain the Strategy in detail to each finalist prior to questions.

- 1) Tell us about yourself, professionally and personally. What specific skills, characteristics, and values can you bring to this Strategy?
- 2) Tell us what past experience, professional and/or personal you believe has prepared you to fill this position, and how.
- 3) This is the largest initiative of its kind in Albania. We will be rigorously implementing new ideas and models, following the highest level of international standards. What challenges do you foresee in accomplishing this?
- 4) Along the same lines, understanding that change does not come easily in Albania, how will you handle external conflicts, criticisms, attempts at sabotage, and other similar attempts that arise?
- 5) As an American initiative, by means of funding, strategy design, and internal American staff, the Center will develop and operate accordingly. What experience have you had working with Americans, and/or with American organizations, and how has the experience been for you? How does it compare to other professional experiences you've had?
- 6) Do you believe you have enough energy and flexibility for the position?
- 7) Are you prepared to do whatever it takes to make the Strategy succeed?
- 8) What expectations would you have as an executive director? Of the Strategy? Of the Advisors? Of the Staff? What needs would you have in order to do the best job possible? Why?
- 9) Can you be flexible with your work schedule, understanding that an executive position such as this is more demanding than that of any other position within the organization?
- 10) Describe your level of openness and desire for learning.
- 11) (Advisors describe their role in Strategy, and specific to executive director). How do you believe you would work with the Advisors? Do you believe you would fit well in the role of executive director "in training" so to speak?
- 12) Have you ever been part of a leadership "team"? If so, what was your experience? What pros and cons can you foresee with being part of leadership team (Advisors & executive director)?
- 13) You mentioned in your interview with the Recruitment Committee and us last week that one limitation you have is a limited ability to "direct", or "be tough" with staff. Can you talk a little more about this?

- 14) What other limitations do you believe you might have in carrying out the role of executive director?
- 15) What benefits do you believe the role of executive director, and your involvement in this Strategy will offer you?
- 16) The Strategy is detailed in terms of activities, timelines, and necessary outcomes. The executive director will need to work with the Advisors to lead in the implementation of the Strategy. There will be more of a need for implementation than creativity. Do you see this as an interesting challenge, given that your role may be somewhat limited in terms of "creating", at least during the early stages? Do you see ways in which you could be creative in implementing? Do you see other opportunities for you to be creative in the Strategy?
- 17) Why would you consider leaving your current position (Ela, Genci, & Gazmend) or chosen sector of work (Rustan & Edmond) for this Strategy?
- 18) How did you hear about the position?
- 19) What made you decide to apply for the position?
- 20) Are you prepared to commit to the position for a minimum of 2 years? Are you prepared to sign a contract with ORT/USAID for this period of time?
- 21) The Strategy has policies and procedures that require exclusive involvement, specifically work limited to this position. Outside work will be strictly prohibited, with exception of very special situations, which must be approved in advance by the Advisors. Are you in agreement with this?
- 22) Continuous aggressive fundraising will be an important responsibility and needed skill of the executive director. What contacts, experiences, or ideas for your success at this responsibility do you have?
- 23) Financial management and accountability is also a necessary responsibility of the executive director. Since this is a multi-million dollar Strategy, with funds coming from dozens of different sources, how do you see yourself managing this task?
- 24) We have described the Strategy, and the organizational structure of the National Center. Within this structure, how do you see your role as executive director working with the Training Consultant Team Leaders? The Training Consultants? Administrative Assistance staff? American Advisor? Local Advisor? Board (as a whole, and with individual members)?
- 25) What knowledge and/or skills do you believe will be important for you to learn and what knowledge and/or skills will need strengthened in order for you to be a good executive director and leader?
- 26) Other specific questions that may come up

27) Salary and compensation package for the executive director is based on salary history and experience. Is this acceptable to you?

28) Do you have any questions for us?

29) Can you give us three references that we may speak to regarding your professional capabilities? (No relatives)

**ANNEX N:  
EMPLOYMENT ANNOUNCEMENT, TRAINING  
CONSULTANT TEAM LEADERS**

## **Employment Announcement**

The National Albanian NGO Training and Technical Assistance Resource Center (DeMeTra) is presently recruiting Training Consultant Team Leaders. Applicants must meet the following proven criteria:

University graduate; Minimum five years working experience; Open to learn and grasp new development concepts; Knowledge on one of the main sectors covered by the Center (Public Administration, Business, NGO community and Gender issues); Teaching experience, preferably training experience; Interest in personal and professional development; Energetic; Good training skills; Preferably development of training curricula experience; Good communicator; Personable Ability to work independently and in a team; Ability to receive and follow directions; Excellent computer skills (Word, data base, graphics); Excellent writing skills; Flexibility in working hours Fluency in English and Albanian (written and spoken); Willingness to travel throughout Albania and abroad.

