



DEMOCRACY NETWORK PROGRAM

Tirana, Albania

**Quarterly Progress Report
January - March 1999**

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EXECUTIVE SUMMARY

The Albania DemNet program implementation remained on schedule despite the continued evacuation order. ORT managed the project from Washington, and maintained a satellite office in Macedonia in order to meet with project and NGO staff on a regular basis. However, the cost of maintaining an additional office in Macedonia as well as related travel and communication costs incurred by our local and expatriate staff and ANTTARC staff has exceeded \$350,000. Therefore, our operating budget for TA and Training has been significantly reduced for the next 12 months. Attached to this quarterly report are copies of our requests for additional funding submitted in November 1998 and February 1999.

Funding was provided to the following Round Eight grantees approved by the DC:

- DEM-026 Albanian Center for Economic Research: "Improving Municipality Services: Developing and Implementing a Local Level Anti-Corruption Action Plan" (MG-\$5,000) *Start Date: 01/01/99, End Date: 06/30/99*
- ECON-009 Albanian Consumers Association: "Cooperation of ACA with the Local and Central Government on Implementation of Consumer Protection Law and Other Laws Strengthening Consumers Rights" (DAG-\$30,000) *Start Date: 01/01/99, End Date: 12/31/99*
- ECON-010 Intellectual Women's Association of Puka: "Small Business, Possible Alternative for Employment and Self-employment" (MG-\$3,816) *Start Date: 02/20/99 End date: 04/30/99*
- ECON-011 National Union of Albanian Farmers: "Promoting Policies in Support of Agricultural Development" (DAG-\$25,289) *Start Date: 02/26/99 End Date: 02/26/00*

DemNet grantees accomplished impressive results as summarized below:

- The Health NGO Forum produced a comprehensive health sector directory to serve as a resource for NGOs to contact donors and to identify sources of government funding, as well as providing critical information to the Albanian public on new developments in the health sector;
- The Albanian Center for Economic Research conducted meetings with local government officials to collect information on improving municipality services. ACER will summarize the findings in order to create a "local level anti-corruption action plan";
- The Albanian Consumers Association is providing training to members, branch leaders, and government officials on legal requirements, health and safety standards, conducting inspections and processing consumer complaints; and

- The Center for Economic and Social Studies in collaboration with the government conducted a study on privatization, presented recommendations and suggested policy changes to the GOA.

The next round of IDGs was announced and widely publicized. The announcement and description were carefully written to convey the new focus of the IDGs to work with ORT and ANTTARC under the NGO Development and Sustainability Strategy which is designed to provide institutional strengthening and support to NGOs capable of becoming sector resource centers which will provide services to a broader group of NGOs, including start-up NGOs. A total of 23 applications were received exceeding all previous grant rounds. Recommendations will be submitted to the Democracy Commission in May 1999.

ORT continued to provide on-going technical assistance and training in the following critical NGO areas:

- Conducted a Policy Advocacy Training for Youth NGOs;
- Local trainers conducted a Training of Local Legislative Drafters;
- In collaboration with IRI, ORT organized the second phase of the public participation to parliament program;
- Convened the inter-ministerial NGO working group in Ohrid to review the final draft NGO law with technical assistance provided by ICNL;
- Continued training to DemNet grantees to improve their financial management and reporting systems.

ORT's local partner, ANTTARC, continued to focus on organizational development and staff training. ANTTARC also worked with ORT to develop the IDG selection criteria, application form, interview questionnaire, and scoring procedures.

ORT's Chief of Party, Lisa Davis, left the project in January 1999. Her contributions and accomplishments were numerous over the past three years, but her greatest achievement was becoming a true member of the Albanian NGO community and advocating on its behalf.

Juliana Hoxha was promoted to Country Director, and is now responsible for all in-country operations. Celeste S. Angus became the acting COP to ensure a smooth transition, and conducted a successful planning session with all staff in Skopje, Macedonia in February 1999.

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I. GRANTS PROGRAM

To date, ORT has awarded 74 grants totalling \$829,130 (see Attachment 1 for a description of all grants).

Social Safety Net Grants

SSNWK-002 Health NGO Forum: "Strengthening the Network of Health NGOs" (IDG- \$14,140)
Start Date: 12/1/97 End Date: 1/31/99

The lack of information and coordination combined with the unwillingness to cooperate are the primary challenges facing Albanian society, and more specifically, the NGO community. These problems are compounded in the newly emerging health NGO sector. Most of these health NGOs have no experience in NGO management; play a weak role in advocating new policies in the sector; and must work on building relationships with the government, media and the business sector. In addition, the health sector has a serious need to upgrade its service delivery system, equipment, and specialized staff.

In its final grant phase, the Health NGO Forum produced a new Health Sector Booklet. It is a comprehensive updated version of a 1995 directory which contains all of the health NGOs, government health agencies, international organizations, and donors. The Booklet includes information about 49 health NGOs, government agencies and donors in the country, whereas the previous one had only 31. The additions made to this Booklet include all of the newly created NGOs. In addition to the general contact information which was listed in the old directory, the new directory contains the organization's (NGO, GO, donor agency) focus, objectives, ongoing activities and target groups. A special section on institutional capacity, organizational structure, and main bodies within the organization is also available. The comprehensive structure of the booklet creates opportunities to coordinate efforts not only within the NGO sector, but across sectors as well. The booklet will serve as a crucial link for the NGOs to reach donors and government funding; and at the same time, provide the government with information on new developments in the health sector.

The Health NGO Forum has produced 1000 copies of the Health Sector Booklet: 500 copies in Albanian and 500 copies in English. The Booklet is distributed to NGOs, government agencies, donors and interested public.

Democracy Sector Grants

DEM-026 Albanian Center for Economic Research: "Improving Municipality Services: Developing and Implementing a Local Level Anti-Corruption Action Plan"
(MG-\$5,000) *Start Date: 01/01/99 End Date: 06/30/99*

ACER's project targets the pervasive problem of corruption at the local level of government. ACER has previously worked with USAID, the World Bank and the SOROS Foundation in conducting public opinion surveys of the perceived level of corruption in the country. The results of this survey were used by the World Bank and the Albanian government to design a national, anti-corruption action plan.

The project will allow ACER to conduct surveys of municipal officials and the general public, compile a report summarizing the findings, present their report in a workshop, create an action plan and actively solicit community input through public forums. When the project ends in June of this year, ACER will create a new public-private organization, "Community Round Table Forum", to continue this valuable work. Composed of representatives of all concerned parties, the Forum will measure anti-corruption efforts on an annual basis using a "corruption assessment index". The communities of Tirana, Durres and Kavaja are the focus of the project.

The project's first report was submitted to the ORT-Tirana office in late April, summarizing ACER's activities in January, February and March. The first activities were centered on gaining the support and involvement of the governments of Tirana, Kavaja and Durres. In each city, ACER staff met with the mayor and his/her staff to present an overview of the project. All three municipalities expressed a keen interest in working with the project.

ACER began background work to prepare for their activities. The staff began collecting materials and documentation to better understand the policies and procedures of local government. Additionally, ACER began to prepare publications for citizens, informing them of the process of accessing government services. A survey was also designed to poll public opinion of corruption at the local government level.

In March, ACER hosted a national conference, "Issues of Economic Growth in Albania", in Tirana. Several issues related to local governments were addressed including; improvement of service delivery, corruption, taxes and tax collection, strengthening cooperation between local government and the public as well as with the business community and media.

In the next and final phase of the project, ACER has planned the following activities:

- Conducting town hall meetings in each of the 3 municipalities
- Publication of a special edition of the ACER newsletter

Release of newspaper articles and radio broadcasts
Preparation of an informational leaflet explaining the local tax structure
Translation and distribution of foreign case studies of local governance
Conducting a public opinion survey

Economic Growth Grants

ECON-009 Albanian Consumers Association: "Cooperation of ACA with the Local and Central Government on Implementation of Consumer Protection Law and Other Laws Strengthening Consumers Rights" (DAG-\$30,000)
Start Date: 01/01/99 End Date: 12/31/99

After the developments caused by the economic and political crisis in early 1997, especially the high rate of unemployment and inflation, and poor and unstable state finances; the overall economic situation in Albania further exacerbated problems in consumer goods and services. In particular, unsafe raw materials and food and beverage products are entering the market in Albania; and fake products are being produced under the label of well-known, reputable producers.

The Albanian government enforcement agencies have inadequate resources to cope with the large scale of consumer problems. For example, government-testing laboratories lack basic equipment, which is often out-of-date, and during 1997, the government had only 100 food inspectors for all of Albania. Because of the low level of income and the ineffectiveness of consumer protection laws, some foreign companies have dumped out-of-date and dangerous products into the Albanian market. Local Albanian traders and producers have also taken advantage of the situation to sell dangerous products. Both have resulted in illnesses, and sometimes death, for people who have purchased and consumed the contaminated food products.

Due to the economic problems in Albania, The Albanian Consumers Association addresses the public's need for a strong consumer's organization. The Association also informs them of hazards in the market; provides a unified voice for them in advocating policy formulation and implementation to government; and negotiates with the private sector to respect laws and standards protecting consumers. The Albanian Consumers Association contributes to the development of a market economy in Albania by providing a greater balance between suppliers and consumers in the market place. This includes the introduction of consumer education in the national school curriculum to better educate consumers on their rights to quality and safe goods and services.

The ORT grant provides funding for the following: annual operational expenses of the organization; training of members and leaders of the association branches, training of government officials on legal requirements, governmental obligations, and health and safety standards; conducting inspections and serving as watch-dog over government organizations responsible for health inspections; taking consumer complaints and representing them to the government, businesses and

courts; leading consumer education campaigns; and informing the public of hazardous products and services through public service announcements.

During this quarter ACA organized seven training seminars and trained 133 persons in Tirana, Elbasan, Laç, Fier, and Vlora. The training participants discussed laws which directly affect the consumers, such as the Consumers Protection law, Food law, Veterinary Services law, and Drugs law. The participants in the training were coordinators of regional advice centers, heads of association branches and association specialists in the field, and representatives from the local government. The training increased the participants knowledge of the legal framework for consumer protection, and strengthened future association relations with local government. Through training and dissemination of information regarding consumer rights and consumer protection, the public is more aware of its rights, and is more informed of how to approach the local government in case of any violation. The training events and participation of local government officials helped the association to further strengthen the relations with local government, to advocate more effectively for consumers rights, and to support the recruitment of new members in the districts.

In addition, ACA is investing more to further train the headquarters staff who conduct most of the training in the districts. The staff is trained in other consumer rights issues and also development and organizational skills. Three local training sessions were organized by British trainers from Consumers International Organization / England on the above topics, and two other trainings in England and Bulgaria on how to conduct a test, which is one of association's main activities that directly impacts the public.

ACA organized a workshop to address the coexistence issues in a community like Kamza municipality, composed of a mixed population with some people with a long residence history in Tirana and new people recently moved from the north of Albania. In small working groups, the 19 participants representing ACA, the community of Kamza and local government discussed some major issues for the area including the sewage system, infrastructure, etc. After the workshop, the community together with the local government representatives developed a strategy on how to collaborate on a specific issue such as reconstructing the main road in that area.

ACA has made several negotiations with local and central governments during this quarter. ACA representatives met with Telecom Directorate to discuss public complaints about unjustified interruptions in the telephone line, unfriendly communication from the Telecom officers, and falsifications on telephone bills by the Telecom officers. In addition, they organized a wide media campaign regarding these issues. As result, the case is under investigation by the court.

ACA has held discussions with the prefectures of Tirana, Berat, Vlora, Elbasan and Shkodra on issues such as water contamination, urban waste, and interruptions in water supply and electricity. The respective municipalities have taken some measures to address the problems.

ACA has met with representatives of the Ministry of Information and lawyers at the Albanian Parliament to discuss concrete collaboration areas and support to its activity and lobbying efforts.

During this quarter ACA has received 5779 complaints by telephone, in written form or through visits to their office. According to the association, classification of the complaints relate to 16 major issues including drinking water, hospital and pharmaceutical services, misleading advertisements, environmental pollution, etc. ACA has presented 4781 complaints related to the situation of goods and market services to the local and central government. Of these, 998 are resolved, 910 are under the process and 1402 are not yet resolved.

ACA advice centers in six regions have provided information and advice to 2683 citizens out of 2784 citizens who visited the association's centers. The advice and information pertained to the quality of services and food safety, consumer's rights and laws, competent institutions to deal with the problem, etc.

Several observation studies have been organized in eight cities, Tirana, Durrës, Elbasan, Kruja, Fier, Vlora, Peqin concerning safety of foods, water, chemical fertilizers, hygienic conditions in the markets. The association addressed the problems in different meetings with local government and raised the consumer's awareness through dissemination of information concerning their safety and ways to protect themselves.

An important aspect of ACA's activity is public awareness through association's media and access to public media. The association has produced and distributed 50,000 copies of 10 different leaflets regarding consumer's issues, and 40,000 copies of alert leaflets regarding safe services and consumers risks in the market. Specific consumer issues and the achievements of the association are covered by the quarterly magazine "The Consumer". The magazine is distributed to other NGOs, local and central government, donors and public, in and outside Tirana. ACA's headquarters and regional centers have given interviews about consumers rights and consumers safety issues, and have participated in 21 programs in Tirana: five radio stations and five private television stations. Outside of Tirana they have also participated in 17 interviews and programs on eight local radio stations and 10 television stations. During the quarter ACA published approximately 43 articles in national and local newspapers. All this media coverage has increased the efficiency and effectiveness of ACA to protect consumer's rights, avoid risks, and strengthen its capacity and reputation. This is illustrated by 20 phone calls made by the local and central government to ACA's office to discuss concrete consumers issues raised in these media discussions and newspaper articles.

Part of ACA's working focus has been the Kosovar refugees as well. ACA has distributed several informative leaflets with first hand information for the new arrivals.

