



DEMOCRACY NETWORK PROGRAM

Tirana, Albania

**Quarterly Progress Report
July–September 1998**

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ORT ALBANIA DEMOCRACY NETWORK PROGRAM
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EXECUTIVE SUMMARY

The Democracy Network (DemNet) project and other USAID-funded projects experienced unexpected interruptions in August 1998 due to the U.S. Embassy-ordered evacuation of American personnel. Nonetheless, USAID Albanian counterparts and DemNet expatriate and local staff moved ahead despite local unrest. During the quarter, a number of DemNet subgrantees from Phase I completed their subprojects and institutional development grants, reporting significant achievements in an always dynamic Albanian environment. NGOs joined together to impact important policy and law changes in Albania through sector-wide and sector-specific cooperation and with instrumental support and technical assistance from ORT DemNet and USAID partners. ORT's support of NGO service and networking centers, and especially its new local partner, the Albanian National NGO Training and Technical Resource Center, enhanced their own institutional capacities to serve the larger NGO community. NGO partners also strengthened their financial management systems with the support of ORT training and technical assistance. The DemNet program impacted the Albanian society in the following ways:

ORT's local partner, the Albanian National NGO Training and Technical Assistance Resource Center ("NGO Center") established further its institutional base. After receiving ORT financial management training, the NGO Center's finance manager and ORT local advisor established a rigorous financial management system and prepare an annual budget for the ORT subgrant. The Board of Director's committee on Statutes, Bylaws, and Policies and Procedures developed and revised a new statute to register the center as a foundation. The Board of Directors voted on an executive director, and with ORT Advisors developed a rigorous strategic fundraising plan during a training seminar in Bulgaria, sponsored by the Bulgaria DemNet program.

Supported through ORT institutional development grants, NGO service and networking centers in the sectors of women and health provided resources, training, and technical assistance to their member / client NGOs, as well as adopted substantial improvements in their organizational and decision-making structures and operations.

- The Women's Center serves as a one-stop information resource center for women, NGOs, government officials, parliamentarians, academics, journalists, and foreign organizations, for information on local issues affecting women. Its resource center collects, stores, and catalogues local news and journal articles, gender disaggregated statistical data, information on all 61 Albanian women's NGOs and their projects, and a collection of books, archived news articles, journals, research papers, and the Center's own publications. Users published

academic thesis and research papers, published news articles, and developed policy background for advocacy or legislative review. During the year, the Center brought information to women throughout Albania on issues of concern to women (violence against, public order, consignment of weapons, business opportunities, women's rights and legislation, reproductive health, and education and scholarship opportunities) through the Center's publications, 23 workshops and seminars in over 17 districts, a survey and training courses for business women, and 15 national television and radio programs and 26 national news articles on the joint activities of women's NGOs initiated by the Center. Public participation by women in policy issues increased dramatically as a result of the Center's initiatives and events, evidenced by peace marches in April 1997, public education campaigns throughout the year, NGO leadership training, training for women deputies of Parliament, a legal strategy developed to combat domestic violence, press conferences, local debates, national meetings with parliamentarians, celebrations, petitions, appeals, and promotional concerts.

- The Albanian Health NGO Forum also played a valuable role in solidifying and fortifying the health NGO sector through its data collection and reporting, training in financial management, successful policy dialogue on health legislation, and greater membership involvement. As a result, health NGOs have a stronger voice in legislation, particularly the draft law prohibiting smoking in public places, a more prominent public image, and work better as a sector.
- Under the ORT institutional development grants, both the Women's Center and the Albanian Health NGO Forum elected new board members, restructured for more responsiveness to members and clients, and developed written policies and procedures for improved accountability and transparency.

Democracy sector subgrantees impacted formulation and implementation of laws and policies concerning professional media standards, human rights, and the constitution.

- As a result of the Society for Democratic Culture's media monitoring program, the state television changed its news program to reduce the coverage of national government activities and include more coverage of local issues, news worthy events of the day, and priority issues of concern to citizens - economic and social issues. Not only did the state television accept the findings and recommendations by the Society but 5 private local television stations used the Society's poll results, measurement standards, and recommendation for structuring their news editions. The Parliamentary Committee on Media and Public Information included the Society in its public hearing on a new draft law transforming the state radio and television into a public one, recognizing the Society's contribution to raising professional media standards in Albania.
- The Institute for Contemporary Studies was a motivating force in the formulation and revision of a draft law on a human rights ombudsman and the incorporation of the

ombudsman institution into the draft constitution. Through a public opinion survey, a comparative law study, formulation of legislative recommendations, and advocacy in NGO-government meetings, the Institute persuaded the Ministry of Legislative Reform and Relations with Parliament to slow down the legislative process to allow for NGO input and public education ensuring better acceptance and use of the new institution. The Ministry also used the comparative study, the public opinion poll and the recommendation presented by the Institute; these principles and recommendations are reflected in the general principles of the draft law and amendments to 8 articles in the draft law, and additional articles were added in the second drafting phase which increase the independence of the ombudsman, the participation of NGOs in selecting the Ombudsman, and the manner in which the institution will function. As a result, additional human rights NGOs were brought into the legislative process and, within the Institute's NGO-government roundtable, the Ministry invited the NGOs to work on a task force with them to oversee the legislative process and the implementation process once a law is in force.

- The Center for Economic and Social Studies brought the draft constitution to citizens in two regions outside of Tirana, supported by two ORT micro-grants and technical assistance. A regional meeting in Gjirokaster and Korca brought citizens, NGO leaders, government representatives, academics, students and journalists together from outlying districts to review the draft constitution, to discuss its structure and concepts, and to make recommendations reflecting local concerns. Not only did the information reach the participants but local and foreign media broadcasted the event to reach the greater audience in the region. In the Gjirokaster regional meeting, recommendations and discussion centered around local concerns, including recognition of ethnic minorities and religious freedom; while in both regional meetings, the participants' recommendations focused on autonomy of local government. Thus, through regional discussion groups, citizens brought emphasis to different areas of concerns than citizens in Tirana thus improving the quality of the draft constitution as a national and fundamental law.

Subgrantees also addressed neglected sectors in need of social support and services: the increased number of substance abusers, rights and support for disabled persons, rural development, and reproductive rights and health services.

- Further data collection by Useful to Albanian Women's Monitoring Center for Drug and Alcohol Abuse by Teenagers revealed that drug distribution and drug use is almost reaching the same level in central and southern districts as it has in Tirana, with less information and no services available to young people and their families regarding the consequences or treatment for drug abuse. To address the growing problem, the Monitoring Center extended its drug education outreach to several pilot schools outside Tirana and introduced drug education training and seminars at the Pedagogical Faculty in Elbasan and within the Social Work Faculty in Tirana. Its policy working group of government, health officials, lawyers, educators and social workers developed new anti-drug legislation as well as school policy guidelines for secondary schools. Two leading deputies of Parliament and a lawyer on the

legal staff at the Parliament agreed to help introduce the legislation after the discussion of the constitution in Parliament. The Soros Education Development Program agreed to support the association's program in additional schools, increasing the amount of information provided to students and providing a formal network for the Center to work with a group of students, teachers, administrators and parents on anti-drug school policies.

- The Albanian Foundation for Disability Rights, working with 7 disabled persons NGOs, organized a structured hearing session for Parliamentarians and Ministry representatives to review existing legal framework for disabled persons and to hear comment and recommendations from over 100 disabled persons. NGO representatives came prepared with written and oral statements which concisely presented their concerns and suggestions. The Chairman of the Parliamentary Commission on Social Issues agreed that he would have his commission review the legislation and to solicit the Minister of Labor to undertake a formal review of the laws and prepare amendments where feasible. After many attempts to assemble legislators to hear the concerns of disabled persons, the professional organization and repeated visits in person to government officials assured almost all participation of government officials, albeit a noticeable absence of the Minister of Labor.
- Institutional support to the association, Law, Business, and Rural Women, to set up a central office in Tirana improved their ability to collaborate with other NGOs, access government and parliamentarians on policy issues, hold regular board meetings with representatives from 11 villages, and raise funds for projects to implement in rural zones. These initiatives bring projects on women's health issues, economic programs, and voluntary consignment of arms to the rural areas, as well as extend the association's branches to new villages.
- Additional ORT funding for translation of the draft law on reproductive health assured that the Albanian Family Planning Association could solicit comment and support from foreign legal advisors. The draft law, which the Family Planning Association was a major initiator and advisor to the Ministry of Health law drafters, is in its final steps of the legislative process and the comments already received support recognition of the international human right of reproductive choice and access to reproductive health care.

During the last quarter, public participation through NGOs increased in some of the most important areas of policies and laws. Not only through grant support by ORT were ORT grantees able to produce results, but ORT's technical assistance and training engaged a larger number of NGOs into the policy making process on the constitution, NGO law, and the government's plan to combat corruption. ORT's technical assistance initiatives also bridged concrete partnerships between private media and environmental groups.

- The most fundamental law in the country, a constitution, has now been drafted with a great deal of input from Albania NGOs. Over the last nine months, a series of public forums were organized (including 4 organized by ORT) which solicited public comments on the proposed draft and involving several hundred participants. DemNet grantees responded in large

numbers to present their views on the priorities and the relationship between the state and citizens in the constitution, as well as played a significant role in educating the public on the process. Leading up to a final public hearing on the draft in Tirana and in response to the request of local NGO partners, ORT organized a constitutional draft review meeting with NGOs in its office. Seventeen NGOs joined together to present their recommendations in the form of written and oral testimony in the subsequent public hearing. The Parliamentary Commission noted in the public hearing its great impression with the preparedness of the NGO sector. Of the changes recommended in the NGO declaration, 10 articles of the draft constitution were changed based on the NGO comments.

- As a result of the input gathered in all of the public forums over the last nine months, hundreds of suggested changes were considered, and approximately 50 proposed changes affecting more than 45 articles were accepted. Altogether the Constitutional Drafting Commission amended 25% of the draft articles on the basis of specific suggestions from the public. The draft constitution has now passed from the Parliamentary Constitutional Drafting Commission for review to the General Assembly, and a national referendum to approve the constitution will be held on November 22, 1998.
- Over 100 NGOs participated in a public hearing on the draft NGO law, with many providing comments on the draft prepared by the NGO -government drafting group. The Ministry of Labor will review and incorporate the comments from the NGO sector once it receives all the comments from the government ministries.
- A group of 25 NGOs engaged in the USAID, World Bank and the Government of Albania's anti-corruption meetings. The ORT National Research project in which over 40 NGOs were involved provided important data on the level of corruption perceived by citizens and the level of corruption and bribery that citizens have been involved in. In addition, the Albanian Center for Economic Research conducted a survey of business persons and a survey of government officials measuring the level of corruption. ORT supports the work of the partners to increase the NGO sector's role and participation in reviewing and commenting on the action plan and serving follow-up watchdog activities for implementation.
- Media serves as a key medium for raising public awareness on policies and laws, and it can be especially valuable for issues such as environment protection which are overshadowed by economic priorities. While NGOs struggle to get media attention, the Albanian media sources rarely draw upon or seek out information from the NGO sector. To address this gap, ORT brought together a local private radio station and environmental NGOs (most of them NGOs outside Tirana) to discuss shared goals in environmental awareness. The radio gathered information about on-going projects of NGOs and agreed to collaborate in a concrete partnership with the groups through its radio programming on environmental protection starting in November. NGOs provide substantive information and interviews for private radio programming while the partnership achieves greater public education and awareness on environmental protection.

ORT strengthened grantees' financial management systems and reporting through financial management training and technical assistance.

- ORT trained 27 representatives from 18 NGOs in 2 training courses and a follow-up technical assistance meeting during the quarter. Through ORT technical assistance and training, ORT grantees develop a modern fund accounting system, a supporting record keeping system, and more accurate and timely reports to ORT. Several of the NGOs demonstrated their new skills: the rural association-Law, Business, and Rural Women-is working with a chart of accounts developed after the course and an improved record keeping system; the Albanian Disabilities Rights Foundation is now using a chart of accounts; and the Health NGO Forum has begun to work with a revised chart of accounts, a revised record keeping system based on the model presented in the training, and a new financial policy was included in the Forum's revised statute, and a first draft of financial rules and policies had been completed for review by its board of directors. The training and follow-up technical assistance not only provides additional help to the NGOs in using their new skills but provides a forum in which participants see successful models by their fellow NGOs.

Future Activities

The ORT DemNet annual workplan for the period from October 1998 through September 1999 is presented for USAID's review. The workplan represents ORT's long-term strategic plan to directly support the organizational development and sustainability of NGOs throughout Albania.

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I. GRANTS PROGRAM

A. NGO Service and Networking Centers

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

Access to reliable and alternative sources of information on women's issues in Albania has been a challenge in Albania. Although specialized government directories conduct some disaggregated data collection and analysis, the data is often inadequate, inaccurate, or unavailable to the public. Furthermore, there are few libraries which provide public access to information, especially with a collection of periodicals and materials focused on gender issues. Women's NGOs view politicians as having a low awareness of women's issues or in promoting women candidates for leadership positions. Thus, the role of women's NGOs in researching, writing, collection, dissemination, and using information is essential to support policy development and political participation of women in decision-making. Under a DemNet institutional development grant, the Women's Center is building the capacity to research, collect, and disseminate information to support women and women's NGOs in their policy initiatives throughout Albania.

There are currently 61 women's NGOs in Albania who are active in women's rights and legislation, women's political participation, women's economic opportunities, women's health issues, and women's education. To provide support for these groups, through the ORT grant period of April 1997 to July 1998, the Women's Center boosted dramatically its material resources on gender issues and its own institutional ability to catalogue them, synthesize and translate materials for easier local access, and disseminate information to women, NGOs, media, government, and business. The publications and newspapers collected for the library and archives increased from 5 to 11 for foreign women's periodicals, 6 to 8 newspapers, and an increase in the number of new studies, surveys and statistics being undertaken.

The Center's 3 computerized databases now contain 150,000 record entries: a database of archived news articles on gender issues, a database of information about all 61 women's NGOs and some 80 various projects, and a database on the Center's collection of books and of gender statistics. The databases include modern search engines so that research can be done with ease for all users. All sectors have used the center: women's NGOs, university teachers and student, central and local government and institutions, deputies of parliament, political parties, foreign organizations, journalists. Just this year, over 170 persons have used the information center, and 40 persons have

used the book collection. Articles were published in the news and in periodicals based on research conducted in the Center; students and teachers prepared academic papers. Politicians and government representatives became more informed by the use of the statistics kept at the center. Women's NGOs regularly visited the center. Thus, the Center serves as a one-stop resource center for information on women's issues for NGOs, government, media, and individuals.

The Center reached audiences throughout Albania with its publications, meetings and events, training, and technical assistance. Subscriptions to the Center's newsletter jumped from 500 to 900 copies, with the mailing list abroad increasing by more than 118 due to the representation of the Center in international meetings and presence on Internet. The Center's informative A3 paper containing information and articles from world feminist literature, translated into Albanian, almost doubled in 300 to 500 copies with its growing demand of readers. In the 23 seminars and workshops in over 17 districts, 4 meetings with business women in other districts, and 2 business training courses in four cities, women received newsletters, booklets, informational leaflets, posters, fact-sheets, the Women's Center's annual report, conference reports, and survey results. Women throughout Albania now receive increased and targeted information about issues of concern to them.