### **Scope of Work**

The Technical Consultants will work with a National Albanian NGO Training and Technical Assistance Resource Center and will be involved in a large-scale long term the national strategy for development and sustainability. Responsibilities will entail providing training, technical assistance and consulting on four main sectors: Public Administration, Business, NGO community and Gender issues.

### **Specific tasks will include:**

Assisting in the implementation phase of training, technical assistance, and consulting programs in four main areas set in a five-year strategy of the Resource Centre. Training Consultants will report to the Training Director of the respective Department on a regular basis.

Interested applicants should submit a detailed curriculum vita and three letters of recommendation with a Cover Letter (all in English) to:

*Kalia Musha*

*National Albanian NGO Training, Technical Assistance, and Resource Center*

*Rruga Mustafa Matohiti, #16, 1<sup>st</sup> Floor*

*Tirana, Albania*

***\* Documents must be submitted in full, in a sealed envelope, by Tuesday, July 7, 1998. Interviews will take place the week of July 13, 1998.***

***\* Competitive salary and benefit package will be based on experience and salary history***

**ANNEX O:  
CUMULATIVE GRANT LIST**

**ORT Albania Democracy Network Program**  
 Cumulative List of Grants a/o June 30, 1998

**TOTAL GRANTS: 66**

**TOTAL AMOUNT AWARDED: \$445,097**

**DEMOCRACY SECTOR**

**29 Grants Total Amount \$229,141**

Project Duration Dates:

<u>Start</u>	<u>End</u>		
12/22/95	1/30/96	DEM-001	Union of Independent Dissidents: "Memorial Conference for the Poet Nexhat Hakiu"(MG-\$100)
2/1/96	5/31/96	DEM-002	Women's Center: "Promotion of Women's Participation in Politics" (MG-\$1,272)
1/1/96	3/31/96	DEM-003	Kavaja Community Center: "March 26 Democracy Painting Contest" (MG-\$500)
1/1/96	6/30/96	DEM-004	Society for Democratic Culture: "Elections '96: Informing the Voters" (DAG- \$29,998)
7/1/96	12/31/97	DEM-005	Albanian Helsinki Committee: "Annual Operational Budget" (DAG - \$30,000)
9/1/96	11/15/96	DEM-006	Society for Democratic Culture: "Radio/TV Spots for Elections" (MG-\$3,000)
9/1/96	11/15/96	DEM-007	Society for Democratic Culture: "Media Monitoring Campaign" (MG-\$3,000)
2/1/97	3/31/97	DEM-008	Albanian Youth Council: National Symposium, "Youth Policy in Development" (MG-\$4,760)
1/1/97	4/30/98	DEM-009	Albanian NGO Forum: "NGO Networking" (MG-\$5,050)
7/1/97	12/31/97	DEM-010	DeMeTra: "Developing Communication Skills in NGOs" (MG-\$5,000)
5/22/97	6/29/97	DEM-011	Society for Democratic Culture: "Media Monitoring of Albanian National Elections '97" (MG - \$7,941)

6/1/97	7/31/97	DEM-012	Society for Democratic Culture: "Elections Monitoring '97" (DAG \$29,925)
6/10/97	7/15/97	DEM-013	League of Pensioners of Albania: "Parliamentary Candidates: Together at a Round Table with All" (MG-\$1,319)
6/17/97	7/15/97	DEM-014	Union of Vlore Intellectuals: "Parliamentary Candidates Face to Face with the Electorate" (MG-\$2,498)
6/17/97	7/29/97	DEM-015	Law and Rural Women's Rights: "Improving Democratic Culture among Rural Women in the Parliamentary Elections '97" (MG - \$1,380)
6/25/97	6/15/98	DEM-016	Foundation for the Reconciliation of Disputes: "Promoting Tolerance, Understanding, Culture and Improved Capacity in Treating and Resolving Conflicts" (IDG- \$15,100)
9/16/97	11/30/97	DEM-017	Young Researchers of Social Sciences - Shkodra: Civic Education Project: "O Tempora? O Mores!" (Now? or Never!)(MG- \$1,910)
10/18/97	11/20/97	DEM-018	The Women's Legal Group: "Building a Partnership Between Women Deputies of Parliament and the Women's Legal Group" (MG - \$875.00)
3/1/98	5/31/98	DEM-019	Society for Democratic Culture: Media Monitoring in A Non-election Environment (\$9081)
3/1/98	4/30/98	DEM-020	The Albanian Human Rights Group: The Protection of Human Rights through Improved Enforcement of Judgements (MG-\$1895)
4/10/98	5/6/98	DEM-021	Foundation for Juridical Culture: "Constitutional Publication" (MG- \$1195)
4/1/98	6/30/98	DEM-022	Institute for Contemporary Studies: "An Ombudsman Institution in Albania" (MG-\$2950)