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 DemNet project provided funding to the Center for Economic and Social Studies to conduct a survey of recently privatized enterprises around Albania, analyze the data, publicize their findings and prepare a set of recommendations to the government as to the most effective forms of privatization. While the Center had conducted a preliminary study of this nature previously, a study of this magnitude had never been conducted in Albania.

The premise of the study was based on the results of the first two phases of privatization in Albania. Beginning in 1991, an initial law was passed which focused on small and medium-sized enterprises. Later, in 1995, medium and large-sized enterprises were targeted for privatization with a voucher campaign. By the end of 1996, over 60% of Albanian enterprises employing over 40% of the work force and utilizing 20% of the country's assets had been privatized.

In an earlier study, the Center found that in most cases, the control of the enterprise was placed largely in the hands of the current employees. The priority of the company became more to preserve employment and increase salaries than to make the enterprise more profitable and efficient and as a whole. This internal and short-sighted focus, combined with the modest management and technical skills of the new shareholders, led these enterprises to even greater inefficiencies and, ultimately, insolvency.

From the beginning, the Center collaborated with the Albanian government. The Ministry of Economy and Privatization (MEP) appointed two specialists to work with the Center and serve in all working groups. Center staff and the MEP specialists, joined by academic experts and parliamentarians, formed working groups that served to guide all aspects of the project's implementation.

After first designing a questionnaire, an initial survey of 100 large and medium-size enterprises began in January 1998. Enterprises were chosen from a variety of sectors in eight different cities and towns. Simultaneously, a second survey was conducted of management teams and their effect on the success of their organization in six cities and towns.

Following analysis of the data, the Center's staff organized three workshops in three towns outside of Tirana. Local government officials participated, as well as members of the local business community, NGO representatives and local university officials. Local and national media attended each workshop.

The conclusions reached by the survey supported the Center's hypothesis and provided much richer detail. Four forms of control were identified:

- State – decisions are made by local or national government;
- Internal -- decisions are made by the director and/or managers;
- Employee -- decisions are made by the employees; and
- External – decisions are made by owners outside of the operational structure, who control at least 51% of the stock.

Analysis of the data concluded that enterprises under “external” control were the most efficient and dynamic. These same enterprises placed a much higher emphasis on reinvesting in capital equipment, a critical problem inherited from the very old Albanian infrastructure.

But, the majority of privatized enterprises are “employee” controlled. Consequently, this leads to very dispersed ownership and decision-making processes. And, the majority of Albanian enterprises are not reinvesting in their capital equipment.

The Center proposed two major policies to the government:

- To actively seek and encourage foreign investment in Albanian enterprises;
- And, to change existing regulations to allow foreign investment.

And, specific to the government's privatization strategy, the Center made the following recommendations:

- Enterprises to be privatized should be carefully selected to focus on those with the best chance of success.
- Assistance to enterprises in the transition towards privatization.
- Management training before, during after privatization.
- Public sector reform and restructuring.

Additionally, five articles, two in English, containing various aspects of the Center's findings were published.

Institutional Development Grant Round

ORT advertised the IDG grant deadline along with a grant summary description in three independent national newspapers for five days. Also, NGO umbrella groups, e.g., the Albanian NGO Forum and Women Center together with their weekly and monthly publications, distributed the announcement and the IDG evaluation criteria to their NGO members and other groups. Through this process, ORT ensured a wide coverage of the sector in and outside Tirana.

In addition, to ensure a transparent process, ORT and ANTTARC organized two public information days, which were announced as part of the grant announcement. This was an efficient means to disperse information about the ORT strategy, the new type of IDG grant and its focus, as well as the application and review process. The ORT Country Director and ANTTARC Director led the public information meetings attended by approximately 15 NGO representatives each. Other informative “one on one” meetings were held in the ORT office during the month the application process was opened.

ORT received 23 application forms in three weeks, which is a large number compared to previous grant rounds. Review teams composed of ORT and ANTTARC representatives, based on the established evaluation criteria, conducted the screening of application forms and selected nine NGOs to advance to the interview round.

The finalists were announced on April 6, and the rest of applicants received a formal letter explaining why they did not advance.

See Attachments: IDG Announcement (5 copies of newspapers)
IDG Evaluation Criteria
IDG Application Form
IDG Interview Questionnaire
List of NGO applicants for the IDG program (the ones not completed have passed to the interview round)

Micro Grants Round

Many NGOs and a large number of proposals were presented to ORT during this quarter (see the "Project Proposals for Grants Round 9".) It is important to note that many of these NGOs come from outside of Tirana. Some of the NGOs did not meet the eligibility criteria and some of the proposals, especially the larger ones, were not compatible with the new grant focus and application format (they were submitted before the new IDG grant round was announced.)

ORT announced its next MG round, March 15, in two national newspapers and through different umbrella groups.

II. TECHNICAL ASSISTANCE AND TRAINING

A. Policy Advocacy Training for Youth NGOs

From March 17-21, ORT engaged its policy advocacy training team and co-hosted a training workshop on policy advocacy. Representatives from 17 organizations working in the youth sector participated. ORT policy advocacy training covered all elements of a policy advocacy campaign, from issue identification, media relations, constituent mobilization, and coalition building, to direct lobbying. Policy advocacy trainers designed and delivered the curriculum at a level that enabled NGO participants to not only understand the new area, but also to comprehensively engage in advocacy following the training workshop. The training was developed in an extensive participatory process where NGOs worked in small groups and in one-on-one training exercises to develop policy positions and exercise new advocacy skills.

An important part of the process was the visit and meeting with policy-makers and key decision-makers in the Ministry of Culture, Youth and Sports. A well-known journalist, Andrea Stefani, also provided the participants with some techniques on using media, tips on how to approach the media and journalists, and a description what makes an event “newsworthy”. The results of the training showed that the participants demonstrated a clear understanding of the steps in advocacy, and possessed a clearer definition of policy issues. The training session also helped form a group of NGOs who would serve as coalition partners or allies to address each particular issue discussed in the training.

B. Training of a Local Support Group of Legislative Drafters

During the fall of 1997, ORT trained a group of 18 Albanian lawyers in both drafting skills and issue representation to support ORT grantees in their policy advocacy work. The group of lawyers had not been previously trained in legislative drafting. As part of their two-month legal support to 20 ORT grantees, the lawyers' group drafted 14 policy position papers, laws and amendments that are currently in the discussion process or on the agenda of the Parliament.

In February 1999, ORT undertook a second legislative drafting training for its local legislative drafters group. The purpose was to increase the local support for NGOs in legislative drafting and at the same time provide additional training to the local drafters. The training this time was provided by a former local legislative drafter and the issues were discussed in a truly Albanian context, including the attorney – NGO / client relations which became very important during the practical work in the first round.

The training took place during February and March, for eight weeks, and was organized in the form of two sessions per week. ORT and the local trainer selected 15 lawyers through a competitive process, which required the donation of free assistance to NGOs. NGOs selected the lawyers they

would work with and some of them had participated in the first legislative drafting training as well. It was good to see that all of the lawyers were NGO affiliated, which would support the long-term sustainability of the NGO sector.

The legislative drafting training covered the following areas: (1) general steps in the legislative drafting process, beginning with analyzing the problems / issues, researching and analyzing the current policy and legal framework; outlining the issues; drafting; and how to critique and revise the draft; (2) good principles and techniques to use in legislative drafting; (3) the role of a legislative drafter and how to work effectively on the drafting and revision stage with the organization who wants the new policy or legislation; (4) the role of an attorney in supporting policy-oriented NGOs during the advocacy stages of a law or policy (in negotiations with other NGOs, government, parliament and the public); and (5) drafting a supporting legal memorandum for a draft law or policy.

The training was designed in a participatory format with exercises, NGO interviews, legal research, drafting policy position papers. In addition, they had two guest speakers: Perikli Polloshi, a member of the drafting staff of all the constitutions drafted in the country since 1991, who had a lecture on the drafting process, constitution structure, the importance of the language, and public participation in legislative drafting process; and Sokol Lamaj, a lawyer in the Council of Ministers, who focused his lecture on the identification of new policies to be developed and how to develop public and NGO relations.

As the final phase of the training, the legislative drafters worked in small groups around two policy issues presented by ORT grantees. The drafters interviewed the NGO representatives about their policy issue of interest, its status, materials developed by the NGO related to the issue like, surveys, legal research, and previous drafts. Both NGOs, the Albanian Farmers Associations and the Consumers Association are ORT grantees working on specific legal reform issues. After the class, the lawyers did some legal research on the policy issues and the current legal framework these issue fall in or might contradict. As result, the three groups developed the first draft law on agriculture land tax; and a position paper regarding the integration of consumer education in high school curriculum.

Taking into consideration the time limitations, the documents produced were comprehensive, reflected a good understanding of the issue and NGO interest, and provided a good base to build the final draft. This exercise showed how effective the training was and achieved concrete results described above.

In addition, the pre-test showed that before the training 40% of participants did not have any knowledge or experience in legislative drafting, and 60% had a limited knowledge of specific aspects of legislative drafting. The post-test showed that more than 90% had used them correctly.

C. ORT Survey of Albania

Since ORT's advisor could not travel to Albania, an Italian research consultant was contracted with, and has begun preparation for his in-country assignment. He spent one week in Macedonia and Albania working with ORT's advisor and country director. Significant planning for the official release and presentation of ORT's survey report titled "Albania's Road to Democracy" and subsequent on-site training for NGOs focused on interpreting the survey results in order to design relevant programs and policies was accomplished during this period. Revised timelines were developed, and logistics were planned. Full details will be provided in the next quarterly report.

Several components of the ten-day events program, which will take place in June 1999, were designed. The program will start with a half-day presentation of the survey book "Albania's Road to Democracy" to a broad audience of politicians, government officials, donor's community and media. Some small group discussions of donors and government officials will be organized to allow a more in-depth analysis of the findings and recommendations. This will allow the donor community to better allocate their funds based on real needs and geographical outreach, and to inform the government of the issues raised, reasons why and ways to address them. A special component of the program will be presentation and discussion of the survey findings to NGOs organized on a sector basis. ORT and its consultant, through technical assistance provided in small working group discussions, will promote NGO coalition building around issues of common interest.

D. Public Participation and Parliamentary Procedures

Over the past three years, ORT DemNet in Albania has seen a tremendous change in terms of increased NGO involvement in policy advocacy. Today, ORT counts more than 47 NGOs working in the policy area. ORT has provided tailored training and technical assistance to address their growing needs in building and strengthening the fragile relations between government and the civil sector, to address this new experience of public participation in decision making.

As part of these efforts, ORT for the second time in collaboration with IRI (International Republican Institute) organized the second phase of public access to Parliament program. This program aims to increase the communication between Albanian NGOs and the Albanian Parliament; to increase the role and capacities of NGOs in policy advocacy, implementation and in the representation of the by-laws of the People's Assembly, approved in February 1999.

The program consisted of a meeting with Viktor Gumi, Counselor of the Chairmanship of the People's Assembly, who introduced the new Procedures of People's Assembly, the public and NGOs access in Parliament, the role that the public can play in legislative drafting process and its involvement in Parliamentary Commission discussions. The 25 NGO representatives had the chance to ask specific questions related to the status of the draft laws presented by their NGOs to the Albanian Parliament; how and who to contact for information, how the public relations work in the

Parliament and the best way to approach a member of the Parliament. Part of the discussion was the Parliament's agenda, how it is drafted and published. The NGOs signed up on the IRI mailing list to receive a free copy of the Parliament calendar. This way NGOs will be able to review the Parliament's work on a monthly basis and attend the discussions in Parliamentary groups.

During the next quarter ORT is planning the organized participation of NGOs in Parliamentary Commissions, when they discuss draft laws. This will help the NGOs to better understand the legislation discussion and approval procedures.

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

After more than one year of work, the first inter-ministerial NGO working group met in Ohrid, in January 1999 to discuss the final draft law with the technical assistance of the International Center for Not-for-Profit Law (ICNL) and ORT.

The Ministry of Labour organized two public hearings during 1998 on the draft law with the assistance of ORT and ICNL in the organizational design of the public forums and comments on the draft law. Even though NGO participation through written comments on the draft law was insufficient, it was an important precedent towards a transparent democratic law making process. The working group circulated the draft to all government ministries for further comments. In general, the Ministries did not have substantial remarks about the law, except the Ministry of Justice, the only opposition to the draft law.

The meeting of the working group in Ohrid was convened to revise the comments of the Ministry of Justice and the draft law a final time. The changes made by the Ministry of Justice (two representatives from the Ministry of Justice sit in the draft law working group) to the draft law were discussed in the working group. Comments were provided in the meeting and written up by the ICNL consultants. The focus of the discussions was the creation of a new third form of NGOs, the Center and open and transparent NGO dissolution procedures and transfer of property. Relevant explanations and examples were provided to the representatives of the Ministry of Justice to clarify which issues were agreed upon.

The final draft law was finished, and according to the ICNL consultants, was considered to be one of the best in the Balkans. The Ministry of Labour is prepared to present the draft law to the Council of Ministers. According to the legal procedures, the draft law has to go to the Parliament after the approval of Council of Ministers. At this stage, ORT is preparing a follow-up lobbying strategy in case important changes are made to the draft law by the Council of Ministers.

F. Improving Financial Management Systems and Reporting of NGOs

ORT continued its technical assistance and training program to help grantees set up a sound financial management system. 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 this quarter, ORT trained six representatives from five NGOs in a two-day training course. The participants consisted of new ORT grantees from this quarter and some new finance officers from the old grantees who were recently appointed to the position. Their NGOs asked to have them trained by ORT as their predecessors because of the usefulness of the training in the past.