The Center increased the participation of women in policy making and policy implementation processes. Its efforts were ongoing, starting with peace marches in April 1997, to training women board members in leadership and decision-making process, to involving women's NGOs in developing a legal strategy to combat domestic violence, to press conferences on important policy issues, seminars on the women's movement and political dogma, local debates on women's participation in conflict resolution and voluntary consignment of weapons, national meetings with Parliamentarians and NGOs, training of women deputies of parliament, and celebrations, petitions, appeals, and promotional concerts. The Women's Center plays a focal point in initiating collaborative action of women's NGOs and individual women in social and political life.

The Center and its client NGOs received increased media coverage, both in response to NGO invitations as well as unsolicited press articles / programs initiated by journalists. The national and local radio/ television stations covered more than 15 times the joint activities; while the newspapers wrote more than 26 articles about the Women's Center's activities. Media served as an effective tool to broaden the reach of the Center's program in disseminating information on gender issues.

Institutional strengthening of the Center was another achievement under the grant. The Center elected a new board of directors, developed a strategic plan, reorganized the organizational structure of the board and staff, developed written job descriptions of staff, and prepared administrative and financial rules for the organization. By the end of the year, the Center had attracted and engaged 2 women volunteers and 1 student intern from the Social Sciences Faculty, increasing the output of the paid staff (4 full-time and 3 part-time employees.) Not only material resources were strengthened with ORT grant money, but also the human resources attracted to the Center. The Center is well-equipped to serve women and the public in promoting gender issues and gender awareness.

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

Through an ORT institutional development grant, the Albanian Health NGO Forum supports networking and information and resource sharing among NGOs, and strengthens the impact of their work through training courses, joint projects, and sector advocacy. The Health NGO Forum offers facilities and assistance to its NGO members in preparing project proposals, fund-raising, gathering information on donors, formulating strategies to increase program impact, and monitoring health legislation of concern to its members. During this quarter, the Health NGO Forum held its general membership meeting to approve a revised statute, completed a survey of health NGOs, published 2 of its NGO Bulletins, published a Health Sector Booklet and conducted training on financial management for its members.

In the Health NGO Forum's general assembly meeting, the newly enlarged membership of 31 health NGOs adopted, with a few of their own amendments, a newly revised statute prepared by its board of directors. In the previous two board meetings, the board significantly improved the statute to more clearly state the duties and rights of the members, the board, and the functioning of the general assembly. Unlike the former statute, the new one sets forth comprehensively board competencies and responsibilities including opening bank accounts, oversight of financial management and of the Forum's executive staff, drafting policies and procedures, increasing the membership of the board from 3 to 5, elections of board members, and voting procedures. The statute also sets forth the duty of the executive staff to report quarterly to the Board, improving the accountability of staff to the organization. The new statute includes provisions on financial policies and procedures, absent in the early statute, which increase staff accountability to the board and the membership. The role and responsibilities of the general membership is strengthened by a more defined set of membership conditions, including a minimal required participation in meetings and activities and compliance with the statute and bylaws, while its role in approving all strategic plans drafted by the board is emphasized. Thus, the changes to the statute adopted by the general assembly improve the functioning of the forum to serve its members, emphasize involvement of the members in the decision-making process, set forth more clearly the role of the board, and increase accountability of executive staff.

Through a recent survey conducted by the Albanian Health NGO Forum of the 40 national and foreign NGOs working in the field of health in Albania (80% Albanian NGOs and 20% foreign NGOs), the Health NGO Forum collected important new data. Local health NGOs have almost doubled since last surveyed in 1995 by the Forum; now NGO activity may be classified in the following fields: public health(7), reproductive health (8), mental and physical disability (5), health professional's associations (3), sexually transmitted diseases (2), cancer diseases (2), chronic diseases (2), and other special interests groups focusing on women, geriatrics, and patients' rights (3). NGOs have increased membership and outreach; over 2/3ds of the NGOs had membership bases of 65 members or higher, with 75% of the NGOs having at least 3 or more branches. All but four of the NGOs had ongoing projects in 1998 in their field of activity with over half having more than one funding source (a total of 24 different foreign donors were identified by the respondents as

fundere for Albania.) Important to the NGO Forum is its support to members to increase their program impact by increasing the level of health information received by the public and increasing the extent to which NGO members work together in more joint projects and as a more unified health NGO sector. At least 2/3rds of the health NGOs reported collaborating with other NGOs in joint projects, and 81% had used posters, leaflets, booklets, periodicals, and television broadcasts to provide the public with increased information important to their health. Its data also identified priority areas of training desired by the NGOs and priority discussion topics for its general members. By and large, NGOs rated training in NGO management, financial management, and fundraising as the highest priority need, with lobbying and advocacy falling as the next priority. Research methods and work with the public and media were also identified as the more important areas of needed training. Thus, the survey served to measure the growth and support of NGOs and their means of achieving program impact. It also serves an important evaluation tool to guide the Forum in its provision of services and support to members and to all health NGOs operating in Albania.

Relying on the findings in the survey, the Health NGO Forum organized training this quarter in the top priority subject: financial management. Using the ORT financial management trainers, NGO members learned how to prepare budgets, financial reports, and to set up a financial management system using a modern fund accounting system. The ORT trainers also provided introductory training in fundraising. The participants rated the training as very useful and of exceptional quality. Members agreed to work on adding improvements to their current systems and to write financial policies, of which the NGO Forum can provide its own as a model.

Publishing the results of the survey and the recent developments within the forum, the Health NGO Forum also published a first edition of its Bulletin in July with updated information of the Forum, its activities, and its new statute. The Forum is reaching completion on its second edition which will publish profiles of its members and current activities. The Bulletin not only increases the information shared between members on each other's activities and the Forum's history and organizational structure, but also it informs a broader audience of subscribers (the government ministries and the media) of the work of the NGO sector on health issues in Albania.

The Health NGO Forum achieved successful outcomes from its roundtable with health NGOs and Ministry of Health officials on the draft law prohibiting smoking in public places, held last quarter. As a result of the roundtable and continuous follow-up with the Ministry of Health's legal department, sixty percent of the draft law provisions were changed to incorporate the comments of the health NGO sector. Although the Council of Ministers rejected the final draft presented by the Ministry and sent it back for revisions, the Forum is planning a second roundtable with the Ministry officials and NGOs to provide additional input and mobilize support for the draft law. Through coordination of NGO input, coalition-building, and close monitoring, the NGO Forum is playing an important role to increase public participation in the development of health legislation.

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

Despite ORT's insistence, the subgrantee missed its reporting deadline on the subgrant. Results of the final report of DeMeTra and ORT's evaluation will be presented in ORT's next quarterly report.

B. Democracy Sector Grants

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

According to results of national polls and media monitoring programs by the Society for Democratic Culture, the Albanian public relies heavily on state media to obtain its information, while at the same time the state media has a number of problems concerning professionalism, objectivity, political influence, and attention to newsworthy events. With its DemNet grant, the Society for Democratic Culture developed a media monitoring program (for non-election periods) to evaluate and influence improved professional media standards for a democratic society - independence, objectivity and reporting on important news of the day. Over a five month period, the Society's 14 member media monitoring team recorded, analyzed, and archived news coverage from state electronic media and four independent newspapers. It published its findings and recommendations in 5 monthly bulletins, 2 press conferences, the Society's newsletter, and in the daily press. The program gained wide coverage by the press. At least 12 media sources, including the program's target - the state radio and television - consistently published the results listed in the 5 monthly bulletins, citing them as an authoritative source of media standards.

Overall findings revealed that the coverage of national politics and particularly the government dominated the news space, while reporting on the activity of local government, subjects of interest identified in previous public polls (economic issues including employment, emigration, education, and social issues) occupy little or no time on the daily news of the state television. It also revealed that while the media coverage of NGOs has increased, the coverage does not focus on concrete results for citizens. Compared to the four independent newspapers reviewed, the state media did not present balanced coverage on the news of the day. The Society's professional program impacted state media reporting: the state news broadcasts began to devote more space to social and economic issues and less of a monopoly on state news. The newly appointed General Director of the state radio and television declared an appreciation of the role and work of the Society and sought their suggestions on improvements to the programming. In addition, the state radio began to broadcast news flash editions between the main news editions, something not done prior to the monitoring program. Thus, the monitoring program increased the level and standards of state media to that of more balanced presentation and concentration on news of the day, not just state news.

Not only has the monitoring program affected state media, but five private television stations have all stated in interviews that they have used the Society's poll results, measurement standards, and recommendation for structuring their news editions. One of the independent newspaper monitored under the program even increased its publication's focus of newsworthy events in districts to include more local government news. In light of the number of new private television stations, the Society plans to expand its monitoring program to four private stations in their start-up phases. Through the Society's media program, citizens have a better picture of the quality and objectivity of the news reported to them.

The Society also contributed to the enactment of a new law on transforming the state television into a public television. The Parliamentary Commission on Media invited the Society to participate in a recent public hearing. Not only has the monitoring program highlighted the need for improved and professional media standards from private and state media, but it has provided additional impetus to Parliament to transform state media to an independent public one. The new law also provides that a board of directors will be established to oversee the television statute including the inclusion of NGOs on that board.

The Society also used its remaining funds from previous ORT grants to purchase new equipment, improving its publishing services. The Society purchased a photocopier, a report binding machine, additional conference room chairs, and an overhead project to present information in press conferences and meetings. Efficient spending in previous ORT projects provided the leftover sums to meet these infrastructural needs.

DEM-022 Institute for Contemporary Studies: "An Ombudsman Institution in Albania"
(MG- \$2950) start date: 4/1/98 end date: 6/30/98

Through a DemNet grant, the Institute for Contemporary Studies aims to raise the awareness and eventually acceptance by the public of an independent ombudsman - to strengthen the respect for human rights in Albania. The Institute surveyed public opinion on human rights and a possible role and acceptance of an ombudsman institution, prepared a comparative law study, engaged actively in policy dialogue with government and Parliament, reviewed and provided comments on the recent draft legislation prepared by the government, and mobilized a group of leading Albanian human rights organizations to participate in both the formulation, advocacy and subsequent implementation of the new law. The Institute also actively participated in a government public hearing on the draft law and lobbied for inclusion of the ombudsman institution in the new constitution. Early results show that significant changes were added to the draft ombudsman law which strengthen the link and access of NGOs with the ombudsman and make the ombudsman an independent, quasi-government organ. The ombudsman institution was also incorporated into the final draft of the constitution currently being reviewed by Parliament.

C. Social Safety Net Grants

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

The Drug and Alcohol Monitoring Center of the association Useful to Albanian Women recently collected statistics that show an alarming level of drug use among 14 to 18 year old children. The Center also found that existing drug treatment programs in Albania are insufficient to meet the needs of the growing population of drug addicts. To address the disturbing trends, the association Useful to Albanian Women, through a DemNet grant, established a Drug and Alcohol Monitoring Center which provides social and medical support to young people who are struggling with drug and alcohol abuse, collects information on drug and alcohol abuse and maintains it on a database, develops and administers educational programs on drug prevention in secondary schools, and lobbies for changes in drug policy and law.

The Drug and Alcohol Monitoring Center convened a working group of government officials, academics, and other experts familiar with the problem of drug trafficking and abuse. As reported in the last quarter, the working group prepared proposed legislation to innovate and make more effective penal procedures and punishments, including alternative redresses such as rehabilitation programs. As a direct result of the ORT / IRI Parliamentary Procedure training provided last quarter and the legal assistance of ORT technical advisor, lawyer Thomas Lininger, the Center developed its own information /briefing packets for lawmakers containing the Center's proposed amendments of the law, a supporting legal brief, survey results, and drug prevention educational materials. The packets were delivered to deputies of Parliament as a part of its direct lobbying campaign, including the Legal Staff of the Parliament, who has agreed to put the draft law on the schedule sometime after August. The Center also used the occasion of the ORT/IRI Parliamentary Procedures program to informally lobby the Chairman of the Parliamentary Legal Commission, and directly lobbied the lead Socialist Party member of Parliament, and ex-chairman of the Parliamentary Legal Commission, on the amendments. Both agreed to support the initiative when presented in Parliament.

To bolster support for the new legal provisions, the Center administered a survey to university students in the law faculty and social science faculty to test their level of knowledge and their opinion of appropriate anti-drug legislation. Only roughly one third of the students were familiar with current anti-drug laws, but when asked what type of legal framework should be in place, they supported most of the aspects of the Center's proposed amendments over the elements of the current law. The survey results are additional support for legislators to back the Center's proposed amendments.

The Center also expanded its program outreach and data collection to three cities outside the capital: Gramsh, Gjirokaster, and Vlora. The Center conducted surveys on drug use and attitudes from students in middle school and delivered its updated drug prevention education programs. Survey results from all three cities revealed that not only is there an increase in drug use by teenagers in the Tirana, but an average of 9.1% of students interviewed in the 3 cities reported using drugs, while

over 1/3 of the students interviewed in each city had been offered drugs. To further exacerbate the increased use, survey respondents showed almost no understanding of the risks and consequences of drug use. The program outreach is both timely for teenagers around Albania who are confronting drug distribution and drug use; and the statistics prove that current drug legislation is not preventing the spread of drug sales and drug use.

While the surveys gather important data on the extent of drug distribution and drug use by young people, the Center's drug prevention education programs send a clear message to students to abstain from drug and alcohol use. In four secondary schools, the Pedagogical School, and within the Social Work Faculty of the University of Tirana, the Center conducted participatory seminars and drug education weeks. The Center piloted the drug education weeks in two secondary schools last year and these schools as well as others have now adopted them into their yearly program. The seminars and drug education weeks give appropriate information about the symptoms, consequences, and helping teenagers struggling with drug abuse, but also provide a format in which students can privately ask questions (through "Drug Corner's Mailbox") and discuss in groups the increased prevalence of drug use and how to reach out to friends with drug abuse problems. Students appreciated the drug education tools, while highlighting the risk of potential backlash from drug propaganda which exaggerates the problem and risks of drug use.

A core group of students agreed to volunteer with the Center to help organize future education programs in its current model to further increase credibility and trust of the program through student educators. Through increased interest on the part of the school administration, teachers, and particularly the students, the Center's modern and participatory drug education program is increasing awareness and support for drug prevention in secondary schools. Through fundraising efforts, the Center became a partner with the Open Society's Albanian Educational Development Program, to establish a social assistance office at pilot schools. This will provide a formal venue for the Center's outreach on drug issues as well as permanent working groups of students, teachers, leaders and parents in which anti-drug school policies can be formulated.

Using its research findings and feedback from its drug education programs, the Center strengthened its drug education program by developing a set of recommendations for the formulation of secondary schools drug prevention policy. The Centers recommended policy guidelines are: (1) a strong clearly- articulated school policy against substance abuse should be formulated in consultation with parents, students, local police and the community and broadly communicated; (2) drug education curriculum should be tailored to the sophistication of the target age group, some themes relating to increasing knowledge of facts, some relating to behaviors and values for students (the center developed how the subject would be integrated into different course subjects); (3) the prevention/ education efforts should continue in the curriculum of higher educational institutions as students become adults, consumers, employees, and responsible citizens to understand the personal and professional costs of substance abuse.