NGO Service and Network Grants:

11/1/95	10/31/96	DEMNK-001	Albanian NGO Forum: "Institutional Capacity Building Project" (IDG-\$15,208)
7/15/96	2/15/98	DEMNK-002	Albanian Youth Council: "National Program to Extend a Youth NGO Network" (IDG-\$14,984)
4/1/97	7/30/98	DEMNK-003	Women's Center: "Effecting Public Policies related to Women through Dissemination of Information on Gender Issues" (IDG-\$14,980)
6/10/97	6/28/97	DEMNK-004	Albanian Youth Council et al.: "Live & Vote" (MG- \$2,990)
5/17/97	7/31/97	DEMNK-005	Professional and Business Women's Association et al.: "Promoting Women's Participation in the Electoral Campaign" (IDG - \$7,970)
1/1/98	8/31/98	DEMNK-006	DeMeTra: Institutional Building of DeMeTra - "A National Management, Training, and Consultancy Organization" (IDG - \$13,630)
5/15/98	6/15/98	DEMNK-007	Local Coordinative Forum for NGOs in Elbasan: NGO law Training (\$630)

**SOCIAL SAFETY NET SECTOR**

**18 Grants**

**Total Amount: \$103,264**

3/15/96	11/15/96	SSN-001	The Albanian Resource Center for Health: "Albanian Medical Ethics and Law Handbook" (MG-\$3,975)
3/1/96	3/1/97	SSN-002	The Family Planning Association: "Improving Reproductive Rights in Albania" (IDG-\$13,000)
5/1/96	9/31/96	SSN-003	The League of Albanian Anti-Communist Women: "National Platform for Action" (MG-\$2,094)
7/15/96	10/15/97	SSN-004	Useful to Albanian Women: "Monitoring Center for Drug and Alcohol Abuse" (IDG-\$15,690)

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8/1/96	10/31/96	SSN-005	Albanian Patients Association: "Charter of Patients Rights" (MG-\$734)
7/1/96	9/30/96	SSN-006	Humanitarian Assoc. Of Labor Invalids: "Labor Invalid Identity Cards" (MG-\$1,920)
2/1/97	7/31/97	SSN-007	Association to Assist Mentally Handicapped Persons - Pogradec Branch: "Improvement and Implementation of the Law on Social Assistance for Mentally Handicapped Persons and Caretakers" (MG-\$1,800)
2/15/97	4/15/98	SSN-008	Albanian Hemophiliac Assoc.: "Campaign for the Identification of People with Hemophilia & an Evaluation of Their State & Treatment" (MG-\$3,760)
6/15/97	9/30/97	SSN-009	Law and Rural Women's Rights: "Assessing Violence Against Village Women" (MG-\$1,831)
6/23/97	7/15/97	SSN-010	Albanian Blood Donors Association: "Save a Life - Give Blood During the Crisis" (MG-\$3,000)
11/5/97	4/30/98	SSN-011	Law and Rural Women's Rights: "A Law Addressing Family Violence" (MG-\$2040)
11/22/97	12/31/97	SSN-012	Albanian Paraplegic Association: "Building an Enabling Path for the Disabled" (MG-\$1170)
11/1/97	5/31/98	SSN-013	Useful to Albanian Women- "Drug Monitoring Center" (\$15,270)
4/10/98	6/30/98	SSN-014	Albanian Disability Rights Foundation: Building a Government - NGO Partnership on Law For Disabled Persons (\$2990)
5/6/98	10/31/98	SSN-015	Law, Business and Rural Women - "Institutional Strengthening of the Association" (\$3000)
5/1/98	5/31/98	SSN-016	Albanian Family Planning Association: "Improving Reproductive Rights in Albania - II" (MG-\$150)