The two-day training course incorporated group discussions, exercises in small working groups, participant presentations, and homework for NGO participants to introduce a modern fund accounting system. This involved how to set up a chart of accounts, reviewing and critiquing a budget, developing a financial report according to ORT/USAID rules. The training also introduced some fundraising techniques. 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. The demand for ORT financial management training is always significant in the NGO sector. This is due to practical assistance and training needed by those NGOs who have a lot of money but do not have the financial management capacity, and another category of NGOs who are small and do not have experience in drafting budgets and preparing financial reports for the donors. ORT is planning to conduct a TOT to train additional trainers to meet the NGO demand and need for financial management training and assistance.

G. Staff

Lisa Davis, ORT's Chief of Party, left the project in January, and Celeste S. Angus became the acting COP. In February 1, 1999, a new Albanian staff member joined ORT DemNet Albania as Program Assistant. The position was announced in newspapers for several days and after the screening of CVs, a round of interviews based on standardized questions was held at the ORT office. The Program Assistant will be responsible for subgrant program development, training and technical assistance program development, subgrant technical assistance, reporting and coordination, as well as selected management responsibilities.

III. NGO DEVELOPMENT AND SUSTAINABILITY STRATEGY

Organizational Development of the Albanian National Training and Technical Assistance Resource Center (ANTTARC).

Board of Directors Meeting

A meeting of ANTTARC's Board of Directors was held in Ohrid, Macedonia. The board president and the executive director reported on the progress of the overall development of organization. The agenda (see Attachment 7) included:

- ANTTARC staff professional and personal development
- NGO Development and Leadership Staff Training Retreat held in Italy
- Training of Trainers/Training of Consultants program held in Bulgaria
- Continued equipping of ANTTARC offices
- Discussion of Joint Strategic Plan developed by staff and board's Public Relations and Public Image Committee and Fundraising Committee
- Upcoming IDG program
- Upcoming Open House
- Plans for Donor Collaboration

In preparation for the meeting, a letter was sent to all board members by the ORT advisor informing them of the positive outcome of ANTTARC's registration process. In addition, a copy of the ANTTARC presentation catalogue and a cover letter from the executive director was sent to each member. Meeting logistics were arranged including transportation, accommodation, and meeting room.

Details were provided on the topics covered and the successes of both the intensive staff retreat and the rigorous training-of-trainers/training-of-consultants program. Specifics of the upcoming IDG program were presented, including the relationship between, and roles of ORT and ANTTARC in implementing the program. The Joint Strategic Plan for Public Relations and Fundraising was approved during the meeting.

Progress on board development has been made during this quarter, as reflected by the outcome of the meeting. The meeting was constructive, with relevant questions and issues being raised by all members. The board president and the executive director co-facilitated productive discussion on all issues raised. The agenda was followed, resulting in a productive and efficient meeting.

Staffing of Organization

Staffing of the organization continued during this quarter. Due to the fact that the Administrative Assistant and Executive Program Assistant were not able to fulfill their contractual obligations with the NGO Center, an open selective process for new employees was initiated. An employment announcement was published in two daily newspapers for two days and twenty candidates were interviewed for both positions. The interviews consisted of a series of standardized questions and

open-ended questions (see Attachment 8), which were scored. The applicants with the highest scores were selected to participate in a second round of interviews.

The final decision was made after the second round of interviews. Employment contracts (see Attachment 9) were signed, which specified employee's position title and scope of work, supervision and reporting protocol, duration of contract, remuneration, and other relevant information.

Furnishing and Equipping of Organization

Continued furnishing and equipping of ANTTARC offices took place during the last quarter. All items were purchased according to USAID regulations, through competitive bidding procedures. The offices are significantly established now, with final items to be secured during the next quarter.

A resource library consisting of various training materials, manuals, and other documents was purchased and set up in ANTTARC's second floor training room. The ANTTARC training/consulting staff will have access to the library for purposes of professional growth and design and development of all future training and technical assistance to be provided. Staff received a rigorous overview of the materials and suggestions on usage during the Training-of-trainers/Training-of-Consultants program. Staff members had opportunities to refer to the materials during this last quarter, exhibiting relevance of the materials to their work. Efforts will be made to add additional materials to the library during the coming months.

Financial Management

ANTTARC's executive staff continued implementation of the financial management system. Financial reports were prepared for the period January through March 1999. A revised annual budget and individual monthly budgets were drafted for subsequent periods. A revised work plan and timelines were completed in accordance to the monthly budgets, reflecting completed activities, and those foreseen to be implemented by ANTTARC during the period October 15, 1998 through July 1, 2000.

ANTTARC's executive staff, primarily the finance manager, demonstrated significant development in the financial management of the organization during the last quarter, as reflected by the financial management system and accurate financial reporting. Efforts will be placed on improving the efficiency of the financial management next quarter, when the finance manager is expected to finalize a computerized program for the system. This program will enable ANTTARC go beyond financial management of the ORT grant and document all financial transactions for the organization. Since it is expected that ANTTARC will soon engage in collaboration with additional donors and other revenue generation, this computerized system is seen as a priority.

Preparation for the Training of Trainers/Training of Consultants Program

Extensive preparations for the Training of Trainers/Training of Consultants Program were necessary. Since American consultants were not authorized to travel to Albania, it was necessary to consider alternative locations for the program. Among alternatives, Bulgaria was chosen due to geographical proximity and relevance (regional similarities and relevant NGO sector) and an existing relationship with the Bulgarian Democracy Network Program, which would later assist in the development and delivery of the program.

Logistic arrangements for the one-month program were coordinated through a joint effort from Albania (ANTTARC staff), Bulgaria (DemNet staff consultant), Macedonia (ORT advisor), and the US (consultants).

A diligent search was conducted in order to identify a training facility with accommodations most conducive to the program needs available in Bulgaria. Upon the local Bulgarian consultant's presentation of preliminary options, ANTTARC's executive director made a preliminary trip to Bulgaria, where he visited a number of possible training facilities with accommodations. A facility located in one of Sofia's hotels was selected due to travel accessibility, training facilities on site, and cost benefit. All staff and foreign consultants responsible for the program were accommodated at the hotel.

With the support of the local consultant, a number of local NGOs were identified in Sofia and Plovdiv for site-visits and field practicums and a number of meetings with NGO leaders and consultants were scheduled in advance.

Other logistics included obtaining travel visas, confirming travel arrangements, identifying and contracting with consultants, developing an agenda for the training program (see Attachment 10), developing an extensive training manual, developing protocol for pre-post program evaluation and satisfaction survey (see Attachment 11), developing a list of training resources, purchasing training resources and materials, preparing a packing list, and gathering materials and equipment.

The extensive preparation for the program was completed successfully by all involved working closely together. The level of team-work and quantity and quality of the program reflects the seriousness and enthusiasm of the ANTTARC staff for the work they are engaging in. This program was one more example of how well the team has solidified during the past months.

Participation in Training of Trainers/Training of Consultants Program

All ANTTARC staff members participated in the intensive one-month Training of Trainers/Training of Consultants in Sofia, Bulgaria from January 11, 1999, to February 5, 1999. The executive program assistant joined the training/consulting team as the logistics coordinator during the program.

She assisted the team and the consultants in on-site arrangements, trouble-shooting, financial transactions, documentation, and general administrative assistance. In addition, ORT's finance officer joined ANTTARC staff in the TOT, participating for a brief period.

The program was designed to increase the theoretical knowledge and practical skill level of participants as NGO organizational development trainers and consultants in order to prepare them for the work to be accomplished in their role with Albanian NGOs. The exposure to the strengths and limitations of Bugarian NGOs that they came into contact with assisted in the process.

The training curriculum for the program, developed in the form of an extensive manual by American consultants, reflected the training needs of ANTTARC and the staff. In order to determine needs based on the organization's mission and goals and background and experience of each staff member, and design the most relevant program possible, a training needs assessment was developed and administered prior to developing the curriculum. Regular discussions and progress reviews took place between ANTTARC's executive director, the ORT advisor, and American and local consultants, resulting in a well-designed, participatory training agenda, training curriculum and manual, and protocol and instrumentation for pre-post program evaluation and satisfaction survey.

The program's training curriculum largely emphasized the following topics:

- Learning and development
- Roles and responsibilities of NGOs
- Management functions and standards in NGOs
- Planning in NGOs
- Coordinating organizational resources
- Monitoring and evaluating organizations, programs, and services
- Consulting roles, process, and contracting
- Communication
- Information gathering in organizations
- Assessing organizational and training needs
- Facilitating problem-solving
- Training design, delivery and evaluation
- Leadership and Delegation
- Conflict Analysis.

To measure knowledge and skills gained during the program a comprehensive pre-post evaluation was conducted which revealed a significant increase in participant knowledge and skills. Extensive standardized self-report questionnaires were administered pre- and post-training. In addition, a mid-term evaluation was administered during the program in order to receive feedback from the participants on the quality and relevance of the program, and to determine need for any modifications. The mid-term evaluation reflected general satisfaction among the participants,

allowing for continued delivery of the program.

The importance of conducting the pre-post evaluation was seen by all as not only related to measurement of the outcomes of the TOT/TOC program, but also to provide additional experience with measurement and accountability which will be important to ANTTARC's future work.

Toward the end of the one-month program, each participant was required to design and deliver a one-hour training program for the other participants. They were expected to reflect on the knowledge gained thus far during the program, select a relevant topic of importance or of interest to them, refer to available resources, design training curriculum and attachments, and deliver a session.

Each participant designed and conducted a one-hour training session. Topic selected include:

- Public Speaking
- Strategic Management
- Strategic Planning
- Communication
- Conflict Management
- Training Instrumentation
- Marketing for NGOs
- Motivation in Workplace
- Leadership
- Financial Management

Presenters were well prepared with agendas, handouts, and other materials, and used a variety of training resources and equipment, including flip charts, overhead projectors, video, and other visual aids. Presenters developed training curriculum based on information found in the training resource library, TOT manual, and internet.

The American consultant who served as the lead trainer for the TOT program provided significant assistance during the preparation, delivery and evaluation of the presentations. Upon completion of each presentation, presenters received important feedback from other participants and the lead trainer. All presentations and feedback were videotaped, allowing for later review and critic. Participants reported that the videotapes will be helpful in identify strengths and limitations in training skills, allowing for improvement.

All presentations were considered to be highly successful. In addition to gaining hands-on experience in training design, development, and delivery, participants had the opportunity to experience receiving and providing constructive feedback. The feedback sessions reflected significant improvement over those witnessed during earlier training components, suggesting that

participants have improved knowledge and understanding of training and consulting issues, their role as trainers/consultants, the mission and goals of ANTTARC, and perhaps most importantly, their ability to communicate effectively. However great the improvement in these areas, efforts to further improve will continue during next quarter.

The lead trainer conducted two individual interviews, at the beginning and at the end of TOT/TOC, with each participant. The first individual interview intended to identify participant expectations, fields of interest, and training needs. Participants received important feedback from the lead trainer regarding personal and professional development that was used in the preparation of individual action plans. The second interview intended to identify participant achievements during the program, including what level their expectations were met, and recommendations to be considered for further development.

Each participant at the end of TOT/TOC developed individual action plans for professional and personal development. In these plans, participants elaborated objectives for their personal and professional development and plans for achieving them.

Visits to various NGOs in Sofia and Plovdiv were an important component of the TOT/TOC program. ANTTARC staff visited Civil Society Foundation and Institute for Sustainable Development in Sofia and the Association for Debate, Association for Protection of Birds, Consultants' Association, and the Association of Understanding in Plovdiv. Information gathering, organizational assessment, and sharing of experience were the main purposes of these visits. Participants were provided the opportunity to receive practical, on-site experience, to improve their skills in areas they will engage in in the near future, and gain from others' experiences. Each participant prepared a report on their experience during the visits.

Another important component of the program was a meeting with representatives of Bulgarian NGOs including The Union of Bulgarian Associations, Bulgarian Association for Fair Elections and Civil Rights, Public Institute for Environmental and Social Research, Bulgarian Association for Bird Protection, and Institute for Sustainable Communities. The local consultant facilitated the meeting based on questions and issues of interest submitted in advance by ANTTARC staff. Representatives of the Bulgarian NGOs shared with their Albanian counterparts their experiences related to relationships between NGOs and government, business, and media; public relations; internal - external communications; internal operating systems; monitoring and evaluation; performance evaluation; fundraising; finance management; assessing training needs; staff recruitment procedures; etc. A report on the outcomes of the meeting was prepared.

ANTTARC staff also met with a group of Bulgarian consultants, who shared experiences on consulting roles, consulting process, and contracting. A report on the outcomes of the meeting was also prepared.

During the final week of the program, ANTTARC staff completed a draft baseline report incorporating recently developed baseline, goals, and indicators for the organization's grant from ORT; finalized the organization's operating policies and procedures manual, and developed staff performance evaluation protocol and instrumentation.

The baseline report reflected goals, baselines and indicators related to the Institutional Development Program and the NGO Development and Leadership Certificate Program for the first year of operation.

The first draft of "Manual of Policies and Procedures" that was initially developed during the staff retreat, was revised and completed with the assistance of an American consultant. The final version of Manual includes policies and procedures in areas such as Accounting, Administrative, Finance and Credit, Personnel, Property Management, Security and Operations, Marketing and Public Relations, Environment, and Disaster Management. The period from present until the end of the year will be used to implement and carry out the organizational policies, after which time necessary changes and modifications will take place. The NGO Center staff will use the experience gained in developing their own organization's manual of Policies and Procedures to assist Albanian NGOs they will soon begin working with through the IDG program to develop their manuals.

Staff Performance Evaluation

According to employment contracts, each employee must receive a satisfactory performance evaluation during the first three-months of employment in order to succeed the probationary period. Rigorous performance evaluation protocol and instrumentation, in accordance with employment contracts and employment position descriptions, was developed by ANTTARC staff and approved by the ORT advisor.

The first staff performance evaluation was conducted in Ohrid, Macedonia by ANTTARC's executive director and the ORT Advisor. The objective of the first performance evaluation was to assist in identifying professional development needs, communicate feed back on performance, and establish goals and individual objectives for improvement in needed and desired areas. Several days prior to the performance evaluation meeting in Ohrid, each staff member completed The Self-Evaluation Form (see Attachment 12).