The Center's legal working group also agreed to propose a government decision to authorize the development of course curriculum and to integrate it into different levels of education and different

course subjects. Thus, the Center is not only attempting to change policy and laws at the national level, but to impact policies of local school which confront drug distribution, drug abuse, and the behavioral consequences of drugs on a daily basis.

The Center continues to serve as a private non-profit information and treatment center for substance abusers. During this last quarter, a total of 18 new persons sought help in personal visits to the Center - all drug users, 12 of them heroin users. The Center's doctors met with the drug users, providing advice and information for treatment as well as advising on the harmful effects of the particular drugs. In addition to the patients seeking the Center's services, there was a continuous flow of parents visiting the Center to collect information, as they suspect their own children are using drugs. The volunteer doctors and social workers provided the Center's booklets and informational brochures and discussed the signs of drug use, the various types of drugs and their effect, and information on how to treat drug abusers. As Albanian state institutions are severely lacking treatment facilities, the Center serves as one of the few and the preferred alternative in-country to young drug users. The Center is seeking funding to increase and upgrade its services to serve more comprehensively the needs of the community.

SSN-014 Albanian Disability Rights Foundation: Building a Government - NGO Partnership on Law For Disabled Persons (\$2990)
start date: 4/10/98 end date: 6/30/98

Current Albanian laws treat different categories of disabled persons in disproportionately unfair ways. In short, a significant number of handicapped persons are left out of the law, especially those laws granting social protection rights and benefits. At the same time, general law provisions governing access to public buildings and services, and requiring employment of disabled persons in state and private enterprises with more than 25 employees, are being ignored and thus, disabled persons are not benefitting from need social protections. Individual associations have been unsuccessful in persuading government to change the existing law and its implementation. In September 1997, a working group of 7 disability NGOs was created to collect information, discuss improvements to existing legal framework and how it is implemented, and to formulate and advocate new solutions. The Albanian Disabilities Rights Foundation (ADRF) served to strengthen the group's voice and presentation. After an initial attempt to discuss changes with Ministry representatives in a national conference in which only one of the confirmed government officials appeared, ADRF working with the 7 NGOs came out with additional force.

With DemNet funds, ADRF and the NGOs tackled the government again, first producing a package of current legislation in the disability field, and then formulating written policy recommendations and discussion issues for government. Second, ADRF provided additional advocacy training to the 7 NGOs (the NGOs had previously attended ORT policy advocacy training and technical assistance from ORT advisors), including obtaining the comparative experience of an Irish disabled rights advocate and ORT policy advocacy training staff. Demonstrating their new advocacy skills, leaders of the representative NGOs organized a series of individual meetings with government representatives, including the Minister of Labor, the Director of the Social Insurance Institute, the

Vice Minister in the Ministry of Health, and Parliamentary Commission Chairs, presenting their materials and persuading them to attend a national conference to address a greater audience on the issues.

With the participation of over 100 disabled persons in a July conference, government officials heard the professional and focused requests for policy improvements by the disabled community. After providing both positive and negative answers to the issues raised by the disabled persons, the Chairman of the Parliamentary Commission on Social Issues (chairing the conference) agreed to conference action points: presenting the issues discussed at the conference to members of Parliament, meeting with the Ministry of Labor (who failed to appear) and inform him of the concerns and persuade the Ministry to present proposed legislative changes to Parliament.

**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

The increased dimensions of the problems faced by rural women compared to urban women in Albania present huge challenges for development and impact of rural NGOs. Law, Business, and Rural Women is a organization attempting to meet the needs of 11 villages in which it has members. Through a DemNet microgrant, the association has set up its first office, centrally located in Tirana to access government officials, donors, and other national and Tirana-based NGOs. While the leaders and members travel from their villages to meet in the Tirana office, the infrastructure supports planning and contacts for village women within and outside of the association. As a result, over the last 6 months, the association has collaborated with other NGOs in designing 4 projects in which the Law, Business and Rural Women would extend the program outreach to rural districts including Peshkopi, Vlora, Gjirokastra, and villages around Tirana, and well as participating in 2 on-going joint projects with national NGOs. In addition to working with national and Tirana-based NGOs to extend programs to rural areas, the association also obtained funding for several projects on its own: project to involve village women into social and political life in the villages of Durres, Librazhd, and Korca, a project aimed at creating economic autonomy and improving living standards in Zadrima; and a voluntary arms consignment program in rural areas. These projects will also allow for the creation of new branches in the districts and increased membership.

With greater access to government officials in Tirana, the association is continuing its efforts to capture the attention of government to an important policy issue for rural women: domestic violence. The association continues to lobby and draw in major women's NGOs to support its proposed legislation making domestic violence a crime.

Finally, the improved infrastructure supported by the ORT grant provides the setting for monthly board meetings in which the leaders not only provide basic training in board development, but have also involved board members in approving financial rules for the NGO (developed in ORT's financial management training.) The association has also used the meetings to begin a strategic planning process for the NGO's annual program.

SSN-016 Albanian Family Planning Association: "Improving Reproductive Rights in Albania - II" (MG-\$150) start date: 5/1/98 end date: 5/31/98

The Albanian Family Planning Association has participated actively in formulating a new reproductive health law. Supported through a previous ORT grant, the Family Planning Association has worked closely with the Ministry of Health's law department in drafting the law by providing supportive materials and advice including assistance on foreign and international model laws in the subject area. The Albanian Family Planning Association's early partnership assured that the right to reproductive choice and access to reproductive health care are guaranteed in the draft law. The association also held public meetings on the draft to mobilize support from other NGOs and from deputies of Parliament.

Under the more recent micro-grant, ORT supported the comment stage to the draft law whereby the association translated the final draft into English and sent it out to comment by foreign experts as well as shared the translation with the Ministry of Health to make available to foreign consultants assisting them. Thus far, two foreign reproductive health institutes have provided comments which are being translated into Albanian and distributed to the law drafting group. In the most recent ORT - IRI Parliamentary Procedure program, two representatives of the association presented the draft law to a group of deputies in a simulated exercise of "how to testify before a parliamentary committee." Once foreign advice is incorporated into the review of the draft, the draft law will be presented by the Ministry of Health to the Council of Ministers and then Parliament. The Family Planning Association intends to follow the bill through to enactment and give testimony to the parliamentary committees reviewing the law - this time, for real.

D. Environmental Sector Grants

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 Subgrantee's final report is due in mid-November, and grantee accomplishments will be presented in ORT's next quarterly report.

E. Economic Growth Sector Grants

ECON-007 Center for Economic and Social Studies: "Qualitative Privatization and the Transformation of Public Enterprises in Albania" (IDG - \$15,000) Start date: 12/1/97 end date: 10/31/98

The subgrantee will submit its final report during the next quarter. ORT's next quarterly report will have a full description of subgrantee impact.

F. New Grants This Quarter

DEM-023 Center for Economic and Social Studies: "Citizen Review of the Draft Constitution -Korca" (MG- \$1390) *start date: 8/7/98 end date: 9/30/98*

DEM-024 Center for Economic and Social Studies: "Citizen Review of the Draft Constitution -Gjirokaster" (MG-\$1420) *start date: 8/14/98 end date: 9/30/98*

In November, a national referendum will be held on a new constitution for Albania. Throughout the previous nine months during the drafting stage of the constitution, there have been a series of initial public meetings and NGO forums held in Tirana and televised public debates in cities throughout Albania. These public forums were opportunities for citizens to give input into the drafting stage. The Center for Economic and Social Studies, in partnership with ORT and the University of Tirana Law Faculty, hosted a focused discussion group with NGOs and the drafters in April in Tirana, in which concrete policy arguments were given to support new constitutional provisions. Currently, the Parliamentary Commission for Drafting the Constitution has completed a draft of the constitution and has placed it in the public arena for discussion. ORT supported through microgrants its partner NGO, the Center for Economic and Social Studies, to hold public forums in the Korca district and in Gjirokaster. The public forums were designed to both educate citizens and gather further input for the lawmakers.

The discussion forum on the draft constitution in Korca included 45 citizens and representatives from NGOs, local government, local university, and business from the towns of Korca, Pogradec, Ersek and Devoll. The discussion forum on the draft constitution in Gjirokaster included 54 citizens, representatives from local NGOs, local government, and local university from Permet, Tepelena, Delvina, Saranda, and Gjirokaster. The forums introduced the draft for discussion, providing citizens a foundation for understanding the constitutional issues. Materials prepared by the Administrative Center for Coordination of Aid and Public Participation (ACCAPP) were also distributed one week in advance of the discussion, including concept papers on many constitutional issues in the draft and information on the drafting and review process. Participants came up with a number of recommendations, which they discussed with experts from the law faculty, CESS members, local persons and government, and presented in a written report to the Parliamentary Commission. Of particular note was the character of the input; for example, in Gjirokaster, the participants focused more on minority rights and religious freedom; and in both regions, the participants focused on local government and its need for autonomy and self-governance. Thus, the forums highlighted the necessity of getting input from citizens throughout Albania which place greater importance on different issues which affect them directly.

Not only did the issues discussed in the forums involve the participants, but also the whole local community became engaged as local press reported on the subjects in news articles and television coverage, as well as international coverage on BBC and German Vale. As a result, citizens in the

southern and eastern districts will have a better understanding of the draft and thus, are able to make a more informed vote in the November referendum.

The Center for Economic and Social Studies compiled a set of recommendations and comments from both public forums and presented the recommendations directly to the Technical Staff of the Parliamentary Commission drafting the constitution. The comments were also incorporated into the NGO joint declaration presented at the Tirana public hearing. Many of the recommendations from the southern and eastern districts were incorporated into the Tirana NGO declaration and later accepted by the Parliamentary Commission. [see discussion below in the section on Technical Assistance and Training.]

II. TECHNICAL ASSISTANCE AND TRAINING

During the last quarter, public participation through NGOs increased in some of the most important areas of policies and laws. Not only through grant support by ORT were ORT grantees able to produce results, but ORT's technical assistance and training engaged a larger number of NGOs into the policy making process.

A. Technical Assistance in the Constitutional Drafting Process

The most fundamental law in the country, a constitution, has now been drafted with a great deal of input from Albania NGOs. Domestically, the Administrative Center for the Coordination of Assistance and Public Participation, the Parliamentary Constitutional Drafting Commission, donors (including ORT DemNet) and local NGOs organized a series of public hearings, designed to solicit public comments on the proposed draft and involving several hundred participants. DemNet grantees participated in the formulation stages in large numbers as well as played a significant role in educating the public on the process. The Center for Economic and Social Studies organized of forum discussion groups and regional roundtables supported by ORT grants and technical advice. As described in the preceding grants section of this report, the forums not only brought the constitution to citizens in the region, but also provided a venue for their comments to be presented to the Parliamentary Commission drafting the constitution. The Society for Democratic Culture's 5 televised debates and public opinion polls served to raise national focus on the issues contemplated in the draft.

Leading up to a final public hearing on the draft in Tirana and in response to the request of local NGO partners, ORT organized a review meeting of the draft with NGOs in its office. Seventeen NGOs of the 35 NGOs invited agreed to meet at the ORT office where they developed joint recommendations to present in the form of written and oral testimony in the public hearing. The working group of NGOs (most of them ORT grantees and trainees) worked extremely well together, having very constructive discussions in small groups, reaching agreement by consensus on most of their comments, and even refusing to take a break for the first 6 hours. For those comments in which consensus could not be reached, NGO representatives were encouraged to join the declaration and

also submit their comments on the particular issue in a separate statement. This guaranteed that all NGO participants reached agreement on the joint NGO declaration, while also being able to submit additional comments on other issues. During the public hearing, the Parliamentary Commission was surprised and impressed with the preparedness of the NGO sector. Of the changes recommended in the NGO declaration, 10 articles (of the 29 recommended) were changed based on the NGO comments. [see attachment 1, "Joint Statement of NGOs Concerned with the Draft Constitution."]

Furthermore, as a result of the input gathered in all of the public forums over the last 9 months (ORT sponsored 4 of them), hundreds of suggested changes were considered, and approximately 50 proposed changes affecting more than 45 articles were accepted. Altogether the Constitutional Drafting Commission amended 25% of the draft articles on the basis of specific suggestions from the public. The draft constitution has now passed from the Parliamentary Constitutional Drafting Commission for review to the General Assembly, and a national referendum to approve the constitution will be held on November 22, 1998.

B. Technical Assistance in the Drafting and Review of the NGO Law

As of December 1997, NGO and Government representatives have worked together to prepare a comprehensive legal framework in the first inter-ministerial - NGO working group. The working group was created to reexamine an earlier draft law relating to relations between the Ministry of Labor and social and employment service providing NGOs and broaden it to develop an improved NGO - Government framework for all sectors. The working group drafted the significant legal concepts and a framework for the new law in a study / working trip to the Czech Republic in mid-April with the technical assistance of the International Center for Not-for-Profit Law (ICNL) and ORT and the financial support of the UNDP. By the beginning of this quarter, a working draft was finalized and published in 4 local newspapers to request public comment.

On July 7, 1998, the Ministry of Labor held a public hearing on the draft law, which was its second public meeting with NGOs on the legal framework and draft NGO legislation. ORT and ICNL assisted in the organizational design of the public forum and also served as presenters in the public forum to present the history and importance of the participatory drafting and review process as well as comments on the draft law. The drafting group received oral comments and questions from the over 100 NGO audience, and the group prepared written minutes of the proceedings while also asking that NGO present their comments in written form for better review by the committee. Unfortunately very few NGOs followed-up later with written comments - yet still a weakness of Albanian NGOs. Nevertheless, NGOs appreciated the opportunity to review the draft in its drafting stages and provide input, and it was a significant step in transparent democratic law making.

NGOs are eager to have a more complete framework to support them in their relations with government, clearer fiscal obligations and exemptions, and alternatives for organizational forms; their positions were made known through the public forum. The working group has circulated the

draft to all government ministries and is still awaiting comments from the Ministry of Justice before convening the working group to revise the draft a final time.

C. National Research Data and Technical Assistance in NGO Participation in Combating Corruption

During this quarter, ORT completed published its comprehensive national research initiative in which ORT with the involvement of 40 NGOs surveyed 1500 Albanian households about the practical opportunities and challenges facing them and their government during the current democratic transition. Among other things, the survey showed that 83% of Albanians think that corruption of the ex-government of 1997 contributed a lot to the crisis of 1997. In addition, the Albanian Center for Economic Research conducted a survey of business persons and a survey of government officials measuring the level of corruption; this showed that more than half of the commercial firms pay bribes to public officials, and more than 2/3rds of public officials surveyed said that bribery is extremely prevalent in Albania. It is no wonder that USAID, the World Bank and the Government of Albania have embarked on strategic planning for Albania to fight corruption.