NGO Service and Network Grant

3/15/96	3/14/97	SSNWK-001	The Albanian Resource Center for Health: "Health for All Center" (IDG - \$16,700)
12/1/97	11/30/98	SSNWK-002	Health NGO Forum: "Strengthening the Network of Health NGOs" (IDG- \$14,140)

**ENVIRONMENTAL SECTOR    11 Grants                    Total Amount \$44,831**

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7/1/96	11/30/97	ENV-001	Association for Protection and Preservation of the Natural Environment: "International Symposium on Prespa Lakes" (IDG-\$14,225)
7/15/96	1/15/97	ENV-002	Biologists Association: "Reform of Teaching Programs in Environmental Education in High Schools" (IDG-\$7,170)
7/1/96	9/30/96	ENV-003	Albanian Ecological Club- Mirdita: "Regional Seminar on Reforestation of Rubiku Hills" (MG - \$2,930)
7/1/96	10/31/96	ENV-004	Association for Protection and Preservation of the Natural Environment - Shkodra Branch: "Increasing Public Awareness of Lake Shkoder" (MG-\$2,325)
2/1/97	4/31/97	ENV-005	Albanian Ecological Club- Lezha Branch: "Reestablishing Nature Reserves in Vain and Kune" (MG\$2,300)
3/1/97	5/30/97	ENV-006	Kadme and Harmony: "Keeping the River Clean Keeps the Lake Clean" (MG - \$2,939)
9/15/97	5/15/98	ENV-007	Albanian Scientific-Didactic Association of Speleologists: "Creating a Policy for the Legal Status and Management of Karstic Caves According to Scientific and Didactic Values (MG - \$3000)
3/20/98	9/20/98	ENV-008	Transborder Wildlife Association: "Protection of Nature, Beauty, Life: Natural Resource Management" (MG \$2972)

1/15/98	4/30/98	ENV-009	Public Health Institute: "The Voice of Associations in Compilation of Public Health Policies" (MG - \$2999)
5/1/98	5/31/98	ENV-010	Protection and Preservation of the Natural Environment: "An Albanian Law to Protect Its International Lakes" (MG- \$1000)
5/1/98	6/30/98	ENV-011	Albanian Scientific-Didactic Association of Speleologists: Mobilizing Support for a Law on the Status and Management of Karstic Caves (MG- \$2971)

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**ECONOMIC GROWTH SECTOR                      8 Grants                      Total Amount \$67,861**

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2/1/97	1/31/98	ECON-001	Assistance Center for Business Associations/ Korca: "Establishment of an Assistance Center for Business Associations" (IDG-Network-\$12,500)
2/15/97	2/15/98	ECON-002	National Union of Albanian Farmers: "Institutional Capacity Building and Advocacy" (IDG- \$15,000)
6/15/97	7/15/97	ECON-003	Albanian Center for Economic Research: "The Economic Crisis: Its Causes, Consequences, and Possible Solutions" (MG- \$2,250)
8/1/97	4/30/98	ECON-004	Albanian Consumers Association: "Improving Consumer Protection Rights and Institutional Development (IDG - \$14,997)
10/18/97	12/31/97	ECON-005	Institute for Contemporary Studies: "Mobile Business School" (MG - \$2,974)
11/15/97	12/15/97	ECON-006	Organic Agriculture Association: "Promoting Support for Organic Food Production in Albania" (\$2150)
12/1/97	5/31/98	ECON-007	Center for Economic and Social Studies: "Qualitative Privatization and the Transformation of Public Enterprises in Albania" (IDG - \$15,000)
1/1/98	4/30/98	ECON-008	Research Center for Rural Development: "Issues of Rural NGOs Network: Today and In

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the Future" (MG-\$2,990)

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**ANNEX P:  
PIE CHART OF GRANTS TO DATE**

## ORT Albania Democracy Network Program Grant Profile

Priority Sector	Amount	No. of Grants
Democracy	\$229,141.00	29
Economic Growth	\$67,861.00	8
Environment	\$44,831.00	11
Social Safety Net	\$103,264.00	18
<b>Total Awarded</b>	<b>\$445,097.00</b>	<b>66</b>