During the performance evaluation importance was given on reviewing and rating all factors relevant to each employee's effectiveness on the job. It involved an open communication process between employer and employee including observations, guidance, and training opportunities offered to them. A Performance Evaluation form was completed for each employee by the employer (see Attachment 15). At the end of the process employer and employee engaged in a discussion where they set goals to be achieved prior to the next performance evaluation and action plans to achieve them. A Performance Plan was developed for each employee through a participatory approach.

Conducting the performance evaluation during this period enabled staff to receive clear feedback on their performance to date, in preparation for their upcoming work with NGOs. They will be able to use the Regional internship program to improve needed skills and where relevant, re-direct their professional development.

Upon completion of the staff performance evaluation, teams were assigned. There are presently two training consultant team leaders with three training consultants each. Efforts were made to develop two teams with members of various strengths, backgrounds, and training styles. Since the financial manager will also provide training and consulting in financial management issues, she will be assigned to both teams during times of training and technical assistance delivery.

Open House Reception

ANTTARC held an Open House Reception on March 31, 1999. The event was carefully planned and organized by the staff, with assistance from several board members, and attended by more than 70 persons representing international and local donor organizations, government agencies, media, and the NGO community. Invitations were designed and delivered prior to the reception (see Attachment 14).

The Open House provided an opportunity for ANTTARC staff to present details on the ORT/USAID NGO Development and Sustainability Strategy, and ANTTARC's role in the Strategy. Details were provided on the upcoming IDG program, where Albanian NGOs will receive a grant from ORT and rigorous organizational development training and on-site technical assistance from ANTTARC. Details were also provided on the intensive three-month NGO Development and Leadership Certificate Program for NGO leaders, which consists of education, training, and internships. Attendees were encouraged to collaborate with ORT and ANTTARC on both programs.

The reception was held on the premises of ANTTARC, offering the opportunity for guests to visit the facilities. After an introductory welcome speech by the executive director, guests were introduced to ANTTARC board and staff members, and were able to mingle with one another. Refreshments were served, and ANTTARC promotional materials were distributed. The entire event was videotaped, and photographs were taken to record the important event in the history of the organization. Various Albanian media organizations were present, resulting in several well-presented televised broadcasts of the event. The high turnout at the reception suggests that ANTTARC is gaining interest and appreciation from the various sectors in Albania. The support of the U.S. government, as reflected by the attendance of the U.S. Ambassador and USAID representatives was much appreciated.

Public Image Campaign

During the NGO Development and Leadership Staff Training retreat, ANTTARC staff developed a strategic plan for promoting the organization to the public, government, international and local donor organizations, NGOs, and businesses. Within the framework of this strategic plan, a letter of introduction from ANTTARC's executive director, providing details regarding the ORT/USAID Development and Sustainability Strategy, was sent to all donor organizations active in Albania. After distribution of the letter, several organizations contacted ANTTARC, expressing interest in potential collaboration.

As part of ANTTARC's organizational brochures, a flyer was produced describing the ANTTARC's vision and mission, the ORT/USAID NGO Development and Sustainability Strategy, and services provided (see Attachment 15). The flyer was designed, edited, and printed by ANTTARC staff in Albanian language using existing office equipment.

During the first week of March, ANTTARC distributed its organizational brochure to approximately 100 international and local donor, government, and non-governmental organizations in Tirana and other regions of Albania.

In order to promote ANTTARC services, a two-page profile of ANTTARC with information on the ORT/USAID Development and Sustainability Strategy was developed for a quarterly magazine on training information and opportunities in Albania. The profile will appear in the April-June 1999 issue. Upon publication, a copy will be provided in the next quarterly report.

Institutional Development Grants Program

As the local partner in ORT/USAID's NGO Development and Sustainability Strategy, ANTTARC worked with ORT in the development of recruitment, selection criteria, and scoring procedures and protocol, application form, interview questionnaire, for the IDG program.

The selection criteria were developed focusing on two primary categories. The first category represents "legal" aspects, with these criteria being obligatory for application. To be eligible to apply, an organization must be legally registered, their areas of activity must fall under one of the priority areas of the Democracy Network Program, they must not be limited to religious activities, they must not be a branch of a political party, and they must not be involved in any political activity.

The second category represents the evaluation criteria, which will be rated using a standardized scoring system. The aim is to evaluate the commitment of applicants to participate in the implementation of the IDG program, their institutional capacity, their track record, their external environment, demonstrated effectiveness and efficiency, and spirit of volunteerism.

An extensive application form and an interview questionnaire were developed based on the criteria, and contain a set of questions designed to collect information on each criteria.

Development of the criteria, application form, and interview questionnaire served to increase ANTTARC staff's knowledge and skills regarding organizational assessment. Participation in this process will increase their understanding of the role they are about to engage in with the IDG recipients, focus their objectives during the up-coming Regional internships, and subsequently facilitate the process of organizational development training and technical assistance delivery and monitoring and evaluation during their work with the IDG recipients.

ATTACHMENT LIST

- Attachment 1: Cumulative List of Grants a/o March 27, 1999
- Attachment 2: IDG Announcement and Solicitation
- Attachment 3: IDG Evaluation Criteria
- Attachment 4: IDG Application Form
- Attachment 5: NGO Interview
- Attachment 6: List of NGO Applicants
- Attachment 7: Agenda of the Board of Directors Meeting
- Attachment 8: IDG Interview Questionnaire
- Attachment 9: Employment Contracts
- Attachment 10: TOT Schedule of Sessions
- Attachment 11: Employee Self-Evaluation
- Attachment 12: Performance Evaluation Form
- Attachment 13: Invitation to Open House
- Attachment 14: ANTTARC Flyer
- Attachment 15: Site-Visit Reports
- Attachment 16: Guest List of Open House Ceremony
- Attachment 17: Grants Awarded and Microgrant Newsletter and Advertisement
- Attachment 18: Manual of Policies and Procedures
- Attachment 19: Requests for Additional Funding

ORT Albania Democracy Network Program
 Cumulative List of Grants a/o March 27, 1999

TOTAL GRANTS: 74

TOTAL AMOUNT AWARDED: \$829,130

CROSS-SECTOR INSTITUTIONAL CAPACITY BUILDING 1Grant Total Amount: \$290,000

Project Duration Dates:

<u>Start</u>	<u>End</u>		
08/01/98	06/01/00	CRSNWK-001	Albanian National Training and Technical Assistance Recourse Center: "NGO Development and Sustainability Strategy" (DAG-\$290,000)

DEMOCRACY SECTOR 33 Grants Total Amount \$221,282

Project Duration Dates:

<u>Start</u>	<u>End</u>		
12/22/95	1/30/96	DEM-001	Union of Independent Dissidents: "Memorial Conference for the Poet Nexhat Hakiu"(MG-\$100)
2/1/96	5/31/96	DEM-002	Women's Center: "Promotion of Women's Participation in Politics" (MG-\$1,272)
1/1/96	3/31/96	DEM-003	Kavaja Community Center: "March 26 Democracy Painting Contest" (MG-\$500)
1/1/96	6/30/96	DEM-004	Society for Democratic Culture: "Elections '96: Informing the Voters" (DAG- \$29,998)
7/1/96	12/31/97	DEM-005	Albanian Helsinki Committee: "Annual Operational Budget" (DAG - \$30,000)
9/1/96	11/15/96	DEM-006	Society for Democratic Culture: "Radio/TV Spots for Elections" (MG-\$3,000)
9/1/96	11/15/96	DEM-007	Society for Democratic Culture: "Media Monitoring Campaign" (MG-\$3,000)
2/1/97	10/30/97	DEM-008	Albanian Youth Council: National Symposium, "Youth Policy in Development" (MG-\$4,760)
1/1/97	4/30/98	DEM-009	Albanian NGO Forum: "NGO Networking" (MG-\$5,050)
7/1/97	12/31/97	DEM-010	DeMeTra: "Developing Communication Skills in NGOs" (MG-\$5,000)

5/22/97	6/29/97	DEM-011	Society for Democratic Culture: "Media Monitoring of Albanian National Elections '97" (MG - \$7,941)
6/1/97	10/30/97	DEM-012	Society for Democratic Culture: "Elections Monitoring '97" (DAG \$29,925)
6/10/97	7/15/97	DEM-013	League of Pensioners of Albania: "Parliamentary Candidates: Together at a Round Table with All" (MG-\$1,319)
6/17/97	7/15/97	DEM-014	Union of Vlore Intellectuals: "Parliamentary Candidates Face to Face with the Electorate" (MG-\$2,498)
6/17/97	7/29/97	DEM-015	Law and Rural Women's Rights: "Improving Democratic Culture among Rural Women in the Parliamentary Elections '97" (MG - \$1,380)
6/25/97	12/31/98	DEM-016	Foundation for the Reconciliation of Disputes: "Promoting Tolerance, Understanding, Culture and Improved Capacity in Treating and Resolving Conflicts" (IDG- \$15,100)
9/16/97	11/30/97	DEM-017	Young Researchers of Social Sciences - Shkodra: Civic Education Project: "O Tempora? O Mores!" (Now? or Never!)(MG- \$1,910)
10/18/97	11/20/97	DEM-018	The Women's Legal Group: "Building a Partnership Between Women Deputies of Parliament and the Women's Legal Group" (MG - \$875.00)
3/1/98	11/6/98	DEM-019	Society for Democratic Culture: Media Monitoring in A Non-election Environment (\$9081)
3/1/98	5/15/98	DEM-020	The Albanian Human Rights Group: The Protection of Human Rights through Improved Enforcement of Judgements (MG-\$1895)
4/10/98	5/6/98	DEM-021	Foundation for Juridical Culture: "Constitutional Publication" (MG- \$1195)
4/1/98	6/30/98	DEM-022	Institute for Contemporary Studies: "An Ombudsman Institution in Albania" (MG- \$2950)
8/7/98	9/30/98	DEM-023	Center for Economic and Social Studies: "Citizen Review of the Draft Constitution -Korca" (MG- \$1390)

8/14/98	9/30/98	DEM-024	Center for Economic and Social Studies: "Citizen Review of the Draft Constitution - Gjirokaster" (MG-\$1420)
11/1/98	11/30/98	DEM-025	Society for Democratic Culture: "How to Vote Correctly" (Constitutional Referendum) (MG-\$2500)
01/01/99	06/30/99	DEM-026	Albanian Center for Economic Research: "Improving Municipality Services: Developing and Implementing a Local Level Anti-Corruption Action Plan" (MG-\$5,000)

NGO Service and Network Grants:

11/1/95	10/31/96	DEMNK-001	Albanian NGO Forum: "Institutional Capacity Building Project" (IDG-\$15,208)
7/15/96	2/15/98	DEMNK-002	Albanian Youth Council: "National Program to Extend a Youth NGO Network" (IDG-\$14,984)
4/1/97	7/30/98	DEMNK-003	Women's Center: "Effecting Public Policies related to Women through Dissemination of Information on Gender Issues" (IDG-\$14,980)
6/10/97	6/28/97	DEMNK-004	Albanian Youth Council et al.: "Live & Vote" (MG- \$2,990)
5/17/97	7/31/97	DEMNK-005	Professional and Business Women's Association et al.: "Promoting Women's Participation in the Electoral Campaign" (IDG - \$7,970)
1/1/98	8/31/98	DEMNK-006	DeMeTra: Institutional Building of DeMeTra - "A National Management, Training, and Consultancy Organization" (IDG - \$13,630)
5/15/98	6/15/98	DEMNK-007	The Local Coordinative Forum for the NGOs in Elbasan: NGO Law Training in Elbasan (MG - \$623)

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SOCIAL SAFETY NET SECTOR**18 Grants****Total Amount: \$103,464**

3/15/96	11/15/96	SSN-001	The Albanian Resource Center for Health: "Albanian Medical Ethics and Law Handbook" (MG-\$3,975)
3/1/96	1/31/97	SSN-002	The Family Planning Association: "Improving Reproductive Rights in Albania" (IDG-\$13,000)
5/1/96	8/31/96	SSN-003	The League of Albanian Anti-Communist Women: "National Platform for Action" (MG-\$2,094)
7/15/96	10/15/97	SSN-004	Useful to Albanian Women: "Monitoring Center for Drug and Alcohol Abuse" (IDG-\$15,690)
8/1/96	10/31/96	SSN-005	Albanian Patients Association: "Charter of Patients Rights" (MG-\$734)
7/1/96	9/30/96	SSN-006	Humanitarian Assoc. Of Labor Invalids: "Labor Invalid Identity Cards" (MG-\$1,920)
2/1/97	12/30/97	SSN-007	Association to Assist Mentally Handicapped Persons - Pogradec Branch: "Improvement and Implementation of the Law on Social Assistance for Mentally Handicapped Persons and Caretakers" (MG-\$1,800)
2/15/97	4/15/98	SSN-008	Albanian Hemophiliac Assoc.: "Campaign for the Identification of People with Hemophilia & an Evaluation of Their State & Treatment" (MG-\$3,760)
6/15/97	9/30/97	SSN-009	Law and Rural Women's Rights: "Assessing Violence Against Village Women" (MG-\$1,831)
6/23/97	7/15/97	SSN-010	Albanian Blood Donors Association: "Save a Life - Give Blood During the Crisis" (MG-\$3,000)
11/5/97	4/30/98	SSN-011	Law and Rural Women's Rights: "A Law Addressing Family Violence" (MG-\$2040)
11/22/97	12/31/97	SSN-012	Albanian Paraplegic Association: "Building an Enabling Path for the Disabled" (MG-\$1170)