Beginning on June 30, a group of 25 NGOs became further engaged in the process with USAID, the World Bank and the Government of Albania's anti-corruption meetings in which ORT survey data from the National Research Initiative was examined and the government's strategic action plans presented. ORT supports the work of the partners to increase the NGO sectors role and participation in reviewing and commenting on the action plan and serving follow-up watchdog activities for implementation. Several NGO proposals for activities have now been submitted to ORT for funding and a follow-up government meeting with NGOs in September of Albanian NGOs was held to present the government's action plan and receive comment.

The ORT National Research Survey report, entitled "Albania's Road to Democracy", is currently in the final stages of translating and editing of an Albanian version. Once an Albanian version is published, ORT will distribute to Albanian NGO leaders, government representatives, and the media.

D. Building NGO - Media Relations in Environmental Protection

Media serves as a key medium for raising public awareness on policies and laws, and it can be especially valuable for issues such as environment protection which are overshadowed by economic priorities. While NGOs struggle to get media attention, the Albanian media sources rarely draw upon or seek out information from the NGO sector. Recently, a new private radio station, Radio Stinet, presented to ORT a promising opportunity: its interest in building a concrete working partnership between environmental NGOs and its radio for a series of radio programs on the environment. ORT organized a meeting between the radio staff and environmental NGOs to discuss collaboration.

During the meeting at the ORT office, Radio Stinet presented its focus on the public and the environment and its ideas for upcoming programs on the environment. Radio Stinet is a relatively

new radio station that primarily focuses on social issues, and through its program, it investigates social issues and gathers live opinion from its listeners. Radio Stinet considers environmental issues to be an important current social issue, it has made this issue a part of its current programming. The Radio discussed "sharing the responsibility" in raising public awareness and public response to the environmental problems in Albania. As a struggling new radio station, it showed its understanding of the value in working with environmental NGOs throughout Albania to investigate issues, present innovative ideas to address problems, and engage in a constructive and increased public dialogue to fight environmental degradation in Albania. Such recognition of the NGO sector and their contribution to society has been lacking to date.

Per ORT preparatory advise, NGOs came to the meeting prepared with a short descriptive list of current issues, contact information, and their ideas of how to work together over the next 3 months and beyond. NGOs outside of Tirana realized the valuable opportunity as all invited NGOs sent representatives (10 NGOs), whereas the Tirana NGOs who have better access to radio did not show up in great numbers (only 3 NGOs). The radio showed particular interest in those NGOs who collect data through surveys and studies and agreed to publish their results anytime the NGOs presented them to the radio. NGOs established concrete partnerships with Radio Stinet in the meeting. The Association of Public Health and the Albanian Association of Hygienist made plans to appear on the first radio program in the series. Radio Stinet also agreed to use its local correspondents to meet with the out-of-town NGOs to prepare radio programs highlighting local issues. While the series of radio program was scheduled to begin in August, it has been postponed to November due to the recent civil unrest. ORT looks forward to helping form a long-term partnership between NGOs and media, in this model case with Radio Stinet and environmental NGOs, as well as other sectors.

E. Improving Financial Management Systems and Reporting of NGOs

Initial assessments of ORT grantees show that very few have a sound financial management system in place. Through ORT technical assistance and training, ORT grantees develop a modern fund accounting system, supporting records and receipts, and more accurate and timely reports. During the last quarter, ORT trained 27 representatives from 18 NGOs in 2 training courses and a follow-up technical assistance meeting. The 2 day training course used group discussion, exercises in small working groups, participant presentations, and homework for NGO participants to introduce a modern fund accounting system, how to set up a chart of accounts, reviewing and critiquing a budget, developing a financial report according to ORT/USAID rules, and preparing a fundraising plan. The participatory nature of the program required participants to immediately use the new information provided by the trainers. The impact of ORT training is readily apparent as ORT receives more timely and accurate financial reports from NGOs who attend the training.

During the follow-up technical assistance meeting, NGOs reported on how they applied their knowledge and skills developed in the previous training courses and presented their own chart of accounts and financial rules. ORT provided additional assistance to NGOs by reviewing their charts of accounts and rules. Several of the NGOs demonstrated their new skills: the rural association, Law, Business, and Rural Women is working with a chart of accounts developed after the course and

an improved record keeping system; the Albanian Disabilities Rights Foundation is now using a chart of accounts; and the Health NGO Forum has begun to work with a revised chart of accounts, a revised record keeping system based on the model presented in the training, a new financial policy in the Forum's revised statute, and a first draft of financial rules and policies to be reviewed by its board of directors. The follow-up technical assistance not only provides additional help to the NGOs in using their new skills but provides a forum in which participants see successful models by their fellow NGOs.

III. TECHNICAL ASSISTANCE AND TRAINING TO ORT'S PARTNER THE ALBANIAN NATIONAL NGO TRAINING AND TECHNICAL ASSISTANCE RESOURCE CENTER (NGO Center)

A. Financial Management System

The NGO Center's finance manager and ORT local advisor participated in ORT's financial management training, and subsequently began to set up a rigorous financial management system for the organization. An annual budget was developed for the ORT subgrant.

B. Registration of the Organization

ORT advisors met regularly with the Board of Director's Committee on Statutes, Bylaws, and Policies and Procedures to continue the organizational restructuring process. A statute was developed and revised to meet the needs of the new organization, which is to be registered as a foundation under the Albanian Civil Code. Several meetings were held with the members of DeMeTra to maintain their participation in the process. A copy of the final statute was provided to DeMeTra members and to each Board member, and their comments were requested.

C. Board Development

ORT Advisors held numerous meetings with members of the Board of Directors, both in small groups and individually, to apprise them on the progress of the organizational restructuring and the recruitment of executive director.

A board meeting was held on September 5, 1998, in Struga, Macedonia to review the status of three major issues: restructuring of the organization, recruitment of the executive director, and the departure of ORT's American Advisor due to U.S. Government order. During the meeting, the Board provided comments on the statute, decided not to vote for the executive director during this meeting, and scheduled a follow-up meeting for two days later in Tirana, when the entire Board would interview the four finalists and conduct a vote.

A board meeting was held in Tirana on September 7, 1998, the four finalists were interviewed by the Board, and a closed vote was conducted. Two finalists tied for the position, and another meeting was scheduled for the following morning, when a second vote would take place to break the tie. The second vote was successful in identifying the executive director.

A few weeks later, ORT's American Advisor received a letter of declination from the finalist that was voted as executive director, and subsequently, the finalist that initially tied for the positions was identified for the position. An offer and contract negotiation will take place and be reported on during the next quarter.

D. Fundraising and Sustainability Training

A team consisting of the three members of DeMeTra, two members of the Board of Directors, and ORT's two advisors attended a four-day training seminar on NGO Fundraising and Sustainability in Sofia, Bulgaria, sponsored by the Bulgaria DemNet Program and Freedom House for southern tier NGOs. A rigorous strategic fundraising plan for the NGO Center was developed during the training.

Several meetings were held with potential trainers and consultants from Bulgaria, with whom the NGO Center staff and ORT advisors hope to collaborate with during the continued implementation of the NGO Development and Sustainability Strategy. Continued discussion and planning will take place during the next quarter.

E. Recruitment of Training Director

The NGO Center staff and ORT Advisors developed an employment announcement according to criteria established during the Board of Directors Training Retreat, and posted it throughout Albania. Details on the recruitment process and outcome will be reported on next quarter.

IV. FUTURE ACTIVITIES

The annual workplan for the period from October 1998 through September 1999 is attached both in a narrative form and detailed timeline. The workplan represents ORT's long-term strategic plan to directly support the organizational development and sustainability of NGOs throughout Albania.

V. REQUEST FOR ADDITIONAL FUNDING

Due to the restrictions preventing Americans from returning to Albania over the next quarter and beyond, ORT has prepared a request for additional funding to cover expenses to operate a satellite office from Macedonia, as well as short-term consultants (TCNs) to conduct training in Albania and

travel costs for Albanians to work with ORT staff in Macedonia, in order to effectively carry out the program. ORT would like to request \$297, 249 in additional funding as detailed in the attached budget and narrative for the six month period from October 1998 through March 1999.

**ORT Albania Democracy Network
Macedonia Satellite Office Budget**

	Rate	Base Unit	Unit	TOTAL
Temporary Budget/Offices				
DemNet Office/COP Rent	\$750	/ month	6	\$4,500
Electric/Heating	\$250	/ month	6	\$1,500
Telephone/Fax	\$1,500	/ month	6	\$9,000
Water	\$40	/ month	6	\$240
NGO Office/ NGO Advisor Rent	\$750	/ month	6	\$4,500
Electric/Heating	\$250	/ month	6	\$1,500
Telephone/Fax	\$900	/ month	6	\$5,400
Water	\$40	/ month	6	\$240
Subtotal	\$4,480	/ month	48	\$26,880
Long-Term Ex-Pat Allowances (2)	\$2,340	/ month	6	\$14,040
Subtotal	\$2,340	/ month	6	\$14,040
Macedonia Offices Equipment/Supplies				
Computer	\$1,400	each	1	\$1,400
Printer	\$995	each	1	\$995
Fax Machine	\$1,045	each	1	\$1,045
E-Mail/Internet	\$50	/ month	6	\$300
Telephone	\$50	each	1	\$50
Desk	\$315	each	1	\$315
Chair	\$90	each	1	\$90
2 Laptop Computers	\$1,400	each	2	\$2,800
Desktop Photocopy Machine	\$2,185	each	1	\$2,185
File cabinet	\$380	each		\$380
Overnight Postage	\$80	/ month	6	\$480
Office Supplies (2 Expats)	\$400	/ month	6	\$2,400
subtotal				\$12,440
Ex-Pat Transportation				
COP Airfare	\$2,000	rt	3	\$6,000
NGO Airfare	\$2,000	rt	1	\$2,000
subtotal				\$8,000

PMU Travel

DemNet PMU Travel

Per Diem (4 person) (2trips/mo for 6 mos)	\$25	/ day	48	\$4,800
Accomdatons (4 person, 3n/mo)	\$10	/ day	18	\$720
Visas (6 months)	\$10	/ person	4	\$240
Car Insurance	\$35	/ month	6	\$210
Border Fee for disinfection	\$9	/ month	6	\$54

Subtotal **\$6,024**

Transportation

Staff Meetings in Struga (6 trips/mo)	\$131	/ month	6	\$4,716
Driver (6 trips/mo, 2days/trip, \$20/day)				
Fuel (\$21/round trip for 36)				
Per Diem (\$25/day, 2 days/trip, 36 trips_				
Accomdatons (\$10/day, 2 days/trip, 36 trips)				
Staff Visas for Macedonia (3trips/mo)	\$60	/ trip	18	\$1,080
Local Transportation	\$200	/ month	6	\$1,200
Travel from Struga to Skopje	\$140	/ trip	3	\$420
Airfare - Relocation to Macedonia	\$1,744	/ trip	1	\$1,744

Subtotal **\$9,160**

Staff Accomodations in Struga

Accomdatons \$10/day x 2 days x 2 staff x 6 trips x 6 months	\$1,400
Per Diem \$25/day x 2 days x 2 staff x 6 trips x 6 months	\$3,600

Subtotal **\$5,000**

Training and Technical Assistance

Review of Financial Management Handbook / Training

Per Diem (7 persons)	\$25	/ day	4	\$700
Accommodation - Review Com. (7 persons)	\$15	/ day	3	\$315
Travel (7 persons)	\$40	/ person		\$280
Visas (6 persons)	\$10	/ person		\$60
Hall Rent	\$30	/ day	2	\$60

subtotal **\$1,415**

Policy Advocacy Training (2 retreats)

Per Diem (25 persons) (5 days/retreat)	\$20	/ day	10	\$5,000
Accommodations (25 persons) (4 nights/re)	\$15	/ person	8	\$3,000
Visas (50 persons)	\$10	each	50	\$500
Hall Rental	\$50	/ day	3	\$150
Coffee Breaks (50 persons)	\$5	/ day	50	\$750

subtotal **\$9,400**

NGO Participation in Parliament (25 persons)

Per Diem	\$20	/ day	3	\$1,500
Accommodation	\$15	/ day	2	\$750
Visa	\$10	each	25	\$250
Hall Rental	\$50	/ day	2	\$100
Coffee Breaks	\$5	/ day	2	\$250

subtotal **\$2,850**

Staff Interviews

Per Diem (2 persons)	\$25	/ day	6	\$300
Accommodations (2 persons)	\$10	/ day	6	\$120
Driver/Vehicle	\$20	/ day	4	\$80
Driver/Per Diem	\$25	/ day	2	\$50
Driver/Fuel	\$21	/ trip	2	\$42
Driver/Accommodations	\$10	/ day	2	\$20
Visa/Interviewees	\$10	/ person	13	\$130
Transportation/Interviewees (13)	\$20	/ person	13	\$260
Accommodations/Interviewees (13)	\$10	/ day	1.5	\$195
Per Diem/Interviewees (13)	\$15	/ day	1.5	\$293
Hall Rental	\$30	/ day	3	\$90

subtotal **\$1,580**

Board of Directors Meeting

Transportation/Bus Rental	\$790	each		\$790
Visas (11 persons)	\$10	/ person	11	\$110
Accommodations (14 persons)	\$30	/ day	2	\$840
Per Diem (14)	\$25	/ day	2	\$700
Coffee Breaks	\$30	/ day	2	\$60

Subtotal **\$2,500**

Staff Organizational Development Training Retreat

Training Consultants (2)	\$300	/ day	14	\$4,200
Airfare	\$500	/ person	3	\$1,500
Accommodations (3 people)	\$55	/ day	14	\$2,310
Per Diem (3)	\$25	/ day	14	\$1,050
Visas	\$10	/ person	3	\$30
Staff Travel	\$120	/ person	15	\$1,800
Staff Accommodations (15 persons)	\$55	/ day	14	\$11,550
Staff Per Diem (15)	\$25	/ day	14	\$5,250
Visas	\$10	/ person	15	\$150
Local Transportation (site visits to NGOs)				\$300

Subtotal **\$28,140**

Organizational Development Retreat Follow-up Activities

Consultant	\$150	/ day	10	\$1,500
Airfare	\$500	/ trip	1	\$500
Accommodations	\$100	/ day	12	\$1,200
Per Diem	\$25	/ day	12	\$300
Visa	\$10	each	1	\$10

Subtotal **3510**

Training of Trainers

Trainers/Consultants (3)	\$150	/ day	20	\$9,000
Airfare (3 persons)	\$500	/ trip	2	\$3,000
Accommodations (2)	\$100	/ day	20	\$4,000
Per Diem (2)	\$25	/ day	20	\$1,000
Visas	\$10	/ person	3	\$30

Subtotal **\$17,030**

Regional Internship Follow-up Activities

Consultant	\$150	/ day	10	\$1,500
Airfare	\$500	/ trip	1	\$500
Accommodations	\$100	/ day	12	\$1,200
Per Diem	\$25	/ day	12	\$300
Visa	\$10	/ trip	1	\$10

Subtotal **\$3,510**

On-Site Organizational Development of First Round NGOs

On-Site Assessments

Consultants (3)	\$150	/ day	12	\$5,400
Airfare (3)	\$500	/ trip	2	\$3,000
Accommodations (3)	\$100	/ day	14	\$4,200
Per Diem (3)	\$25	/ day	14	\$1,050
Visas (3)	\$10	/ trip	2	\$60