11/1/97	7/15/98	SSN-013	Useful to Albanian Women- "Drug Monitoring Center" (\$15,270)
4/10/98	12/20/98	SSN-014	Albanian Disability Rights Foundation: Building a Government - NGO Partnership on Law For Disabled Persons (\$2990)
5/6/98	10/31/98	SSN-015	Law, Business and Rural Women - "Institutional Strengthening of the Association" (\$3200)
5/1/98	5/31/98	SSN-016	Albanian Family Planning Association: "Improving Reproductive Rights in Albania - II" (MG-\$150)

NGO Service and Network Grant

3/15/96	3/14/97	SSNWK-001	The Albanian Resource Center for Health: "Health for All Center" (IDG - \$16,700)
12/1/97	1/31/99	SSNWK-002	Health NGO Forum: "Strengthening the Network of Health NGOs" (IDG- \$14,140)

ENVIRONMENTAL SECTOR 11 Grants Total Amount \$44,881

7/1/96	7/30/98	ENV-001	Association for Protection and Preservation of the Natural Environment: "International Symposium on Prespa Lakes" (IDG-\$14,225)
7/15/96	1/15/97	ENV-002	Biologists Association: "Reform of Teaching Programs in Environmental Education in High Schools" (IDG-\$7,170)
7/1/96	11/26/96	ENV-003	Albanian Ecological Club- Mirdita: "Regional Seminar on Reforestation of Rubiku Hills" (MG - \$2,930)
7/1/96	10/31/96	ENV-004	Association for Protection and Preservation of the Natural Environment - Shkodra Branch: "Increasing Public Awareness of Lake Shkoder" (MG-\$2,325)
2/1/97	12/30/97	ENV-005	Albanian Ecological Club- Lezha Branch: "Reestablishing Nature Reserves in Vain and Kunc" (MG\$2,300)
3/1/97	5/30/97	ENV-006	Kadmi and Harmony: "Keeping the River Clean Keeps the Lake Clean" (MG - \$2,939)

9/15/97	5/15/98	ENV-007	Albanian Scientific-Didactic Association of Speleologists: "Creating a Policy for the Legal Status and Management of Karstic Caves According to Scientific and Didactic Values (MG - \$3050)
3/20/98	9/20/98	ENV-008	Transborder Wildlife Association: "Protection of Nature, Beauty, Life: Natural Resource Management" (MG \$2972)
1/15/98	4/30/98	ENV-009	Public Health Institute: "The Voice of Associations in Compilation of Public Health Policies" (MG - \$2999)
5/1/98	5/31/98	ENV-010	Protection and Preservation of the Natural Environment: "An Albanian Law to Protect Its International Lakes" (MG- \$1000)
5/1/98	6/30/98	ENV-011	Albanian Scientific-Didactic Association of Speleologists: "Mobilizing Support for a Law on the Status and Management of Karstic Caves" (MG- \$2971)

ECONOMIC GROWTH SECTOR

11 Grants

Total Amount \$169,503

2/1/97	7/20/98	ECON-001	Assistance Center for Business Assoc./Korca: "Establishment of an Assistance Center for Business Association" (\$10,156)
2/15/97	6/30/98	ECON-002	National Union of Albanian Farmers: "Institutional Capacity Building and Advocacy" (IDG- \$15,000)
6/15/97	7/15/97	ECON-003	Albanian Center for Economic Research: "The Economic Crisis: Its Causes, Consequences, and Possible Solutions" (MG- \$2,250)
8/1/97	4/30/98	ECON-004	Albanian Consumers Association: "Improving Consumer Protection Rights and Institutional Development (IDG - \$14,997)
10/18/97	12/31/97	ECON-005	Institute for Contemporary Studies: "Mobile Business School" (MG - \$2,974)
11/15/97	12/15/97	ECON-006	Organic Agriculture Association: "Promoting Support for Organic Food Production in Albania" (\$2150)

12/1/97	10/31/98	ECON-007	Center for Economic and Social Studies: "Qualitative Privatization and the Transformation of Public Enterprises in Albania" (IDG - \$15,000)
1/1/98	4/30/98	ECON-008	Research Center for Rural Development: "Issues of Rural NGOs Network: Today and In the Future" (MG-\$2,990)
01/01/99	12/31/99	ECON-009	Albanian Consumers Association: "Cooperation of ACA with the Local and Central Government on Implementation of Consumer Protection Law and Other Laws Strengthening Consumers' Rights" (DAG-\$30,000)
02/20/99	04/30/99	ECON-010	Association of Women Intellectuals of Puka: "Small Business an Opportunity for Employment and Self-employment" (MG-\$3,816)
02/26/99	02/26/00	ECON-011	National Union of Albanian Farmers: "Promoting Policies in Support of Agricultural Development" (DAG-\$25,289)



ORT Albania Democracy Network Program

Rruga Mustafa Matohiti #16, Tirana, Albania Tel: (355 42) 47601 Tel/Fax: (355 42) 47605

ORT/USAID ALBANIA DEMOCRACY NETWORK PROGRAM INSTITUTIONAL DEVELOPMENT GRANTS (IDGs)

ORT/USAID Albania Democracy Network Program invites Albanian Non-Governmental Organizations to apply for participation in its NGO Development and Sustainability Strategy, a program consisting of financial grants and rigorous organizational development training and technical assistance. A select group of NGOs will be identified through an open, competitive application process.

ORT and its implementing partner organization in the Program, the Albanian National NGO Training and Technical Assistance Resource Center (ANTTARC), will work together in the selection of the NGOs, and in delivering the training and technical assistance. The NGO Program is designed to provide assistance to Albanian NGOs to develop internal operating capacity according to high NGO standards, resulting in increased accountability and sustainability.

Four NGOs, operating in one of the following priority sector areas: democracy, economic growth, environment, or social safety net, will be selected to participate in on- and off-site organizational development and leadership training and technical assistance designed to assist organizations in meeting the following high NGO standards:

- independent, voluntary, governing board of directors
- organizational bylaws and internal operating policies and procedures
- diversified funding and sustainability strategy
- rigorous, transparent financial management and accountability system
- open, competitive employee recruitment, hiring, and retention procedures
- board and employee performance evaluation protocol
- strategic public relations campaign
- services, program, and organizational monitoring and evaluation protocol
- organizational governance and management practices consistent with mission, operations, and management structures
- rigorous board and staff professional development

In addition, NGO leaders will participate in a three-month NGO Development and Leadership Certificate Program, designed to strengthen NGO management and leadership capacity.

ORT International Project Director, Celeste Scheib Angus

1900 L Street, NW, Suite 603, Washington, DC 20036 (202) 293-2560 Fax: (202) 293-2577, E-mail: ortdc@aol.com

Participation in the ORT NGO Program will increase the overall capacity of the organizations allowing for substantial growth. The NGOs will first serve as model organizations, with a short-term goal of achieving self-institutional development and sustainability, with a longer-term goal of serving a leading role in the institutional development of other NGOs.

Application information:

Representatives from NGOs interested in participation in the ORT/DemNet NGO Program may receive an application form at ORT office, Rruga Mustafa Matohiti, #16, Tirana, from ORT DemNet (3rd floor), telephone number 47601 or 47602.

Application deadline is 5:00 p.m. March 31, 1999.

ORT and ANTTARC will conduct a joint evaluation process in order to select the NGO partners. The applications will be rated according to established criteria using a standardized scoring procedure. NGOs selected as finalists will participate in a series of interviews and on-site organizational meetings as the final phase of the application process.

ORT and ANTTARC will hold a public information meeting at ORT's office on March 12 and March 15, 1999, from 14.00 to 15.00, to provide additional details regarding the application process and the NGO Program.

Applicants selected during the preliminary scoring phase to proceed to the interview phase will be announced on April 6, 1999. Interviews will take place beginning April 19, 1999. On-site visits will be conducted during the last week of April. The four NGOs selected to participate in the ORT NGO Program will be announced in approximately eight to ten weeks.

For more information, please contact Juliana Hoxha, ORT Country Director at tel/fax 47 601 or 47 602.



ORT/UTSAID PROGRAMI RRJETI I DEMOKRACISE NE SHQIPERI GRANTE PER ZHVILLIMIN INSTITUCIONAL

Programi ORT Rrjeti i Demokracisë në Shqipëri fton shoqatat joqeveritare shqiptare të aplikojnë për të marrë pjesë në Programin për Zhvillimin dhe Qëndrueshmërinë e OJQ, program që konsiston në grante financiare, trajnime dhe asistencë teknike rigorozë për zhvillimin organizativ. Grupi i OJQ të përzgjedhura do të identifikohet përmes një procesi aplikimi të hapur, rigoroz dhe konkurrues.

ORT dhe organizata e saj partnere për zbatimin e Programit, Qendria Kombëtare Burimore e Trajnimit dhe Asistencës Teknike (ANTTARC), do të punojnë së bashku për zgjedhjen e OJQ-ve si dhe për dhënien e trajnimit dhe asistencës teknike. Programi për OJQ-të është hartuar që t'u sigurojë OJQ-ve shqiptare asistencë për të zhvilluar kapacitetin e tyre të brendshëm operativ sipas standardeve të larta për OJQ-të, duke qar në një qëndrueshmëri dhe përgjegjësi të një niveli më të lartë.

Katër OJQ që operojnë në një nga sektorët e mëposhtëm prioritarë: Demokraci, zhvillim ekonomik, mjedis dhe mirëqenie sociale, do të përzgjidhen për të marrë pjesë në trajnime dhe asistencë teknike si jashtë ashtu edhe brenda organizatës në fushën e zhvillimit organizativ, si dhe trajnimin e drejtuesve të saj, për të ndihmuar ato në arritjen e standardeve të larta për OJQ të përshkuara më poshtë:

- bord drejtues i pavarur vullnetar
- rregullore organizative dhe politika e procedura të brendshme operative
- financime nga burime të ndryshme dhe strategji që siguron qëndrueshmëri
- sistem të qëndrueshëm, rigoroz e transparent për menaxhimin financiar
- procedura të hapura, konkurruese për punësimin, kontraktimin dhe shkarkimin e stafit
- protokoll për vlerësimin e punës së bordit dhe stafit
- fushata strategjike për marrëdhëniet me publikun

shërbimeve dhe programeve qeverisje organizative dhe praktika menaxhuese në përputhje me misionin, vepimtarinë dhe strukturën menaxhuese zhvillim profesional rigoroz të bordit dhe stafit.

Përveç kësaj, drejtuesit e OJQ-ve do të marrin pjesë në një program tremujor trajnimi për Zhvillimin dhe Drejtimin e OJQ-ve, i hartuar për të forcuar kapacitetin drejtues dhe menaxhues të OJQ.

Pjesëmarrja në programin e ORT për OJQ-të do të rrisë kapacitetin e përgjithshëm të organizatave, duke mundësuar një ritje domethënëse të tyre. OJQ-të do të shërbejnë së pari, si organizata model, me objektivat afatshkurter arrijen e vetëzhvillimit institucional dhe qëndrueshmërisë së tyre dhe me objektivat afatgjatë luajtjen e një roli drejtues për zhvillimin institucional të OJQ-ve të tjera.

Informacion për aplikimin

Përfaqësuesit e OJQ-ve të interesuara për të marrë pjesë në programin për OJQ-të ORT Programi Rrjeti i Demokracisë, mund të marrin një format aplikimi pranë zyrës së ORT-së, në adresën: rruga Mustafa Matohiti, Nr. 16, kati III, humër telefoni 47601 ose 47602, Tiranë.

Afati i fundit i aplikimit është 31 mars 1999, ora 17:00.

ORT dhe ANTTARC do të kryejnë një proces të përbashkët vlerësimi me qëllim përzgjedhjen e OJQ-ve partnere. Aplikimet do të vlerësohen sipas kriterëve të vendosura, duke përdorur një procedurë standarde të vlerësimit me pikë. OJQ-të e përzgjedhura si finaliste do të marrin pjesë në një radhë intervistash dhe takimesh organizative brenda organizatës si fazë finale e procesit të aplikimit.

ORT dhe ANTTARC do të organizojnë takime informuese për publikun në zyrën e ORT, më 12 dhe 15 mars 1999, nga ora 14:00-15:00, për të dhënë detaje të mëtejshme lidhur me procesin e aplikimit dhe programin për OJQ-të.

Aplikantët e përzgjedhur gjatë fazës së parë, të cilët do të vazhdojnë për në fazën e intervistës do të shpallen më 6 prill, 1999. Vizitat në organizatë do të zhvillohen gjatë javës së fundit të muajit prill. Katër OJQ-të e përzgjedhura për të marrë pjesë në programin për OJQ-të të ORT Rrjeti i Demokracisë do të shpallen afërsisht mbas tetë deri dhjetë javësh.

Për informacion të mëtejshëm, ju lutemi të kontaktoni me Juliana Hoxha, Drejtore e ORT në Shqipëri, në tel/fax: 47601 ose 47602

datë, 9 mars 1999

ALBANIA

BEST AVAILABLE COPY



ORT/UTSAID PROGRAMI RRJETI I DEMOKRACISE NE SHQIPERI GRANTE PER ZHVILLIMIN INSTITUCIONAL

Programi ORT Rrjeti i Demokracisë në Shqipëri fron shoqatat joqeveritare shqiptare të aplikojnë për të marrë pjesë në Programin për Zhvillimin dhe Qëndrueshmërinë e OJQ, program që konsiston në grante financiare, trajnime dhe asistencë teknike rigorozë për zhvillimin organizativ. Grupi i OJQ të përzgjedhura do të identifikohet përmes një procesi aplikimi të hapur, rigoroz dhe konkurrues.

ORT dhe organizata e saj partnere për zbatimin e Programit, Qendra Kombëtare Bujimore e Trajnimit dhe Asistencës Teknike (ANTTARC), do të punojnë së bashku për zgjedhjen e OJQ-ve si dhe për dhënien e trajnimit dhe asistencës teknike. Programi për OJQ-të është hartuar që t'u sigurojë OJQ-ve shqiptare asistencë për të zhvilluar kapacitetin e tyre të brendshëm operativ sipas standardeve të larta për OJQ-të, duke çuar në një qëndrueshmëri dhe përgjegjësi të një niveli më të lartë.