Subtotal **\$13,710**

Board Training

Trainer Consultant	\$150	/ day	8	\$1,200
Airfare	\$500	/ trip	1	\$500
Accommodations	\$100	/ day	9	\$900
Per Diem	\$25	/ day	9	\$225
Visa	\$10	/ person	1	\$10

Board Members (28)

Transportation/Bus Rental	\$790	/ trip	1	\$790
Accommodations (28)	\$40	/ day	9	\$10,080
Per Diem (28)	\$25	/ day	9	\$6,300
Visas	\$10	/ person	28	\$280

Subtotal **\$20,285**

Follow-up to Board Retreat

Consultants (3)	\$150	/ day	10	\$4,500
Airfare (3)	\$500	/ trip	2	\$3,000
Accommodations (3)	\$100	/ day	12	\$3,600
Per Diem (3)	\$25	/ day	12	\$900
Visas (2 trips)	\$10	/ person	3	\$60

Subtotal **\$12,060**

Executive Staff Training

Consultants (3)	\$150	/ day	12	\$5,400
Airfare (3)	\$500	/ trip	3	\$1,500
Accommodations (3)	\$40	/ day	14	\$1,680
Per Diem (3)	\$25	/ day	14	\$1,050
Visas	\$10	/ person	3	\$30

NGO Staff (20)

Transportation/Bus Rental	\$790	/ trip	1	\$790
Accommodations (20)	\$40	/ day	14	\$11,200
Per Diem (20)	\$25	/ day	14	\$7,000
Visas (20)	\$10	/ person	20	\$200

Subtotal **\$28,850**

Follow-Up to Executive Staff Training

Consultants (3)	\$150	/ day	10	\$4,500
Airfare (3)	\$500	/ trip	2	\$3,000
Accomodations (3)	\$100	/ day	12	\$3,600
Per Diem (3)	\$25	/ day	12	\$900
Visas (2 trips)	\$10	/ person	3	\$60

Subtotal**\$12,060****Continued On-Site Technical Assistance**

Consultants (3)	\$150	/ day	21	\$9,450
Airfare (3)	\$500	/ trip	3	\$4,500
Accomodations (3)	\$100	/ day	23	\$6,900
Per Diem (3)	\$25	/ day	23	\$1,725
Visas	\$10	/ person	3	\$30

Subtotal**\$22,605****NGO Development & Leadership Certificate Program**

Trainers/Consultants (3)	\$125	/ day	40	\$15,000
Airfare (3)	\$500	/ trip	2	\$3,000
Accomodations (3)	\$40	/ day	40	\$4,800
Per Diem (3)	\$25	/ day	40	\$3,000
Visas (2 trips)	\$10	/ person	3	\$60

Subtotal**\$25,860****Research Report Technical Assistance to NGOs**

Research Consultant	\$200	/ day	10	\$2,000
Airfare	\$500	/ trip	1	\$500
Accomodations	\$100	/ day	10	\$1,000
Per Diem	\$25	/ day	10	\$250
Visa	\$10	/ person	1	\$10

Subtotal**\$3,760****Home Office Travel**

Project Coordinator Airfare (2 trips)	2000 /	r-t	2	\$4,000
Project Coordinator Per diem				
Hotel/M&IE (10 days/trip)	129 /	day	20	\$2,580

Subtotal**\$6,580****TOTAL BUDGET****\$297,249**



THE ALBANIA DEMOCRACY NETWORK PROGRAM

**ORT ANNUAL WORKPLAN
October 1998 - September 1999**

Executive Summary

Prior to ORT's arrival and the commencement of the Democracy Network Program, the Albanian NGO sector was characterized by its nascent stage of development and relative weakness. Forty-five years of totalitarian rule led to the virtual destruction of voluntary associational life at all levels of society. Often NGOs were viewed with suspicion given the historical antecedents coming from Hoxha's coerced use of mass organizations. A few capable NGOs existed but the majority were small and weak operating primarily on a voluntary basis, with few paid staff and a paucity of permanent facilities. Most of the NGOs were urban-based and only one NGO, the Red Cross, had the capability to engage the state in public policy dialogue. None were able to provide an oversight or watchdog function vis-a-vis governmental institutions.

Throughout the project life of the ORT Democracy Network Program, ORT has provided an integrated package of technical assistance and training and financial grants to develop and strengthen the capacity of Albanian NGOs to engage in public policy-oriented activities in four priority sectors: democracy, environment, economy, and social safety net. Tremendous strides have been made by the Albanian NGO community over the past two years. Some Tirana-based NGOs have become truly national with locally-based representation and members and regional branches. Locally-based NGOs have also been created to address social, economic, political, and environmental issues at a community level. A corp of NGOs have begun to participate in the formulation of public policies and engage in substantive policy dialogue with national and local government authorities. ORT grantees have been a substantial part of these developments.

Throughout Phase I of DemNet, ORT has supported the institutional development and public policy oriented-activities of 45 NGOs with 63 grants and provided formal training and technical assistance to over 600 NGOs representatives. ORT's primary training focus in the Phase I was on building policy analysis, formulation, implementation, and advocacy skills and bridging partnerships between government and NGOs. Specifically targeting grantees, ORT provided institutional capacity building training to strengthen financial management and project implementation capacity.

After achieving initial successes in policy-related technical assistance and training and in direct project management training to grantees, ORT conducted a second assessment of ORT grantees in July 1997. Results of the assessment clearly supported 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) goals of 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 Resource Centers; (5) improved government-NGO, media-NGO, business-NGO, and community-NGO relationships; and (6) improved policy- and law-making and implementation abilities. ORT developed a NGO Development and Sustainability Strategy incorporating these 6 elements. The entire initiative addresses USAID's Strategic Objective 2.1, through strengthening NGOs' role in a developing democratic society.

ORT's strategy and focus as implemented in the fiscal year 1998-99 includes the following components:

- Continued approach and strategy focus on addressing the needs of both the majority of younger NGOs with little existing institutional capacity but a demonstrated spirit of volunteerism and a clear desire to improve the welfare of their clients and members; and the small number of larger and more mature NGOs with some existing institutional infrastructure and a proven track record in administering results-oriented projects. Continued support through three types of grants: (1) micro-grants to the larger body of NGOs for civic action and education projects in the four priority areas; (2) institutional development grants to a select group of NGO resource centers who support smaller, weaker NGOs and to more mature NGOs; and (3) development activity grants for mature NGOs to fund large public policy oriented activities, core operational costs and additional capacity building interventions.
- Targeted support for the development of a national NGO Training and Technical Assistance Resource Center ("National Resource Center") and sector area Resource Centers to support the overall development and sustainability of Albanian NGOs.
- Comprehensive training program for NGO leaders and staff developed and offered in a three month "NGO Development and Leadership Certificate Program," and individual training modules by the National Resource Center supported by ORT.
- Technical assistance provided by the National Resource Center, Sector Area Resource Centers, and ORT to NGOs to restructure their organizations to meet acceptable standards for future development.
- Continued focus on building policy advocacy skills and supporting projects of NGOs with a goal to achieving new policy and laws leading to real changes in economic, social, environmental, and democratic development in the country. Training and technical assistance provided to NGOs from ORT, the National Resource Center, Sector Area Resource Centers, and the ORT-created local technical assistance group of legislative drafters and advocacy specialists.
- Operational and financial sustainability of the NGO sector through ORT's long-term involvement and comprehensive development plan: development and support of the national and sector area Resource Centers; establishment of an NGO structure and standards; consistency in development of NGOs; and improved relationships between NGOs throughout Albania; sustainability plans developed by national and sector area Resource Centers and NGOs; fundraising and financial support opportunities promoted through initiatives to increase the knowledge and use of funding sources such as individual donations, business and corporate giving, income generating activities, and government and private contracting and in building linkages between sectors.

ORT has designed a comprehensive evaluation plan with benchmarks to measure grant support, training and technical assistance achievements. Extensive evaluation will be conducted through the duration of the program. Process and outcomes will be measured through a series of pre-, post, and follow-up strategies. Each component will be measured individually and as part of the overall strategy. Knowledge and skill, as well as application of these two outcomes will be emphasized. Specific methods are outlined in each component and/or sub-component of the strategy described in ORT's implementation plan.

ORT Democracy Network Program
ANNUAL WORKPLAN
October 1998 - September 1999

A. Grants Program

Building upon previous DemNet successes, ORT's grant program will encourage and support NGO sector-wide involvement in policy advocacy and coalition building through a micro-grants program, while concentrating most of its program resources on institutional development on a target group of NGO partners. ORT will continue with a two-prong strategy developed for the first phase of DemNet: support through microgrants to a broader group of policy advocacy NGOs and support through the larger institutional development grants and development activities to a smaller group of NGO resource centers and NGOs which have demonstrated a strong interest and experience in policy advocacy.

The grants program provides a special opportunity to reinforce its primary technical assistance and training component, and to influence project focus, formulation and implementation. Grant funding will support NGOs working in USAID DemNet's priority sectors: democracy, environment, economic growth, and social safety nets; and build sustainable NGOs capable of leading sector and social reform. ORT structures grant eligibility at engaging citizen participation in the country's political and economic process. This encourages grant applicants to consider the inclusion of participatory mechanisms in their projects.

B. Technical Assistance and Training

The primary component of ORT's NGO Development and Sustainability 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 ORT's strategy and thereafter. After a national Resource Center is strengthened, ORT will work with the Center in creating and/or strengthening Sector Resource Centers and designing comprehensive training for NGO leaders and staff. The training will be offered in a comprehensive three month "NGO Development and Leadership Certificate Program," and individual training modules. ORT will also strengthen the National Resource Center and the Sector Area Resource Centers to provide NGOs with technical assistance to restructure their NGO to meet acceptable standards for future development.

ORT will provide continued focused assistance and support on the policy advocacy function of NGOs with a goal to achieving new policy and laws which lead to real changes in economic, social, environmental, and democratic development in the country. Combined with the grant program, ORT will provide direct technical assistance in coalition building on major policy issues, provide policy advocacy training using its policy advocacy specialists, and begin to offer policy advocacy training through the National Resource Center. ORT will continue to support its local technical assistance group of lawyers and NGO representatives who provide legislative drafting and advocacy support

to the NGO sector. This local TA support group will serve the entire NGO community, while individual members may work attached to the Sector Area Resource Centers or together in forming their own new advocacy NGO or legislative drafting NGO.

An extensive evaluation will be conducted through the duration of the program. Process and outcomes will be measured through a series of pre-, post, and follow-up strategies. Each component will be measured individually and as part of the overall strategy. Knowledge and skill, as well as application of these two outcomes will be emphasized. Specific methods will be outlined in each component and/or sub-component of the strategy described below.

II. GRANTS PROGRAM

A. Types of Grants

ORT will offer three types of grants to eligible Albanian NGOs: (1) micro-grants; (2) institutional development grants (IDGs); and (3) development activities grants (DAGs). The micro-grants will target a broader group of NGOs and NGO networks to encourage the sector's role in policy formulation, advocacy, and implementation. The IDGs and DAGs will support a core group of NGOs targeted in the NGO Development and Sustainability Program. Thus, the grants will serve to increase NGO participation in political and economic decision-making, while a core group of NGOs will be strengthened to lead sector reform and serve as mentors and coalition-builders for sustained program impact.

1. Micro-grants

To support the policy advocacy and coalition-building technical assistance and training offered by ORT, ORT will provide microgrants to fund policy advocacy projects in which the grantee(s) are working within a coalition or network with other NGOs on public policy projects in the DemNet priority sectors. Through ORT's policy advocacy technical assistance and training, ORT will help NGOs identify priority policy issues in their sector and to work together to formulate, advocate, and improve implementation of policies and laws. The microgrants will be available to support the work of only those NGOs who develop strong collaborative projects with other NGOs on policy issues. Micro grant amounts range from \$500 to \$5000. Depending on the size of the grant, ORT will award between 15 - 20 micro grants for the two-year extension.

Timeline:

Approximately 10 microgrants will be awarded during the next 12 months in 2 grant rounds. The microgrant applications will be accepted, reviewed, and approved in the 2 grant rounds. Grant application deadlines will be November 15, 1998, and April 15, 1999.

2. Institutional Development Grants (IDGs)

IDGs will provide support to ORT NGO partners who serve as resource centers providing service and networking to a broader group of NGOs, including start-up NGOs, and to NGO partners which have demonstrated a strong interest and experience in public policy formulation and implementation in the DemNet priority sectors. The IDGs will target a core group of NGO partners to strongly reinforce institutional development achieved in the technical assistance and training component.

The purpose of the IDG is to strengthen the capacity of the Albanian NGO to operate according to standards of transparency and accountability, to provide improved services in their sector, and to develop their ability to engage in public policy dialogue. IDGs are designed to provide limited institutional infrastructure (office, equipment, salaries, operating expenses) to increase NGO operational capacity once the NGO has begun to receive the institutional strengthening / restructuring from ORT and the Albanian National NGO Training and Technical Assistance Resource Center. Eligibility for grants requires that the organization has been selected as an NGO partner for the organizational development technical assistance and training component, since the IDGs are specifically targeted to strengthen a core group of NGOs. IDGs will be approximately \$15,000, and eight IDGs will be granted during the 2 year extension, 4 in the first year.

Timeline:

NGO partners will be selected through an open and competitive process. ORT working with the Albanian NGO Training and Technical Resource Center will review advertise the NGO Development Sustainability Program in January 1999, collect and review grant applications February 1999, and interview NGO finalists in March 1999 to test for commitment to institutional development. ORT will submit recommended partners and their proposals to the Democracy Commission for final approval. The Application deadline for IDGs year one will February 15, 1999. Following the application deadline, ORT and the trainer consultants of the NGO Center will review the applications based on its IDG criteria, and trainer consultants will interview NGO finalists in a standardized format. ORT will make recommendations to the Democracy Commission at the end of 30 days.

Action Plan:

<u>Activity/Action</u>	<u>Timing and Duration</u>	<u>Responsibility</u>
Call for Grant Applications	January 1999	ORT Program Officer & Grants Assistant
Deadline for IDG Applications	February 15, 1999	ORT
Evaluation of Applications	February 28, 1999	ORT Program Officer, Grants Assistance, NGO Center

Interview Assessments of Finalists	March 1999	NGO Center Trainer Consultants
Recommendations to Democracy Commission	March 1999	ORT
Announcement of Awards	March 31, 1999	ORT

3. Development Activities Grants (DAGs)

Similar to the IDGs, the DAGs will complement and support the training and technical assistance program. Thus, an NGO will only be eligible for the DAGs once it has successfully demonstrated direct impact on policy-making in one of the four priority sectors or has successfully completed the NGO Development and Sustainability Program. DAGs are designed to provide support for coalition-building and policy advocacy programs developed through baseline community assessments and rigorous program design. Tailored technical assistance will be provided to ensure that the proposal enhances cross-sector relationship within the community, that the NGO uses a form of media to raise public awareness on the issue, and that the NGO engages government in policy dialogue as a part of the program. DAG funding will range from \$10,000 to \$30,000. Depending on the grant size, ORT will award between 2 to 4 grants in the first year.

4. Institutional Development Grant to the Albanian NGO Training and Technical Assistance Resource Center

ORT will provide funding and significant training and technical assistance to the Albanian NGO Training and Technical Assistance Resource Center. Working as partners, the National Resource Center will provide the technical assistance and training to help NGOs build stronger and more accountable organizational structures and to strengthen links in working with each other, especially on advocacy projects. Like all grantees, under the subgrant agreement, the NGO Center will have quarterly reporting requirements on program impact and on financial management. The ORT Organizational Development Advisors will provide direct technical assistance and training for Executive Staff, the Board of Directors, and the trainer consultants on a full-time basis throughout the entire year.

II. TECHNICAL ASSISTANCE AND TRAINING

A. Policy Advocacy Training and Technical Assistance

1. Policy Advocacy Training / Strengthening of ORT Local Policy Advocacy Specialists

During the fall of 1996, ORT worked with eight local Albanian trainers to develop a policy advocacy training module. The team of trainers trained 4 groups of NGOs in both sector-specific advocacy

training retreats (22 environmental NGOs and 12 economic growth NGOs) and multi-sector training (2 courses of 15 NGOs each) in advocacy training course. With continued training of trainers courses conducted by ORT, the local advocacy trainers grew to 12 trainers by the Fall of 1997. Working with ORT technical advisors, they developed on-the-job experience in providing direct technical assistance on grantee policy projects. Most recently in June 1998, the trainers supported ORT in a Parliamentary training program to strengthen NGO lobbying skills.

During the next year, ORT will continue to strengthen the local capacity of policy advocacy trainers and advocacy specialists. The ORT policy advocacy trainers will be engaged as trainers for sector-specific advocacy training retreats for women's NGOs, health NGOs, and youth NGOs. In addition, they will be used as advocacy specialists to work in the capacity of ORT technical assistance providers in specific coalition-building initiatives and policy projects of ORT grantees. The ORT Program Officer will develop a tool kit of advocacy materials and models for grantees and other NGOs to use in their advocacy campaigns.

Finally, through the strengthening of ORT's local partner, the Albanian National NGO Training and Technical Assistance Resource Center, ORT will incorporate the policy training module as a component of the NGO Development and Leadership Certificate Program, so that a broader group of NGOs can access the training. In addition, components of the advocacy training will be adapted into the Policy Advocacy Initiative described below.

2. Sector NGO Resource Centers: NGO Policy Advocacy Initiatives

ORT will work with sector area resource centers and umbrella groups to involve NGOs in a series of local and national policy-making and implementation initiatives. Those sector resource centers and umbrella groups targeted through the grants program will develop capacity to offer assistance in all phases of this important task, including policy formulation, legislative drafting, advocacy, and policy implementation. Participants in ORT's earlier policy initiative, specifically the trained legislative drafters and advocacy specialists, will be involved in the initiatives. ORT's advocacy trainers will work with the Resource Centers to provide advocacy training to NGOs and to plan and facilitate advocacy initiatives. Priority funding will be available from ORT for NGOs to carry out these activities.

3. Technical Assistance in Coalition-Building on Specific Policy Issues

While ORT will work to strengthen local capacity to build NGO coalitions surrounding policy issues, ORT will also continue to play a role initiating NGO collaboration and working together on policy issues. During the last year, ORT played an instrumental role in assembling NGOs to help formulate policy and legislative issues, review drafts, and provide input on the following issues: the constitution, the NGO law, and the government's policy towards corruption. It also help NGOs learn and work with new legislation, such as the newly revised Parliamentary Rules. ORT will follow these large policy issues and proactively work to increase NGO participation through assembling working groups, task forces, and larger group forums.

4. Strengthening Public Participation in Parliamentary Procedures

The Parliament enacted new rules of procedure in the spring which allow for greater transparency and more participation by NGOs in the decision-making process through participation in committees meetings and public hearings and attendance in general assembly sessions. In June ORT and USAID partner, the International Republican Institute, hosted a program on Public Participation in Parliamentary Procedure for NGOs and deputies of Parliament. Through the help of IRI and ORT, the chairman of the committees are in agreement to invite interested NGOs to upcoming committee meetings. ORT and IRI will initiate NGO participation by matching select policy-oriented NGOs to upcoming committee meetings on pertinent bills being reviewed. In the initial phase, NGOs representatives will attend as observers and in later meetings, NGOs working on specific legal issues will be encouraged to give brief testimony on bills in the committee meetings.

5. Technical Assistance to NGOs and Government in Public Participation Forums

NGOs have requested ORT's technical assistance in designing and implementing public forums for debate, including public hearings with Parliament. In addition, government ministries, e.g., Ministry of Labor and Social Affairs, have also sought advice and assistance of ORT. ORT will continue to provide on-going assistance in planning, implementing, and advising on follow-up efforts for NGOs and Government to support more open participatory forums in decision-making.

<u>Timeline:</u>	<u>Persons Responsible</u>	<u>Completion Date</u>
Assemble Policy Advocacy Tool Kit	ORT Program Off.	November - December 1998
Advocacy Training Retreats		
Social Safety Net NGOs	ORT, ORT Trainers	January 1999
Women's NGOs		February 1999
Youth NGOs		February 1999
Policy Advocacy Training in NGO Certificate Program	ORT, NGO Center	September 1999
Customized Technical Assistance for Grantees / NGOs Coalition-building, Mobilizing Constituents, etc.		January - July 1999
Parliament - NGOs: Participation in Committee Meetings	ORT/IRI	January - July, September 1999
Technical Assistance to NGOs and Government in Public Participation Forums		October 1998 - September 1999

B. Albanian NGO Development and Sustainability Assistance

1. Albanian National NGO Training and Technical Assistance Resource Center

Background

ORT's recent needs assessment consisted of extensive three hour interviews with more than 100 NGO representatives from 35 NGOs in all sectors, representing several regions of Albania. Representatives reported general and specific dissatisfaction with the overall level of development of their NGOs and of the NGO sector. The primary concern was an overall lack of structure that supports a stable organization, allowing for growth. All NGOs 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, a 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 all NGOs, as being separated from government, business, media, and the community, and each other due to poor relationships. All of these issues have resulted in an overall 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. In contrast, ORT grantees said that with ORT, they felt "more secure" in their project, because ORT's continually demands and supporting technical assistance in project planning, quality implementation, and impact reporting helped them to achieve institutional development and policy objectives.

Since there are few existing NGOs that represent an acceptable model for future development of the sector, it is important for ORT to provide technical assistance throughout the strategy. In order to ensure acceptable standards in the structuring and development of NGOs, American consultants and ORT staff members should remain involved. It is important to regulate the development of NGOs in a manner that will ensure consistency in structure and standards. ORT's long-term involvement will support this end.

An overwhelming number of NGOs reported dissatisfaction with the current cross-sector NGO apex group, and the lack of support they receive from this organization. Established to serve as a national NGO resource and support center, it is seen as having failed in its mission. ORT's negative

experiences in working with this organization on several projects, including ORT funded initiatives, further support this belief. Therefore, the need for a national organization to oversee the development of the NGO sector is apparent.

Having mentioned weaknesses and needs of the Albanian NGO community, it is important to note the strengths as well. Perhaps the most significant trait of the Albanian population is an overall high level of optimism. This was particularly apparent among NGO leaders and other representatives interviewed. NGOs also present a high level of eagerness to improve their abilities, and willingness for hard work. Moreover, during the recent crisis in Albania, when government was unable to function, NGOs continued and in many cases, expanded their activities. This experience seems to have provided them with an increased level of confidence, and perhaps at least somewhat, a better understanding of their role in a democratic society. With these existing strengths, the proper strategy can surely move Albanian NGOs forward. Furthermore, ORT grantees reported that they felt that through ORT initiatives and grants they were more equipped and given needed support to engage government in important policy dialogue.

Considering the expansive needs of Albanian NGOs, both individually and as a community, it is critical to establish a national Resource Center that can serve to assist in the development and sustainability of this important sector. ORT will accomplish this through the following initiative: ORT has already developed the basic framework and leadership of the National NGO Center. ORT recruited and trained a 20-member board. The following steps outline the implementation plan.

Development of the Organization: The Albanian National NGO Training and Technical Assistance Resource Center

ORT will provide direct on-site technical assistance to the board of directors and executive staff to restructure the organization according to international standards. This process includes the previous work done by ORT in strengthening the board of directors through selection of additional members; board participation in training in the role of board membership; and development of board of directors' strategic plan, policies and procedures, and short and mid-term goals. The board members will now select executive staff of the organization, including executive director, executive-assistant, training director, and secretary. Executive staff will be recruited through rigorous methods to ensure identification and selection of highly qualified individuals. This component of ORT's strategic plan will be provided in Albania by an American consultant, Albanian consultant, and ORT staff members.

Preliminary advertising for trainers/technical assistants will begin in order to increase number of applicants from outside of Tirana. In addition, search for appropriate offices and training facilities will be initiated.

Executive Staff Development Retreat

ORT will work closely with board and executive staff on the preliminary phase of institutional development. The executive staff will participate in a Leadership Retreat, where they will receive extensive training in NGO development and sustainability; leadership; strategic planning; management; team building; program design, implementation, and evaluation; development research and evaluation; human resources management; strategic fundraising; financial management; public relations (including media); marketing; personal/interpersonal skills development; effective writing skills; and education, training, and consultancy services provision. Intensive training will be provided in an environment that supports team development. During the retreat, executive staff will receive technical assistance in developing a strategic plan, mission statement, organizational structure, job descriptions, policies and procedures, operations manual, diversified funding plan, and identification of specific areas of training and technical assistance to be offered. Preparations for recruiting and selecting full-time trainers/technical assistants will be finalized. This component of ORT's strategic plan will be provided in Albania (outside of Tirana) by two American consultants, two Albanian consultants, and ORT staff members. The retreat will take place outside of Albania due to the security conditions inside the country.

Evaluation: A checklist of organizational development indicators to be addressed during this sub-component will be completed prior to, and upon completion of the training/technical assistance. Questionnaires covering topics to be addressed during the training will be administered to each participant at pre-, post, and follow-up intervals. In addition, participants will complete satisfaction surveys focusing on training content, training methods, and trainer(s).

Selection of Trainers/Technical Assistants

Trainers/technical assistants demonstrating a high-level of education and practical capabilities will be selected through a nation-wide search. Minimum qualifications will include knowledge and experience in at least one of the NGO sector focus areas, high education level, teaching and/or training experience, and commitment to long-term development of Albanian NGOs. In order to maximize cultural congruency in the development and administration of training and technical assistance to NGOs in regions throughout Albania, the team of twenty trainers/technical assistants will consist of individuals from the various regions. Although the activities of the individual trainers will not be limited to their home regions, the composition of the training/technical assistance team will offer knowledge and experience crucial to success in those regions. The final decision on exact areas of technical expertise to be represented will be decided during the Leadership Retreat. However, initial plans include training and technical assistance in topics necessary for development and sustainability in seven general sector areas: Democracy Development, Economic Growth, Environmental Protection, Health, Social Services & Social Safety Net, Women's Issues, and Youths' Issues. Technical assistance will be provided by an American consultant, an Albanian consultant, and ORT staff members.

Evaluation: The outcome measure for this sub-component will be the hiring of the 20 trainers/technical assistants.

Training of Trainers/Technical Assistants

Trainers/Technical Assistants will participate in a one-month program of rigorous training. Since emphasis will be placed on structuring/restructuring and strengthening NGOs during year one of the program, areas directly related to these goals will be covered. The entire team will take part in a Retreat focusing on topics necessary for development and sustainability of NGOs in each sector area. Topics include NGO development and sustainability; leadership; strategic planning; needs assessment; board development; management; team building; program design, implementation, and evaluation; research and evaluation; human resources management; strategic fundraising; financial management; public relations (including media); marketing; personal/interpersonal skills development; effective writing skills; and education, training, and consultancy services provision. This retreat will provide intensive training in an environment that supports team development. All training will be administered using practical training methods that reinforce knowledge and skills. This component will be provided by American consultant, Albanian consultant, and ORT staff members in Albania or elsewhere. The training director will assist in the training in order to establish a team relationship and enhance training skills.

Evaluation: Questionnaires covering topics to be addressed during the training will be administered to each participant at pre-, post-, and follow-up intervals. In addition, participants will complete satisfaction surveys focusing on training content, training methods, and trainer(s).

Regional Internships

In order to reinforce knowledge and skills gained through the training, each executive staff member and trainer/technical assistant will participate in two, two week regional internships at Central or Eastern European NGOs determined to be at advanced stages of development according to regional standards. The first internship will take place at a service-providing NGO, and the second at an NGO sector area Resource Center. Internships will be matched according to sector area of participants, and will demonstrate both strong NGO leadership and training/technical assistance provision. Supervisors at the first internship will represent positions in their organization collateral to those of participants, offering opportunity for practical experience, on-the-job training, mentorship, and linkages with professional counterparts.

During the second internship, participants will become familiar with the structure, purpose, activities, and operations of a resource center serving their specific sector area. During the internships, participants will begin developing training action plans and curriculum specific to their sector area to be implemented beginning month six. Special emphasis will be placed on sector area Resource Centers. An internship report will be prepared covering information on the experiences

to be shared with the entire team upon return to Albania. Relationships between internship participants and supervisors will be maintained in order to support continual professional and institutional development.

Internships may be provided through Freedom House and other internship programs, upon careful selection by American consultant and ORT staff members. To ensure capacity and relevancy of identified NGOs, and to increase level of results, American consultant will visit NGOs and meet with internship supervisors to develop solid objectives. Experience has shown that this increases the success of the match between internship and intern, and strengthens possibility for ongoing collaboration. Since ORT, and eventually the NGO Center, will work with these NGOs repeatedly with internships during the ORT strategy, it is important to assess them properly. Furthermore, this will ensure that NGOs targeted for internships are structured and possess standards comparable to those being implemented in Albania. An American consultant and ORT staff member will facilitate this component.

Evaluation: Pre- and post- tests measuring knowledge of topics addressed in both types of internships will be administered to each participant. Implementation of knowledge to Albanian NGOs, and maintenance of linkages will be measured as follow-up. Satisfaction surveys will also be completed.

Development of Work Plan & Additional Training

Upon participants' return to Albania, a one week retreat will be held with entire staff in order to share and process internship experiences, and to begin developing a comprehensive training/technical assistance action plan. This plan will include identification, development, and training/technical assistance for NGOs and implementation of a NGO Development and Leadership Certificate Program (described below).

Training director and trainers/technical assistants will participate in a one-week Training-of-Trainers program specifically tailored to the needs of the Albanian NGOs. The program will strengthen their abilities to prepare and deliver topics covered in prior training, as well as new topics. Special emphasis will be placed on methods for developing training curriculum and other materials.

Additional training/technical assistance topics will be covered during the final two weeks, including conflict resolution; civic education; volunteer recruitment and retention; community organizing; policy analysis and formulation; advocacy; problem-solving; coalition building; personal/interpersonal skills development; conference planning; and trust/relationship-building.

Two or three American consultants, two Albanian consultants, and ORT staff members will provide technical assistance in Albania during this month.