Katër OJQ që operojnë në një nga sektorët e mëposhtëm prioritarë: Demokraci, zhvillim ekonomik, mjedis dhe mirëqenie sociale, do të përzgjidhen për të marrë pjesë në trajnime dhe asistencë teknike si jashtë ashtu edhe brenda organizatës në fushën e zhvillimit organizativ, si dhe trajnimin e drejtuesve të saj, për të ndihmuar ato në aritjen e standardeve të larta për OJQ të përkrahura më poshtë:

- bord drejtues i pavarur vullnetar
- rregullore organizative dhe politika e procedura të brendshme operative
- financime nga burime të ndryshme dhe strategji që siguron qëndrueshmëri
- sistem të qëndrueshëm, rigoroz e transparent për menaxhimin financiar
- procedura të hapura, konkurruese për punësimin, kontraktimin dhe shkarkimin e stafit
- protokoll për vlerësimin e punës së bordit dhe stafit
- fushata strategjike për marrëdhëniet me publikun

- protokoll për vlerësimin dhe monitorimin organizativ si dhe të shërbimeve dhe programeve
- qevensje organizative dhe praktika menaxhuese në përputhje me misionin, veprimtarinë dhe strukturën menaxhuese
- zhvillim profesional rigoroz të bordit dhe stafit

Përveç kësaj, drejtuesit e OJQ-ve do të marrin pjesë në një program tremujor trajnimi për Zhvillimin dhe Drejtimin e OJQ-ve, i hartuar për të forcuar kapacitetin drejtues dhe menaxhues të OJQ.

Pjesëmarrja në programin e ORT për OJQ-të do tëisë kapacitetin e përgjithshëm të organizatave, duke mundësuar një rritje domethënëse të tyre. OJQ-të do të shërbejnë së pari, si organizata model, me objektiv afatshkurter aritjen e vetëzhvillimit institucional dhe qëndrueshmërisë së tyre dhe me objektiv afatgjatë luajtjen e një roli drejtues për zhvillimin institucional të OJQ-ve të tjera.

Informacion për aplikimin

Përfaqësuesit e OJQ-ve të interesuara për të marrë pjesë në programin për OJQ-të ORT Programi Rrjeti i Demokracisë, mund të marrin një format aplikimi pranë zyrës së ORT-së, në adresën: rruga Mustafa Matohiti, Nr. 16, kati III, numër telefoni 47601 ose 47602; Tiranë.

Ajati i fundit i aplikimit është 31 mars 1999, ora 17:00.

ORT dhe ANTTARC do të kryejnë një proces të përbashkët vlerësimi me qëllim përzgjedhjen e OJQ-ve partnere. Aplikimet do të vlerësohen sipas kriterëve të vendosura, duke përdorur një procedurë standarde të vlerësimit me pikë. OJQ-të e përzgjedhura si finaliste do të marrin pjesë në një radhë intervystash dhe takimesh organizative brenda organizatës si fazë finale e procesit të aplikimit.

ORT dhe ANTTARC do të organizojnë takime informuese për publikun në zyrën e ORT, më 12 dhe 15 mars 1999, nga ora 14:00-15:00, për të dhënë detaje të mëtejshme lidhur me procesin e aplikimit dhe programin për OJQ-të.

Aplikantët e përzgjedhur gjatë fazës së parë, të cilët do të vazhdojnë për në fazën e intervistës do të shpallen më 6 prill, 1999. Vazhdat në organizatë do të zhvillohen gjatë javës së fundit të muajit prill. Katër OJQ-të e përzgjedhura për të marrë pjesë në programin për OJQ-të të ORT Rrjeti i Demokracisë do të shpallen afërsisht mbas tetë deri dhjetë javësh.

Për informacion të mëtejshëm, ju lutemi të kontaktoni me Juliana Hoxha, Drejtore e ORT në Shqipëri, në tel/fax: 47601 ose 47602.

igracion në Kanada ENT SERVICES

UAN TË PËRMIRËSOJNË JETESËN E
A, LENA SETTLEMENT SERVICES,
IË TORONTO DHE TIRANË OFRON:

te orientim sa më
n kanadeze

ONI ME NE!

ARGON MË SHUMË KANADANË

rhershme në Tiranë ju keni
ërdrejt me zotën Artur Lena,
Marrëdhënie Ndërkombëtare
si dhe specialist i çështjeve

ononi që më parë në numrin
042 65161
ar një takim gjatë periudhës
22 Shkurt - 25 Mars 1999

ierë, agronomë, veterinerë,
shkencave ekonomike, so-
itare

Rr.Asim Zeneli, 14, Tiranë
ë rrugicën e Ambasadës Rumune)
588 7192



ORT/USAID PROGRAMI RRJETI I DEMOKRACISË NË SHQIPËRI GRANTE PËR ZHVILLIMIN INSTITUCIONAL

Programi ORT Rrjeti i Demokracisë në Shqipëri fton shoqatat joqeveritare shqiptare të aplikojnë për të marrë pjesë në Programin për Zhvillimin dhe Qëndrueshmërinë e OJQ, program që konsiston në grante financiare, trajnime dhe asistencë teknike rigorozë për zhvillimin organizativ. Grupi i OJQ të përzgjedhura do të identifikohet përmes një procesi aplikimi të hapur, ngjorëz dhe konkurrenës.

ORT dhe organizata e saj partnere për zbatimin e Programit, Qendra Kombëtare Burimore e Trajnimit dhe Asistencës Teknike (ANTTARC), do të punojnë së bashku për zgjedhjen e OJQ-ve, si dhe për dëhnen e trajnimit dhe asistencës teknike. Programi për OJQ-të është hartuar për t'u siguruar OJQ-ve shqiptare asistencë për të zhvilluar kapacitetin e tyre të brendshëm operativ sipas standarteve të larta për OJQ-të, duke qar në një qëndrueshmëri dhe përgjegjësi të një niveli më të lartë.

Katër OJQ që operojnë në një nga sektorët e mëposhtëm prioritarë: demokraci, zhvillim ekonomik, mjedis, dhe mirëqenie sociale, do të përzgjidhen për të marrë pjesë në trajnime dhe asistencë teknike si jashtë ashtu edhe brenda organizatës në fushën e zhvillimit organizativ, si dhe në trajnimin e drejtuesve të saj, për t'i ndihmuar ato në arritjen e standarteve të larta për OJQ të përshkruara më poshtë:

- bord drejtues i pavarur dhe vullnetar
- rregullore organizative dhe politika e procedura të brendshme operative
- financime nga burime të ndryshme dhe strategji që siguron qëndrueshmëri
- sistem të qëndrueshmëri, rigoroz e transparent për menaxhimin financiar
- procedura të hapura, konkurrense për punësimin, kontraktimin dhe shkarkimin e stafit
- protokoll për vlerësimin e punës së bordit dhe të stafit
- fushata strategjike për marrëdhënie me publikun
- protokoll për vlerësimin dhe monitorimin organizativ si dhe të shërbimeve dhe programeve
- qeverisje organizative dhe praktika menaxhuese në përputhje me misionin, veprimtarinë dhe strukturën menaxhuese
- zhvillim profesional rigoroz të bordit dhe stafit

Përveç kësaj, drejtuesit e OJQ-ve do të marrin pjesë në një program tre-mujor trajnimi për Zhvillimin dhe Drejtimin e OJQ, i hartuar për të forcuar kapacitetin drejtues dhe menaxhues të OJQ. Pjëmarrja në Programin e ORT për OJQ-të do të misë kapacitetin e përgjithshëm të organizatave, duke mundësuar një mënyrë domethënëse të tyre. OJQ-të do të shërbejnë së pari, si organizata model, me objektiv afat-shkurtë arritjen e vetë-zhvillimit institucional dhe qëndrueshmërisë së tyre dhe me objektiv afat-gjatë luajtjen e një roli drejtues për zhvillimin institucional të OJQ-ve të tjera.

Informacion mbi aplikimin
Përfaqësuesit e OJQ-ve të interesuar për të marrë pjesë në Programin për OJQ të ORT Programi Rrjeti i Demokracisë, mund të marrin një format aplikimi pranë zyrës së ORT-së, në adresën: Rruga Mustafa Matohiti, #16, Kati III, Tel. 47601 dhe 47602, Tiranë
Afati i aplikimit është 31 Mars 1999, ora 17.00

ORT dhe ANTTARC do të kryejnë një proces për përbashkët vlerësimin me qëllim përzgjedhjen e OJQ-ve partnere. Aplikimet do të vlerësohen sipas kriterëve të vendosura, duke përdorur një procedurë standarte të vlerësimit me pikë. OJQ e përzgjedhura si finaliste do të marrin pjesë në një radhë intervistash dhe takimesh organizative brenda organizatës si fazë finale e procesit të aplikimit.

ORT dhe ANTTARC do të organizojnë takime informuese për publikun në zyrën e ORT, më 12 dhe 15 mars 1999, nga ora 14.00-15.00, për të dhënë detaje të mëtejshme lidhur me procesin e aplikimit dhe Programin për OJQ-të.

Aplikantët e përzgjedhur gjatë fazës së parë, të cilët do të vazhdojnë për në fazën e intervistës do të shpallen më 6 prill 1999. Intervistat do të zhvillohen duke filluar nga data 19 prill 1999. Vizitat në organizatë do të zhvillohen gjatë javës së fundit të muajit prill, katër OJQ-të e përzgjedhura për të marrë pjesë në Programin për OJQ-të të ORT Rrjeti i Demokracisë do të shpallen afërsisht mbas tetë deri dhjetë javësh.

Për informacion të mëtejshëm, ju lutemi kontaktoni me Juliana Hoxha, Drejtore e ORT në Shqipëri, në tel&Fax: 47501 ose 47602.



ORT/USAID PROGRAMI RRJETI I DEMOKRACISË NË SHQIPËRI GRANTE PËR ZHVILLIMIN INSTITUCIONAL

Programi ORT Rrjeti i Demokracisë në Shqipëri fton shoqatat joqeveritare shqiptare të aplikojnë për të marrë pjesë në Programin për Zhvillimin dhe Qëndrueshmërinë e OJQ, program që konsiston në grante financiare, trajnime dhe asistencë teknike rigorozë për zhvillimin organizativ. Grupi i OJQ të përzgjedhura do të identifikohet përmes një procesi aplikimi të hapur, rigoroz dhe konkurrues.

ORT dhe organizata e saj partnere për zbatimin e Programit, Qendra Kombëtare Burimore e Trajnimit dhe Asistencës Teknike (ANTTARC), do të punojnë së bashku për zgjedhjen e OJQ-ve, si dhe për dëhënien e trajnimit dhe asistencës teknike. Programi për OJQ-të është hartuar për t'u siguruar OJQ-ve shqiptare asistencë për të zhvilluar kapacitetin e tyre të brendshëm operativ sipas standarteve të larta për OJQ-të, duke çuar në një qëndrueshmëri dhe përgjegjësi të një niveli më të lartë.

Katër OJQ që operojnë në një nga sektorët e mëposhtëm prioritarë: demokraci, zhvillim ekonomik, mjedis, dhe mirëqenie sociale, do të përzgjidhen për të marrë pjesë në trajnime dhe asistencë teknike si jashtë ashtu edhe brenda organizatës në fushën e zhvillimit organizativ, si dhe në trainimin e drejtuesve të saj, për t'i ndihmuar ato në arrijtjen e standarteve të larta për OJQ të përshkruara më poshtë:

- bord drejtues i pavarur dhe vullnetar
- rregullore organizative dhe politika e procedura të brendshme operative
- financime nga burime të ndryshme dhe strategji që siguron qëndrueshmëri
- sistem të qëndrueshëm, rigoroz e transparent për menaxhimin financiar
- procedura të hapura, konkurruese për punësimin, kontraktimin dhe shërbimet e stafit
- protokoll për vlerësimin e punës së bordit dhe të stafit
- fushata strategjike për mërrëdhëniet me publikun
- protokoll për vlerësimin dhe monitorimin organizativ si dhe të shërbimeve dhe programeve
- qeverisje organizative dhe praktika menaxhuese në përputhje me misionin, veprimtarinë dhe strukturën menaxhuese
- zhvillim profesional rigoroz të bordit dhe stafit

Përveç kësaj, drejtuesit e OJQ-ve do të marrin pjesë në një program të suksesshëm trajnimesh dhe Drejtori i OJQ, hartuar për të siguruar kapacitetin dhe përgjegjësinë e OJQ-ve.

Qëllimi i Programit të ORT dhe USAID është të sigurojë kapacitetin dhe përgjegjësinë e OJQ-ve të shprehura në formën e granteve financiare, trajnimeve dhe asistencës teknike. Programi është i hapur për të gjithë OJQ-të që janë të përbashkëta me qllimin e programit dhe të cilat janë të përbashkëta me qllimin e programit dhe të cilat janë të përbashkëta me qllimin e programit.

Përfaqësuesit e OJQ-ve të interesuar për të marrë pjesë në Programin për OJQ të ORT Programi Rrjeti i Demokracisë, mund të marrin një format aplikimi pranë zyrës së ORT-së, në adresën: Rruga Mustafa Matohiti, #16, kati III, Tel. 47601 dhe 47602, Tiranë. Afati i aplikimit është 31 Mars 1999, ora 17.00

ORT dhe ANTTARC do të kryejnë një proces për përbashkët vlerësimin me qëllim përzgjedhjen e OJQ-ve partnere. Aplikimet do të vlerësohen sipas kriterëve të vendosura, duke përdorur një procedurë standarte të vlerësimit me pjesë OJQ të përzgjedhura si finaliste do të marrin pjesë në një fazë të intervistave dhe bisedimesh organizative brenda organizatës si fazë finale e procesit të aplikimit. Vizitat në organizatë do të zhvillohen gjatë javës së fundit të muajit prill. Katër OJQ-të e përzgjedhura për të marrë pjesë në Programin për OJQ-të të ORT Rrjeti i Demokracisë do të shpallen afërsisht mbas tetë deri dhjetë javësh.