Evaluation: Follow-up measures on implementation of training/technical assistance Action Plans will be administered. Pre-, post-, and follow-up questionnaires covering all training-

of-trainers topics and additional topics will be completed, as well as follow-up, on-site evaluation of future training delivery, in order to monitor maintenance of knowledge and skills gained. Both quantitative and qualitative measures will be employed. In addition, satisfaction surveys will be administered.

U.S. Internships

The NGO Center staff will participate in an internship at an American training institute providing training/technical assistance to the NGO, government, and private sectors throughout Central and Eastern Europe. This final internship will offer an opportunity for practical, on-the-job training in each of the participants' respective positions, at a Western institute. Since the NGO Center will be responsible for establishing and supporting high training/technical assistance standards; high NGO administrative standards; NGO sector short-, mid-, and long-term goals; collaborative efforts between NGOs and government, business, media, and community; and ongoing development of a national NGO structure supported by sector area Resource Centers, this experience is important. The internship will provide staff with an opportunity to experience the structure and role of NGOs in a developed democratic society; observe strong relationships between NGOs and government, media, business, and community; participate in daily operations of a Western training institute; receive direct technical assistance in further development of training/technical assistance action plan for the NGO Center; and finalize implementation plan for NGO Development and Leadership Certificate program.

Evaluation: Implementation of knowledge and skills gained to Albanian NGOs, including the NGO Center, will be measured. In addition, satisfaction surveys will be completed.

Development of Training Curriculum & Materials Public Relations Campaign

The NGO Center staff will complete development of training curriculum and materials and finalize plans for delivery based on their action plan. Executive staff will develop a public relations campaign to inform government, NGOs, and the community of their strategy for NGO development and sustainability in Albania. Two American consultants, Albanian consultant, and ORT staff members will provide technical assistance during these activities.

Evaluation: Indicators of public relations, focused on specific campaign, will be measured at pre- and post-test intervals.

2. NGO Development & Leadership: Certificate Program

Background

The fact that most NGO leaders and other representatives have received extensive training, both in Albania and abroad, and report poor outcomes, suggests a need for new training models. All NGOs interviewed requested follow-up training and more on-site technical assistance. Experience has shown that intensive training, offered through a combination of academic and practical methods is preferred. The role of NGO leader in any society is complex, requiring diverse knowledge and skill. That same role in a developing democratic society such as Albania, holds special challenges. In order to prepare individuals for this role, the following initiative will be implemented:

Target & Action Plan

An intensive three-month Certificate program consisting of education, training, and internships will be offered to prepare NGO leaders for the task of development and leadership. Participants will complete eight weeks of full-time coursework and training in Albania prior to four weeks of Regional and U.S. internships. The first two weeks of course work will be offered in a Retreat setting outside of Tirana. The program is designed to address all areas of NGO development, management and sustainability, with each module offered in a sequence that builds upon the prior module. Curriculum and practical experience supports both knowledge and skill development, which will be measured by pre- and post- test evaluation. Participation in the Certificate program will be limited to executive directors, program directors, and others serving, or preparing to serve, in NGO leadership positions. The program, consisting of the following modules, will be offered three times per year during the first two years, and three times per year thereafter. To ensure maximum benefit, each program will be limited to 20 participants. Upon completion of the program, participants will be awarded an American Certificate.

Development of Certificate Program Training Modules

American consultants and trainers, Albanian consultants, and ORT staff members will work with the NGO Center in the development of the following training modules:

CERTIFICATE PROGRAM MODULES

- Board Development and Strengthening
- Entrepreneurial Leadership
- Administrative Management
- Strategic Planning and Management
- Productive Problem-Solving
- Facilitation Skills
- Designing and Sustaining Effective Teams
- Human Resources Development and Management

Program Design, Development, and Evaluation
Strategic Fundraising and Sustainability
Financial Management
Research and Evaluation
Effective Writing Skills
Public Relations and Media
Marketing
Volunteer Recruitment and Retention
Coalition Building
Public Policy-Making, Advocacy

Delivery of First Certificate Program (Delivered By ORT Consultants/NGO Center)

Executive director and training director the NGO Center, and executive staff of the first group of NGOs jointly selected by ORT and the Center will participate in the Certificate program. The NGO Center staff will not participate in modules of the program covered in earlier training or three-month internships. Leaders from each of the NGO participants will participate in a one-week on-site training and internship at counterpart NGOs in the U.S. as a component of their U.S.-based internship. This week will provide them the opportunity to receive direct assistance in further developing their specific organization upon return to Albania. This first Certificate program will be provided by American consultants and trainers, Albanian consultants, and ORT staff members.

Evaluation: Knowledge and skills gained will be measured through pre-, post, and follow-up tests on all training and internship topics. Satisfaction surveys will be administered for Retreat, training topics, and all internships.

3. Continued NGO Development and Sustainability Assistance

Identification and Selection of NGOs for TA and Training

The NGO Center will identify NGOs that demonstrate capacity and desire to restructure in needed areas. It is suggested that NGOs that take part first be based in Tirana, in order to strengthen them for a future mentorship role to NGOs based outside of Tirana. Moreover, each sector should be equally represented in order to ensure consistent development. Twenty NGOs will be selected to participate in this second group. American consultant, Albanian consultants, and ORT staff members will oversee this component.

NGOs: Development of Organizations

Upon selection, these NGOs will receive technical assistance from the NGO Center to establish a minimum acceptable structure, including board of directors and executive staff. This process will take place in the same manner as that of the NGO Center. This established method will serve as the

standard for development of NGOs throughout Albania, with the NGO Center providing training and technical assistance from this point on. American consultants, Albanian consultants, and ORT staff members will oversee this component.

NGO Leaders Participate in Certificate Program

Leaders of these NGOs will participate in the Certificate program. The NGO Center trainers/technical assistants will work with American consultants and trainers, Albanian consultants, and ORT staff members to provide the program. This additional support will prepare the NGO Center trainers for their increased training role in the next Certificate program.

NGO Staff Training

The NGO Center will begin developing and delivering various training programs for NGO staff not at executive level. These courses will include topics important for day-to-day professional responsibilities at an NGO. Sector-specific topics will also be addressed. American consultant, Albanian consultant, and ORT staff members will assist in identifying topics and developing and delivering training during year two. Preliminary topics include:

Personal and Interpersonal Development

Teamwork

Time Management

Program Design, Implementation, and Evaluation

Research and Evaluation

Productive Problem-Solving

Public Relations

Marketing

Effective Writing Skills

Financial Management

Conflict Resolution

Negotiation Skills

Communication Skills

Public Policy-Making, Advocacy

Coalition Building

Community Organizing

Conference Planning

Trust/Relationship Building

Detailed Timelines for the NGO Development and Sustainability Assistance are attached.

NGO DEVELOPMENT & SUSTAINIABILITY STRATEGY WORKPLAN & TIMELINES

<i>Activity</i>	<i>Timelines</i>
1. Legalities	
a. Registration of Foundation	November 30, 1998
b. Open Bank Account	November 30, 1998
c. Sign ORT Grant Subagreement	November 30, 1998
2. Continued Staffing of Organization	
a. C.V. review and scoring	October 21, 1998
b. Develop short list of candidates	October 21, 1998
c. Develop interview methodology	October 21, 1998
d. Arrange logistics for interviews	October 21-27 1998
e. Conduct series of interviews	October 29-31 1998
f. Check references of finalists	November 2-3, 1998
g. Select & notify Training Director & Training Consultants	November 3-6, 1998
3. Prepare for Arrival of Additional Staff	
a. Develop employee contracts	November 3-5, 1998
b. Develop all forms and procedures	November 3-5, 1998
c. Develop employee performance evaluation procedures (include in contracts)	November 3-5, 1998
d. Establish filing systems (Board, personnel, organizational)	November 3-5, 1998
e. Arrange office space & facilities	November 7-10, 1998
f. Prepare for employee orientation	November 9-13, 1998
g. Employee orientation (1 day)	November 16-20, 1998
h. Training Director begins employment	November 9, 1998
i. Training Consultants begin employment	November 23, 1998
4. Organizational Bylaws	
a. Finalize bylaws	Prior to January 31, 1999
b. Obtain Board approval of bylaws	Prior to January 31, 1999
5. Board Meeting	
a. Plan meeting agenda (work with Board president)	November 3, 1998
b. Send notification letter	November 4, 1998
c. Plan logistics (consider restaurant meeting)	November 7-13, 1998
d. Conduct Board meeting (dinner)	November 13, 1998

6. Board Committee Strategic Plans

- a. Hold committee meetings
(Fundraising & Public Relations)
- b. Support Committees in implementing plans
- c. Plan joint open house with ORT

November 16-20, 1998

November 16-20, 1998
November 16-20, 1998

7. Executive Staff Leadership Retreat

- a. Obtain training materials & resources
- b. Prepare training manual
- c. Prepare evaluation protocol
- d. Copies of training manual
- e. Decide on retreat location
- f. Obtain visas
- g. Prepare technical material & logistics
- h. Conduct Retreat

November 2-13, 1998
November 2-13, 1998
November 11-16, 1998
November 16-18, 1998
October 28, 1998
November 3-6, 1998
November 3-18, 1998
Nov. 22-Dec. 6, 1998

8. Retreat Follow-up Activities

- a. Develop NGO Center press kit
- b. Finalize policies & procedures
- c. Finalize workplans
- d. Implement fundraising strategy
- e. Hold open house
- f. Job descriptions

December 7-11, 1998
Prior to Dec. 30, 1998
Prior to Dec. 30, 1998
Prior to Dec. 30, 1998
December 9, 1998
Prior to Dec. 30, 1998

9. Training-of-Trainers

- a. Identify trainers & consultants
- b. Obtain donor support
- c. Prepare training curriculum
- d. Prepare evaluation protocol
- e. Copies of training curriculum & manuals
- f. Arrange logistics
- g. Conduct training-of-trainers

Prior to Dec. 11, 1998
Prior to Dec. 30, 1998
Prior to Dec. 24, 1998
Prior to Dec. 24, 1998
Prior to Dec. 30, 1998
Prior to Dec. 30, 1998
January 4-29, 1999

10. Regional Internship(s)

- a. Identify donor collaborators
- b. Obtain donor collaboration
- c. Identify possible internship sites
- d. Assess internship sites
- e. Select internship sites
- f. Establish criteria, objectives, and evaluation
protocol for individual internships
- g. Prepare logistics
- h. Conduct orientation
- i. Participate in Regional internships

Prior to Dec. 30, 1998
Prior to January 15, 1999
Prior to January 15, 1999
Prior to January 21, 1999
Prior to January 21, 1999
Prior to January 21, 1999
Prior to January 27, 1999
January 25, 1998
Feb. 1-Feb. 12, 1999

11. Regional Internship Follow-up

- | | |
|--|----------------------|
| a. Sharing of internship experiences | February 15-26, 1999 |
| b. Formulation of IDG criteria, advertisement, application, assessment, & selection procedures | February 15-26, 1999 |
| c. Finalize assessment procedures and materials | February 15-26, 1999 |
| d. Collaboration with ORT on IDG plans & procedures | February 15-26, 1999 |
| e. Further development of sector-area strategic plans | February 15-26, 1999 |
| f. Establish monitoring and evaluation procedures | February 15-26, 1999 |

U.S. Internships

- | | |
|---|------------------------|
| a. Identify donor collaborators | Prior to Nov. 30, 1999 |
| b. Obtain donor collaboration | Prior to Nov. 30, 1999 |
| c. Identify possible internship sites | Prior to Feb. 12, 1999 |
| d. Assess internship sites | Prior to Feb. 12, 1999 |
| e. Select internship sites | Prior to Feb. 19, 1999 |
| f. Establish criteria, objectives, and evaluation protocol for individual internships | Prior to Feb. 24, 1999 |
| g. Prepare logistics | Prior to Feb. 24, 1999 |
| h. Conduct orientation | February 22, 1999 |
| i. Participation in U.S. internships | March 1-12, 1999 |

On-Site Organizational Development of 1st Round of NGOs

- | | |
|---|--------------------------------------|
| a. ORT/NGO Center begin advertising for NGO applications | Prior to Feb. 19, 1999 |
| b. Deadline for receiving NGO applications | March 19, 1999 |
| c. Evaluate IDG applications | Prior to March 26, 1999 |
| d. Recommend IDG applications to Democracy Commission | March 26, 1999 |
| e. Receive response from Democracy Commission for IDGs | |
| f. Plan and finalize preparations for on-site TA to first four NGOs | April 9, 1999 |
| g. NGO partners sign subagreements | April 12-16, 1999 |
| h. Begin on-site TA to four NGOs | April 12, 1999 |
| i. Select all four Boards of Directors | April 12-23, 1999 |
| j. Prepare for Board Retreat/translation of materials, legal restructuring, budgeting | April 19-30, 1999 |
| k. Board training Retreat for all four NGO boards | May 2-8, 1999 |
| l. Implement work performed during the Retreat, staffing, legal restructuring, financial management | May 10-June 4, 1999 |
| m. Develop materials and logistics for executive staff Retreat | May 10-June 4, 1999 |
| n. Executive staff from four NGOs participate in Retreat | June 7-18, 1999 |
| o. Continue on-site technical assistance to four NGOs | June 21 onward |
| p. Conduct monitoring & evaluation | April 12-completion of IDG grant &TA |

1st NGO Development & Leadership Certificate Program

a. Establish criteria for Certificate program participation	Prior to April 5, 1999
b. Prepare profile of Certificate program	Prior to April 5, 1999
c. Begin advertising for Certificate program	April 5, 1999
d. Deadline for receiving applications	June 18, 1999
e. Review applications of participants	Prior to July 2, 1999
f. Training team interviews and selects participants	Prior to July 2, 1999
g. Identify trainers & consultants for Certificate Program	March 2-March 22, 1999
h. Begin planning logistics for Certificate program	March 15, 1999
i. Prepare training curriculum & manuals	March 22-June 25, 1999
j. Translation of training curriculum & manuals	March 22-June 25, 1999
k. Copies of training curriculum & manuals	June 28-July 2, 1999
l. Arrange for participants from outside of Tirana	Prior to July 2, 1999
m. Finalize logistics	Prior to July 2, 1999
n. Orientation	July 2, 1999
o. Certificate Program begins	July 12, 1999
1 st four-week session	July 12-Aug. 6, 1999
2 nd four-week session	Aug. 23-Sep. 17, 1999
3 rd four-week session	Sept. 20-Oct. 15, 1999
Certificates awarded/Closing ceremony	October 15, 1999

12. On-site Organizational Development of 2nd Round of NGOs

a. ORT/NGO Center begin advertising for NGO applications	Prior to Sep. 8, 1999
b. Deadline for receiving NGO applications	October 8, 1999
c. Evaluate IDG applications	Prior to Oct. 15, 1999
d. Recommend IDG applications to Democracy Commission	October 15, 1999
e. Receive response from Democracy Commission	October 29, 1999
f. Plan and finalize on-site TA to second four NGOs	Oct. 18-29, 1999
g. NGO partners sign subagreements	Nov. 1-5, 1999
h. Begin on-site TA to four NGOs	November 1, 1999
i. Select all four Boards of Directors	Nov. 1-12, 1999
j. Prepare for Board Retreat/translation of materials	Nov. 15-19, 1999
k. Board training Retreat for all four NGO Boards	Nov. 21-27, 1999
l. Implement work performed during the Retreat, staffing, legal restructuring, financial management	Nov. 29-Dec. 24, 1999
m. Develop materials and logistics for executive staff Retreat	Nov. 29-Dec. 24, 1999
n. Executive staff from four NGOs participate in Retreat	Jan. 10-21, 2000
o. Continue on-site technical assistance to four NGOs	Jan. 24, 2000-onward
p. Conduct monitoring & evaluation	Nov. 1, 1999-completion of IDG grant and TA