Për informacion të mëtejshëm, ju lutemi kontaktoni me Juliana Hoxha, Drejtore e ORT në Shqipëri, në tel&Fax: 47601 ose 47602.



11 Koha Jone

11 mars 1999



NJOFTIM

ORT/USAID Programi Rrjeti i Demokracisë në Shqipëri Grante për zhvillimin institucional

Programi ORT Rrjeti i Demokracisë në Shqipëri në fton shoqatat jo-qeveritare shqiptare të aplikojnë për marrë pjesë në Programin për Zhvillimin dhe Qëndrueshmërinë e OJQ, program që konsiston në grante financiare, ajnime dhe asistencë teknike rigorozë për zhvillimin organizativ. Grupi i OJQ të përzgjedhura do të identifikohet zrmes një procesi aplikimi të hapur, rigoroz dhe konkurrues.

ORT dhe organizata e saj partnere për zbatimin e Programit, qendra Kombëtare Burimore e Trajnimit dhe sistencës Teknike (ANTTARC), do të punojnë së bashku për zgjedhjen e OJQ-ve, si dhe për dliënicen e trajnimit he asistencës teknike. Programi për OJQ-të është hartuar që t'u sigurojë OJQ-ve shqiptare asistencë për të hvilluar kapacitetin e tyre të brendshëm operativ sipas standarteve të larta për OJQ-të, duke çuar në një ëndrueshmëri dhe përgjegjësi të një niveli më të lartë.

Katër OJQ që operojnë në një nga sektorët e mëposhtëm prioritarë: demokraci, zhvillim ekonomik, njedis, dhe mirëqenia sociale, do të përzgjidhen për të marrë pjesë në trajnime dhe asistencë teknike si jashtë ashtu edhe brenda organizatës në fushën e zhvillimit organizativ, si dhe në trainimin e drejtuesve të saj, për t'i ndihmuar ato në arritjen e standarteve të larta për OJQ të përshkruara më poshtë:

- bord drejtues i pavarur dhe vullnetar
- rregullore organizative dhe politika e procedura të brendshme operative
- financime nga burime të ndryshme dhe strategji që siguron qëndrueshmëri
- sistem të qëndrueshëm, rigoroz e transparent për manaxhimin financiar
- procedura të hapura, konkurruese për punësimin, kontaktimin dhe shkarkimin e stafit
- protokoll për vlerësimin e punës së bordit dhe të stafit
- fushata strategjike për marrëdhëniet me publikun

h në lagjen e vjetër. prej akuzave të bërë dhe bandës së tij nuk n të provoheshin në in gjyqësor, por a e esuar këtë rivalitet e Pas një procesi spek- r maratonë, Drejtësia ë pa emër vrasësit e ra personave në Vlorë,

Koçit. Burime të dikasterit kanë pohuar se takimi ka qenë rreth problemeve që mund të lindin në Vlorë pas një përplasjeje të të dy bandave. Prania e të dy bandave më të egra rivale në të njëjtin qytet, ku ato e njohin me pëllëmbë, dhe ku shteti ka treguar se edhe pas dy vjetësh është i paafët të tre-

rënë nga pushteti gjatë trazirave të 1997, kanë lëshuar të gjitha shigjetat për lidhjet e tij me pushtetarët aktualë, kurse Gaxhai dhe Kakami janë akuzuar si përkrahës të së djathtës. Nëse ndërhyrja e shtetit nuk do të jetë në kohën e duhur atëherë, qytetarët e Vlorës do

rinte të takonte Zanin, autori i krimi. Arben Latifi dhe i vëllai i diani. Pas kësaj, konflikt mes të dyja bandave është evident, sepse menjëherë pas mbushur një javë nga vrasja e Kuqos, Niko Boraku anëtar i bandës së Kakami

rekrutojë apo të për qëllime të tij Zanin akuzat e rënda ndaj tij. Përfundim them se nuk ka për të ar Zanin një ndihmë nga shteti", përfundoi

fort të ngjashëm si ky i Zanit. Në momente delikate të jetës së këtyre shoqërive, ato kanë përdorur "Zanët" tyre për të eleminuar në maksimum krimin. Dhe bilanciçet kanë rezultuar pozitive.

- protokoll për vlerësimin dhe monitorimin organizativ si dhe të abërtimeve dhe programeve
- qeverisje organizative dhe manaxhuese në përputhje me misionin, veprimtarinë dhe strukturën manaxhuese
- zhvillimin profesional të bordit dhe stafit
- Përveç kësaj, drejtuesit e OJQ-ve do të marrin pjesë në një program trajnues për Zhvillimin dhe Drejtimin e OJQ, i hartuar për të rritur kapacitetin drejtues dhe manaxhues të OJQ.
- Pjesëmarrja në Programin e ORT për OJQ-të do të rrisë kapacitetin e përqëndrueshmërisë të organizatave, duke mundësuar një rritje domethënëse të OJQ-ve do të shërbejë si model, si organizata model, me objektivat afatshkurtyer arritjen e vetë zhvillimit institucional dhe qëndrueshmërisë të tyre dhe me objektivat afatgjatë luajtjen e një roli drejtues për zhvillimin institucional të OJQ-ve të tjera.

Informacion mbi aplikimin
Përfaqësuesit e OJQ-ve të interesuara për të marrë pjesë në Programin për OJQ të ORT Programi Rrjeti i Demokracisë, mund të marrin një kopsht aplikimi pranë zyrës së ORT, në adresën: rruga "Mustafa Matohiti" # 16, kati III, numër telefoni 47601 ose 47602, Tiranë.

Atati i fundit i aplikimit është 31 Mars 1999, ora 17:00.
ORT dhe ANTTARC do të kryejnë një proces të përbashkët vlerësimi me qëllim përzgjedhjen e OJQ-ve partnere. Aplikimet do të vlerësohen sipas kritereve të vendosura, dhe përdorur një procedurë standarte të vlerësimit me pikë. OJQ e përzgjedhura si finaliste do të marrin pjesë në një radhë intervistash dhe takimesh organizative brenda organizatës si fazë finale e procesit të aplikimit.
ORT dhe ANTTARC do të organizojnë takime informuese për publikun në zyrën e ORT, më 12 dhe 15 mars 1999, nga ora 14:00 - 15:00, për të dhënë detaje të mëtejshme lidhur me procesin e aplikimit dhe Programin për OJQ-të.

Aplikantët e përzgjedhur gjatë fazës së parë, të cilat do të vazhdojnë për në fazën e intervistës do të shpallen më 6 prill 1999. Intervistat do të zhvillohen duke filluar nga data 19 prill 1999. Vizitat në organizatë do të zhvillohen gjatë javës së fundit të muajit prill. Katër OJQ-të e përzgjedhura për të marrë pjesë në Programin e OJQ-ve të ORT Rrjeti i Demokracisë do të shpallen afërsisht mbas të deri dhjetë javësh.
Për informacion të mëtejshëm ju lutemi të kontaktoni me Juliana Hoxha, Drejtore e ORT në Shqipëri në tel/fax: 47601 ose 47602.

"Gazeta Shqiptare"
el mërkurë 10 mars '99

Kuvendi, Gjykatat, policia që do fitojë "protektive"
Ekonomik
Ndihma Humanitare nga Kugova
Shtetit



BEST AVAILABLE COPY

NGO APPLICATION AND SELECTION CRITERIA FOR ORT/USAID IDGs

ELIGIBILITY CRITERIA

Organizations that are eligible to apply for the ORT/USAID Democracy Network Program Institutional Development Grant must meet the following criteria:

- The organization should be legally registered as an Albanian non-profit entity for a period of at least one-year from the date of application
- The organization's activities must fall under one of the four ORT/USAID priority sector areas
- The organization is neither a branch of a political party nor engaged in any political activity
- The organization's purpose is not strictly limited to religious activities
- The organization is willing to contribute at least 5% of the total IDG cost in cash or in-kind

SELECTION CRITERIA

I. WILLINGNESS TO PARTICIPATE IN THE ORT/USAID STRATEGY (required) (28%)

Willingness to participate in all required organizational development and professional development needs based on the following international NGO operational and accountability standards:

- independent, voluntary, governing board of directors
- organizational bylaws and internal operating policies and procedures
- diversified funding and sustainability strategy
- rigorous, transparent financial management and accountability system
- open, competitive employee recruitment, hiring, and retention procedures
- board and employee performance evaluation protocol
- strategic public relations campaign
- services, program, and organizational monitoring and evaluation protocol
- organizational governance and management practices consistent with mission, operations, and management structures
- rigorous board and staff professional development

II. INSTITUTIONAL CAPACITY (29%)

- Governance structure
- Staff size and structure
- Internal operating procedures
- Financial management capacity
- Project management capacity and procedures
- Scope of outreach and membership
- Quality of services
- Dedication to financial self-sustainability

III. VOLUNTEER SPIRIT (5%)

- The organization demonstrates a history of volunteerism
- The organization is willing to contribute volunteer time to the IDG program

IV. EXTERNAL ENVIRONMENT (16%)

- The organization demonstrates positive relationships with donors
- The organization demonstrates positive relationships with other NGOs
- The organization demonstrates positive relationships with government institutions
- The organization demonstrates positive relationships with media
- The organization demonstrates positive relationships with the general public

V. GOOD TRACK RECORD (16%)

- The organization demonstrates experience in the administration of previous projects and services
- The organization demonstrates a history of written reporting
- The organization demonstrates a history of monitoring and evaluation
- The organization demonstrates a history of positive impact on its beneficiaries
- The organization demonstrates a history of satisfactory financial management

VI. EFFECTIVENESS AND EFFICIENCY (6%)

- Organization demonstrates successful outcomes of program and services to members, beneficiaries, and general public
- Organization demonstrates previous efforts to balance cost/expenditures/resources and program/services output
- Organization demonstrates previous efforts to measure programs and services outcomes

NGO APPLICATION FORM

I. GENERAL INFORMATION

1. NAME of NGO _____

2. ADDRESS OF NGO _____

3. PHONE AND FAX NUMBER _____

4. E-MAIL ADDRESS _____

5. NAME OF PERSON COMPLETING APPLICATION _____

6. POSITION AT NGO _____

7. DESCRIPTIONS OF NGO: (CHECK ALL THAT APPLY)

- NON-GOVERNMENTAL
- NON-PROFIT
- NON-POLITICAL
- NON-RELIGIOUS

8. WHICH OF THE FOLLOWING PRIORITY SECTORS DOES YOUR NGO FOCUS ON? (CHEK ALL THAT APPLY)

- DEMOCRACY
- ECONOMIC GROWTH
- ENVIRONMENT
- SOCIAL SAFETY NET

9. WHAT IS THE MISSION OF YOUR ORGANIZATION _____

10. DATE OF REGISTRATION OF YOUR NGO? _____

11. WHAT IS THE REGISTRATION STATUS OF YOUR NGO? (CHECK ONE)

- ASSOCIATION FOUNDATION

II. WILLINGNESS TO PARTICIPATE IN THE ORT/USAID STRATEGY

1. If your organization is selected to participate in the ORT/USAID Strategy, and to receive an IDG, are your organization's key decision-makers willing to follow-through with required organizational development needs (please specify)?

2. If your organization is selected to participate in the ORT/USAID Strategy, and to receive an IDG, are your organization's key decision-makers prepared to participate in a rigorous professional development program, consisting of training and technical assistance (please specify)?

3. If deemed necessary through an organizational assessment, is your organization willing to recruit and identify new or additional members of a board of directors according to international NGO standards (non-paid, non-staff, minimum 10 members, governing role) (please specify)?

4. Are the key decision-makers in your organization willing to delegate all governing authority to an independent, voluntary, governing board of directors (please specify)?

5. Are the key decision-makers willing to support and participate in rigorous training and technical assistance and on-going professional development for both themselves and all staff (please specify)?

6. Are your organization's key decision-makers willing to share power, or to delegate all power to other persons in your organization, if deemed necessary or preferred at any time during the organizational development process (please specify)?

7. If deemed necessary or preferred, are your organization's key decision-makers willing to participate in a legal re-structuring of the organization, such as development of new statute or legal status change (please specify)?

8. Are the key decision-makers in your organization willing to recruit and hire new staff through open, competitive, employment and contracting procedures (please specify)?

9. Are the key decision-makers in your organization willing to implement and conduct staff and board performance evaluations, including the chief executive officer, on a regular basis (please specify)?

10. Are the key decision-makers in your organization willing to establish a rigorous, transparent financial management and reporting system (please specify)?

11. Are the key decision-makers in your organization willing to participate in on-going, on-site technical assistance provided by the Albanian National Training and Technical Assistance Resource Center (ANTTARC) (please specify)?

12. Are the key decision-makers willing to provide full, open access to all organizational procedures, documents, and other information requested by ORT or the ANTTARC throughout the duration of the IDG program (please specify)?

13. Are the key decision-makers, board, and staff of your organization willing to travel extensively, both in Albania and abroad, for extended periods of time (please specify)?

14. If deemed necessary, and will not cause harm, are the key decision-makers of your organization willing to suspend existing projects or services, or delay acquisition of new projects or services, during certain periods, in order to participate in the ORT/USAID Strategy (please specify)?

15. Are the key decision-makers in your organization willing to participate in a full-time, three-month NGO Development and Leadership Certificate Program (please specify)?

16. Are the key decision-makers in your organization willing to dedicate existing funds, or engage in additional fundraising to provide matched funding toward organizational development costs, including on-going training, technical assistance, and other professional development needs (please specify)?

17. Are the key decision-makers in your organization willing to change anything deemed necessary or preferable, including organizational structure, governance, administration, operations, etc., etc. (please specify)?