2nd NGO development & Leadership Certificate Program

- | | |
|--|-----------------------------|
| a. Advertise for Certificate program | November 15, 1999 |
| b. Deadline for receiving applications | January 28, 2000 |
| c. Review applications of participants | Prior to February 11, 2000 |
| d. Training team interviews and selects participants | Prior to February 11, 2000 |
| e. Identify trainers & consultants for Certificate Program | Prior to November 15, 1999 |
| f. Begin planning logistics for Certificate Program | November 15, 1999 |
| g. Prepare training curriculum & manuals | Nov. 15, 1999-Jan. 28, 2000 |
| h. Translation of training curriculum & manuals | Nov. 15, 1999-Jan. 28, 2000 |
| i. Copies of training curriculum & manuals | Feb. 7-11, 2000 |
| j. Arrange for participants from outside of Tirana | Prior to Feb. 11, 2000 |
| k. Finalize logistics | Prior to Feb. 11, 2000 |
| l. Orientation | Feb. 11, 2000 |
| m. Certificate Program begins | Feb. 21, 2000 |
| 1 st four-week session | Feb. 21-March 17, 2000 |
| 2 nd four-week session | March 27-April 21, 2000 |
| 3 rd four-week session | May 1-May 26, 2000 |
| Certificates awarded/Closing ceremony | May 26, 2000 |

Donor Collaboration & Public Relations

- | | |
|------------------------------------|---|
| a. Open House/Reception | December 9, 1998 |
| b. Donor Forum | (dates of activities b-h to be decided in |
| c. Letter to Donors with Press Kit | Board Committee meetings to be held |
| d. Media coverage | November 16-20, 1998) |
| e. Newspaper articles | |
| f. Television shows | |
| g. Radio interviews | |
| h. Meetings with Donors | |

Close-out USAID DemNet Contract

May 29-June 8, 2000

ORT Democracy Network Annual Workplan - 12 Month Period October 1 - September 30

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
GRANTS PROGRAM - EXISTING GRANTEEES												
Final Grantee Evaluations	x	x	x									
Evaluating Lessons Learned and Improvements to Evaluative Systems		x	x									
GRANTS PROGRAM - PHASE II												
Publishing New Operations Manual		x										
Assessment / Interviews of IDGs candidates					x	x						
Recommendation of IDGs and DAG to US Democracy Commission		DAGs				IDGs						
IDG and DAG awarded		DAGs					IDGs					
Microgrant deadline / review												
Micro-grants awarded		MGs					MGs					
TECHNICAL ASSISTANCE AND TRAINING - POLICY ADVOCACY												
Specific Major Issue Coalition-building				x	x	x	x	x	x	x	x	x
Media - NGOs partnerships:(Public TV Board, Private Radio)	x	x	x	x	x							
Parliament - NGO: Participation in Committee meetings				x	x	x	x	x				
TA to NGOs & Govt in Participative Forums (public hearings, task forces)				x	x		x	x	x			x

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	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sector - Specific Policy Advocacy Training with Role for Sector Area Resource Centers				X	X		X	X	X	X		x
Social Safety Net NGOs				X								
Women's NGOs					X							
Youth NGOs					X							
Ministry of Information - contact / relationship building for NGOs		x										
TA TO GRANTEES ON POLICY ADVOCACY												
Assemble Policy Advocacy Tool Kit with model documents for Grantee advocacy campaign		x	x									
Customized TA for each grantee in advocacy campaign, including coalition building				X	x	x	x	x	x	x	x	x
STRENGTHENING OF LOCAL SUPPORT GROUPS FOR ADVOCACY												
Legislative drafting training / TA				X			X			X		x
Policy Advocacy Specialists Used in Advocacy Training & Coalition-building			X	x	x							
TA - USE OF NATIONAL RESEARCH DATA												
Preparation of TA on Interpreting and Using data / Orientation & Training of TA team			X									
Publication of Research Report	X	X										
TA to Sector Specific NGOs on Interpreting and Using Data by TA team				X	X							

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
FINANCIAL MANAGEMENT TA AND TRAINING TO GRANTEEES												
TOT to Financial Trainers on Preparing Financial policies and rules				X								
Testing of Financial Management Handbook with NGO Review Committee		x	x									
Revision of Financial Management Handbook			X	x								
Publication of Financial Management Handbook and Distribution in Orientation Meetings				X	x							
Follow-up TA to prior IDGs and DAGs grantees/trainees on Financial Management Systems			X									
Lessons Learned: Review and Make Improvements to Financial Management Training for Grantees with Local Review Group			X									
Training on ORT Financial Rules and Reporting for Micro-grantees			X									
Baseline Assessment to new IDGs & DAG on Financial Management Systems. Develop Customized TA to improve.							X					
PROJECT IMPLEMENTATION TA FOR GRANTEEES - IDGs			X				X					
ORGANIZATIONAL DEVELOPMENT OF NATIONAL NGO TRAINING AND TECHNICAL ASSISTANCE RESOURCE CENTER												
Staff Recruitment	x	x										
Continued On-Site Organizational Development, Policies & Procedures, Bylaws, Employee Performance Eval.	x	x	x									

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	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Board Recognition Dinner		x										
Implement Board Committee's Strategic Plans		x	x									
Executive Staff Development Retreat		x	x									
Prepare Curriculum for TOT		x	x									
Executive Staff Development Retreat		x										
TOT on Organizational Development				X								
Executive Staff Regional Internships					X							
Executive Staff U.S. Internships												
Publication of Center and Services			X									
Curriculum Development for NGO Leadership Program						X	x	x	x			
Identify & Assess Regional Internships		x	x	x								
Identify & Assess U.S. Internships		x	x	x								
ORGANIZATIONAL DEVELOPMENT & SUSTAINABILITY TECHNICAL ASSISTANCE AND TRAINING												
Interview / Assessment of IDG Partners					X	x						
On-site Assessment / Technical Assistance of NGO Partners							X	X	X	X	X	X
Board Development of NGO Partners							X	X				
Executive Staff Development of NGO Partners								X	X			
NGO Development & Sustainability Certificate Program												
Round 1 Partners										X	X	X

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	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
NGO LEGAL AND REGULATORY FRAMEWORK												
TA to NGO-Govt Working Group - follow-up		x	x	x								
Coordination and Support to ICNL local lawyers preparing Tax Law report		x	x	x								
Coordinate and Support ICNL local lawyers to establish legal advice services within the National Resource Center					X	x	x	x				

JOINT STATEMENT OF NGOs CONCERNED ABOUT THE DRAFT CONSTITUTION

Addressed to: The Parliamentary Commission for the Constitution

On August 26 1998, 17 Albanian NGOs met to consider and discuss the Draft-Constitution compiled by the Parliamentary Commission for the Constitution and JOINTLY DECLARE the following:

NGOs are aware of and highly appreciate the democratic and transparent process of the Parliamentary Commission to engage NGOs and the public in the process of drafting and approving the new Constitution of the Republic of Albania;

NGOs have rendered their contribution to the process of drafting the new Constitution through NGO forums, round tables and small group discussions, and the results have been reported to the Parliamentary Commission for the Constitution.

In addition, individual NGOs have presented directly to the Commission their recommendations in writing.

NGOs are happy to find that many of the issues identified by them have been addressed in the draft.

Further supporting this process of a broad participation basis, the NGOs mentioned herein express their support in respect of the Draft Constitution in general, its structure, and especially the following:

- Fundamental Principles
- Human Rights and Fundamental Freedoms
- Separation and Balance of Powers
- Respect of International Law

which we would prefer to remain as they are in the final draft.

Further to this, following the discussions of the NGOs appearing herein, consensus was reached about the formulation of certain comments and suggestions concerning special parts and articles of the Draft Constitution.

Thanking you for your consideration of our comments, we extend our willingness to discuss these issues with you in the Hearing Session and in the follow-up activities in respect thereof, as well as our commitment to the approval of this improved draft.

COMMENTS, REMARKS AND SUGGESTIONS CONCERNING THE DRAFT CONSTITUTION

Part 1: Fundamental Principles

Article 3. The suggestion is made to include therein the element of national unity and reword it as follows: *Albanian State supports, respects and protects its independence and territorial integrity, constitutional order and its implementation, human dignity, freedoms and rights, social justice, pluralism, identity, national unity, national values and heritage, and religious co-existence.*

In addition, we propose that a clause should be put in providing for co-existence with the national minorities as well.

Articles 4 and 6 contain the dangling additions such as *except where...*, which could be omitted.

Article 5. It is suggested that the word *binding...* should be replaced with the word *recognized...*, since the first seems to be in conflict with the principle of sovereignty provided in Article 2 paragraph 1.

Article 8. The suggestion is made to divide it in two articles: Article 8 including points 3 and 2 of the actual article and Article 8.1(9) dealing with the national rights of Albanians abroad.

Article 10, point 6. The proposal is made to reword it as follows: *Religious communities have independence in the administration of their properties according to their principles, rules and canons, as long as this does not affect the interests of third parties.* In addition, a definition should also be made as to how religious communities shall acquire their legal personality.

Article 12. We suggest a clarification of the term "*armed forces*" and a definition of the manner in which armed forces could cross the borders of the country.

Article 13. To make its conception more complete and in conformity with the European Charter of Local Autonomy, we suggest the following text: *The local government in the Republic of Albania is exercised according to the principle of the decentralization of public power, autonomy and self-governing.*

Article 14. We propose an additional seventh point with the following text: *The form and size of national symbols, the content of the text of national anthem and their use shall be regulated by law.* We propose this addition so that there is no misuse of national symbols.

Part II: Human Rights and Fundamental Freedoms Chapter I: General Principles

Article 18, point 2. We propose the following rewording which replaces the term *unjustly* with *the fundamental freedoms* and which includes certain additions: *None may be discriminated against in one's fundamental freedoms for reasons such as gender, race, religion, ethnic origin, language, political, religious or philosophical convictions, economic, educational, social status, age, disability or physical condition, or ancestry.*

Article 18, point 3. We suggest its removal because it leaves room for abuse and subjectivism. Point 3 is covered by point 2 which creates the necessary space for reasonable and objective differentiation.

Article 20 and following. The proposal is made to replace the words ***organizations and associations...*** with ***different forms of organization...***, thereby including all forms of organization existing nowadays or which could be created in the future apart from organizations and associations.

Part II: Human Rights and Fundamental Freedoms
Chapter II: Individual Freedoms and Rights

Article 22, point 2. We propose a rewording thereof adding: ***Freedom of press, radio, television and any other means of mass communication are guaranteed.***

Article 22, point 4 should be made more complete by including the following: ***...of means of mass communication only for reasons of national security and guaranteeing fair competition.***

Article 27, point 2. e) should be reviewed to omit ***the alcoholic, drug user and vagrant,*** because their freedom cannot be restricted merely because they present a potential threat. When they perform dangerous and punishable acts, they shall be treated in the same way as other citizens.

In **Article 31, point e)** the following addition should be made: ***to require the production of written and material evidence.***

Part II: Human Rights and Fundamental Freedoms
Chapter IV: Economic, Social and Cultural Freedoms and Rights

Article 56 should have the following addition: ***Citizens shall have an equal enjoyment of the right for a clean environment.***

Part II: Human Rights and Fundamental Freedoms
Chapter IV: People's Advocate

Article 61, point 1 should be made more complete by adding: ***On proposal by the President of the Republic, the People's Advocate...***

Part III: People's Assembly
Chapter I: Election and Term

Article 64. It is suggested that this Article should define the number of electors in a constituency, instead of setting a fixed number of 100 deputies to be elected by direct voting. This suggestion is made to ensure a fairer representation of the electorate in case of fluctuations in the number of population.

Article 70, point 3 should be reviewed because it appears to contain excessive restrictions.

Part V: The Council of Ministers

In Article 98, point 1, the name in singular of the deputy prime minister should be in plural, so that there is provision for one or more positions, depending on the organization of the government.

Article 98, point 2. The proposal is made to reword it as follows: *The Council of Ministers shall exercise any state functions recognized by the Constitution and the law, which have not been assigned exclusively to other bodies of state power or local authorities.*

In Article 104 a clarification of the terms *responsible in respect thereof* should be made, because its meaning is unclear.

Article 105 should provide that *The Council of Ministers is a collegial body which as a rule make decisions by consensus or majority vote.*

Point 3 of the same Article should be reworded by adding the following: *...with the exception of cases where the Council of Ministers decides otherwise.*

In respect of **Article 108** or **109** the following addition is proposed: *If from the last vote of confidence over half of the government ministers have been replaced, the Prime Minister shall request a vote of confidence by the Assembly.*

Part VI: Local Government

In general, concerning this Part we suggest the use of either the term *unit of local government* or *unit of local self-government*.

Article 111, point 1 should be reworded as follows: *Units of local government are communes and regions. Town communes are called municipalities.*

Article 111, point 2 should define the form of withdrawal of public opinion, and be reworded as follows: *Their borders can not be changed without the decision of local representatives or by local referendum.* This rewording leads to modifications to the provisions on referendums as well, where a precise definition is required concerning the type of referendums (national/local), why they may be held, who shall conduct them and their legal power.

Article 111, point 3 should be reworded as follows: *Communes/Municipalities are the basic units of local government (self-government) in the service of the community. They shall exercise any functions which has not been vested by law on central bodies or other units of local government.*

Article 111, point 4. We propose a replacement of the term *state administration* with the term *central administration*.

Article 111 should be completed with a **fifth point** to read as follows: *The State guarantee the funding of units of local government (self-government) in cases where they do not have sufficient revenues for their normal functioning.*

Article 113, point 3 should have the following addition: *...by members elected among commune/municipal councils...*, or both words, ie, *commune/ municipality*, be removed, thereby the term *council* implying both types of councils.

Article 113, point 4. The following text is proposed: *The composition of the representatives of a commune/municipal council in the regional council shall be proportional to the number of seats of political subjects in those councils.*

Article 114, point 2 should be completed as follows: *...shall be protected in a Court or in the Constitutional Court.*

Article 115, point 1. The manner of organization and power of local referendums should be provided in Part X of the Draft Constitution, which deals with referendums.

Article 118, point 1. The proposal is made to word it as follows: *... where in respect of these violations there is a final decision by a court or the Constitutional Court.*

Part XIV: Armed Forces

Concerning this part, it is suggested that there should be a specification of restrictions on the rights of the military in situations of peace, emergency and a state of war.

Part XV: Extraordinary Measures

Article 162. The proposal is to review it and find the conformity between points 1 and 2 which deal with a state of war. The word *may* is not mentioned in point 2, so its use in point 1 seems irrelevant.

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