18. What are the three main reasons the key decision-makers in your organization want to participate in the ORT/USAID Strategy?

19. What are three main reasons your organization should be selected to participate in the ORT/USAID Strategy?

III. INSTITUTIONAL INFORMATION

1. Please identify, in order of importance, your organization's three major strengths.

2. Please identify, in order of importance, your organization's three major limitations.

3. Please identify, in order of importance, your organization's three major needs.

4. Does your organization have a board of directors, presidency, or chairmanship (please specify, give names and titles, and give number)?

5. Does your board member, presidency, or chairmanship receive any payment, salaries, or honorarium (please specify)?

6. Please describe you organization's office space.

7. Please describe the equipment presently used by your organization.

8. How many full-time paid staff members does your organization presently have?

9. What positions do the full-time staff members hold?

10. How many part-time paid staff members does your organization have?

11. What positions do the part-time staff members hold?

12. Who is the key decision-maker in your organization (name and position)?

13. Describe the relationship between the board of directors, presidency, or chairmanship and the staff of your organization, including the lines of communication and various roles and responsibilities.

14. Please describe any support or organizational activity existing outside of your organization's district (such as branches, locations, etc.)?

15. How many members does your organization have?

16. What roles do your members play in your organization?

17. What was your organization's total annual budget last year?

\$ _____

18. How much total funds is your organization presently managing?

\$ _____

19. Does your organization prepare written financial and activity reports to its members (please specify)?

20. Does your organization prepare written financial and activity reports to its donors (please specify)?

21. Please describe all project, programs, and services that your organization has administered during the past two years (please specify donor, amount of funding, purpose, & outcomes).

22. Where do you see your organization in one year?

23. Where do you see your organization in five years?

24. Please describe examples of volunteerism in your organization.

25. Please give one word for how others outside your organization view your organization?

26. How does the NGO sector see your organization?

27. How does the donor community see your organization?

28. How does the general public see your organization?

29. Please describe your organization's previous experience with foreign and local consultants.

30. Please describe any environmental limitations that exist for your organization.

31. Please describe your organization's biggest accomplishment.

32. How many and what types of programs has your organization carried out that were not donor-sponsored?

33. How were the programs that were not sponsored by donors funded?

34. Who comprises your organization's beneficiary group(s)?

35. How satisfied do you believe the donor sector is with your organization (please specify)?

36. Please describe the impact of your organization on its beneficiaries.

37. Describe documentation that exists regarding your organization's effectiveness.

38. Has your organization participated in any internal or external audits (please specify and discuss results)?

39. Has your organization experienced any financial management problems (please specify)?

40. What was the total cost of the largest program or grant that your organization ever managed?

41. In what areas of effectiveness and efficiency does your organization require improvement?

42. Please describe the cost-benefit of your organization and of its services and programs.

PLEASE ATTACH THE FOLLOWING DOCUMENTS TO THIS APPLICATION AND RETURN TO ORT PRIOR TO 5:00 P.M. ON MARCH 31, 1999:

- Registration document
- Statute
- I page statement describing how your organization's participation in the IDG program will strengthen its capacity
- Board Statement (signed statement by all members of board of directors, presidency, or chairmanship stating willingness to participate in the ORT IDG program)
- Minimum 2 letters of recommendation from donors
- Minimum 2 letters of recommendation from other NGOs

NGO INTERVIEW

The purpose of this interview is to assist us in evaluating the applicant NGOs according to our evaluation criteria.

NAME of NGO _____

NAME OF INTERVIEWEE _____

POSITION AT NGO _____

I. WILLINGNESS TO PARTICIPATE IN THE ORT/USAID STRATEGY

* Interviewees must respond with "yes" to all questions in this section.

* Questions refer to present key decision-maker(s)

1. If your organization is selected to participate in the ORT/USAID Strategy, and to receive an IDG, are your organization's key decision-makers prepared to follow-through with required organizational development needs?

2. If your organization is selected to participate in the ORT/USAID Strategy, and to receive an IDG, are your organization's key decision-makers prepared to participate in a rigorous professional development program, consisting of training and technical assistance?

1 2 3 4 5

3. If deemed necessary through an organizational assessment, is your organization willing to recruit and identify new or additional members of a board of directors according to international NGO standards (non-paid, non-staff, minimum 10 members, governing role)?

1 2 3 4 5

4. Are the key decision-makers in your organization willing to delegate all governing authority to an independent, voluntary, governing board of directors?

1 2 3 4 5

5. Are the key decision-makers in your organization willing to support board development, including training and technical assistance, and on-going professional development?

1 2 3 4 5

6. Are the key decision-makers willing to support and participate in rigorous training and technical assistance and on-going professional development for both themselves and all staff?

1 2 3 4 5

7. Are your organization's key decision-makers willing to share power, or to delegate all power to other persons in your organization, if deemed necessary or preferred at any time during the organizational development process?

1 2 3 4 5

8. If deemed necessary or preferred, are your organization's key decision-makers willing to participate in a legal re-structuring of the organization, such as development of new statute or legal status change?

1 2 3 4 5

9. Are the key decision-makers in your organization willing to participate in, and to support board and staff in the development of organizational bylaws, internal operating policies and procedures, strategic plans, and services, program, and organizational monitoring and evaluation protocol?

1 2 3 4 5

10. Are the key decision-makers in your organization willing to recruit and hire new staff through open, competitive, employment and contracting procedures?

1 2 3 4 5

11. Are the key decision-makers in your organization willing to implement and conduct staff and board performance evaluations, including the chief executive officer, on a regular basis?

1 2 3 4 5

12. Are the key decision-makers in your organization willing to establish a rigorous, transparent financial management and reporting system?

1 2 3 4 5

13. Are the key decision-makers in your organization willing to participate in regular internal and external audits?

1 2 3 4 5

14. Are the key decision-makers in your organization willing to develop and participate in strategic public relations campaigns?

1 2 3 4 5

15. Are the key decision-makers in your organization willing to establish and nurture cross-sector relationships with government, business, media, and the general public?

1 2 3 4 5

16. Are the key decision-makers in your organization willing to participate in on-going, on-site technical assistance provided by the Albanian National Training and Technical Assistance Resource Center (ANTTARC)?

1 2 3 4 5

17. Are the key decision-makers willing to provide full, open access to all organizational procedures, documents, and other information requested by ORT or the ANTTARC throughout the duration of the IDG program?

1 2 3 4 5

18. Are the key decision-makers in your organization willing to serve as a model NGO to the Albanian NGO sector, by continually operating according to international standards ?

1 2 3 4 5

19. Are the key decision-makers in your organization willing to serve as mentors, both individually and organizationally, to other Albanian NGOs?

1 2 3 4 5

20. Are the key decision-makers in your organization willing to collaborate openly with other Albanian NGOs?

1 2 3 4 5

21. Are the key decision-makers, board, and staff of your organization willing to travel extensively, both in Albania and abroad, for extended periods of time?

1 2 3 4 5

22. If deemed necessary, and will not cause harm, are the key decision-makers of your organization willing to suspend existing projects or services, or delay acquisition of new projects or services, during certain periods, in order to participate in the ORT/USAID Strategy?

1 2 3 4 5

23. Are the key decision-makers in your organization willing to participate in a full-time, three-month NGO Development and Leadership Certificate Program?

1 2 3 4 5

24. Are the key decision-makers in your organization willing to dedicate existing funds, or engage in additional fundraising to provide matched funding toward organizational development costs, including on-going training, technical assistance, and other professional development needs?

1 2 3 4 5

25. What are the key decision-makers willing to contribute to the organization's participation in the ORT/USAID Strategy?

1 2 3 4 5

26. Are the key decision-makers in your organization willing to change anything deemed necessary or preferable, including organizational structure, governance, administration, operations, etc., etc.?

1 2 3 4 5

27. Are the key decision-makers in your organization willing to devote the time necessary to participate in the ORT/USAID Strategy, regardless if it's a considerable amount of time?

1 2 3 4 5

28. What are the three main reasons the key decision-makers in your organization want to participate in the ORT/USAID Strategy?

1 2 3 4 5

29. What are three main reasons your organization should be selected to participate in the ORT/USAID Strategy?

1 2 3 4 5

II. INSTITUTIONAL CAPACITY

1. Please identify, in order of importance, your organization's three major strengths.

1 2 3 4 5

2. Please identify, in order of importance, your organization's three major limitations.

1 2 3 4 5

3. Please identify, in order of importance, your organization's three major needs.

1 2 3 4 5

4. What is the mission of your organization?

5. Please describe your organization's office.

1 2 3 4 5

6. Please describe the equipment presently used by your organization.

1 2 3 4 5

7. Does your organization have a board of directors, presidency, or chairmanship?

8. How many members presently serve on your organization's board of directors, presidency, or chairmanship?

9. What roles do your board of directors, presidency, or chairmanship play in your organization?

1 2 3 4 5

10. How many full-time paid staff members does your organization presently have?

1 2 3 4 5

11. What positions do the full-time staff members hold?

1 2 3 4 5

12. How many part-time paid staff members does your organization have?

1 2 3 4 5

13. What positions do the part-time staff members hold?

1 2 3 4 5

14. Who is the key decision-maker in your organization (name and position)?

1 2 3 4 5

15. Describe the relationship between the board of directors, presidency, or chairmanship and the staff of your organization, including the lines of communication and various roles and responsibilities.

1 2 3 4 5

16. Please describe any support or organizational activity existing outside of your organization's district?

1 2 3 4 5

17. How many members does your organization have?

1 2 3 4 5

18. What roles do your members play in your organization?

1 2 3 4 5

19. How do you maintain on-going relationships and communication with your members?

1 2 3 4 5

20. How many branches does your organization have?

1 2 3 4 5

21. Where are the branches?

1 2 3 4 5

22. What role do the branches and the branch representatives play in your organization?

1 2 3 4 5

23. How do you maintain on-going relationships and communication with your branch representatives?

1 2 3 4 5

24. What was your organization's total annual budget last year?

\$ _____

1 2 3 4 5

25. How much total funds is your organization presently managing?

\$ _____

1 2 3 4 5

26. How do you see your organization affecting future change in the Albanian NGO sector?

1 2 3 4 5

27. How do you see your organization affecting future change in the development of Albania?

1 2 3 4 5

28. What has been the best experience your organization has had?

1 2 3 4 5

29. What has been the worst experience your organization has had?

1 2 3 4 5

30. What is your biggest personal dream for your organization?

1 2 3 4 5

31. Where do you see your organization in one year?

1 2 3 4 5

32. Where do you see your organization in five years?

1 2 3 4 5

III. VOLUNTEER SPIRIT

1. Please describe examples of volunteerism in your organization.

1 2 3 4 5

2. Please describe the outcomes/consequences of volunteerism in your organization?

1 2 3 4 5

3. Who are the volunteers?

1 2 3 4 5

4. How many volunteers does your organization presently have?

1 2 3 4 5

5. What do the volunteers do in and for your organization?

1 2 3 4 5

IV. EXTERNAL ENVIRONMENT

1. Please give one word for how others outside your organization view your organization?

1 2 3 4 5

2. Please describe your organization's relationship with other NGOs in general.

1 2 3 4 5

3. Please describe your organization's relationship with government institutions.

1 2 3 4 5

4. Please describe your organization's relationship with the private business sector.

1 2 3 4 5

5. Please describe your organization's relationship with the media sector.

1 2 3 4 5

6. Please describe your organization's relationship with the donor community.

1 2 3 4 5

7. Please describe your organization's relationship with the general public.

1 2 3 4 5

8. How does the NGO sector see your organization?

1 2 3 4 5

9. How do government institutions in general see your organization?

1 2 3 4 5

10. How does the business sector see your organization?

1 2 3 4 5

11. How does the media sector see your organization?

1 2 3 4 5

12. How does the donor community see your organization?

1 2 3 4 5

13. How does the general public see your organization?

1 2 3 4 5

14. Please describe your organization's previous experience with foreign and local consultants.

1 2 3 4 5

15. Please describe any environmental limitations that exist for your organization.

1 2 3 4 5

16. Please describe your organization's promotional efforts, and discuss the effects on the organization and on the overall NGO sector.

1 2 3 4 5

V. GOOD TRACK RECORD

1. Please describe your organization's biggest accomplishment.

1 2 3 4 5

2. How many donor-sponsored programs has your organization successfully completed?

1 2 3 4 5

3. How many and what types of programs has your organization carried out that were not donor-sponsored?

1 2 3 4 5

4. How were the programs that were not sponsored by donors funded?

1 2 3 4 5

5. Would you describe your organization's beneficiary group(s) as being small, medium, or large?

1 2 3 4 5

6. Who comprises your organization's beneficiary group(s)?

1 2 3 4 5

7. How satisfied are your organization's beneficiary group(s)?

1 2 3 4 5

8. How satisfied do you believe the donor sector is with your organization?

1 2 3 4 5

9. Please describe the impact of your organization on its beneficiaries.

1 2 3 4 5

10. Please describe any indirect impact that has taken place that may not be within the scope of your organization.

1 2 3 4 5

11. Describe documentation that exists regarding your organization's effectiveness.

1 2 3 4 5

12. Describe your organization's method and experience in written reporting.

1 2 3 4 5

13. Has your organization participated in any internal or external audits?

1 2 3 4 5

14. If yes to the above, what were the outcomes of the audits?

1 2 3 4 5

15. Has your organization experienced any financial management problems?

1 2 3 4 5

16. What was the total cost of the largest program or grant that your organization ever managed?

1 2 3 4 5

VI. EFFECTIVENESS AND EFFICIENCY

1. Please describe all monitoring and evaluation protocol and measures that your organization has engaged in, including services, programs, and organizational.

1 2 3 4 5

2. Does your organization conduct board and/or employee performance evaluations?

1 2 3 4 5

3. How effective is your organization according to other similar organizations?

1 2 3 4 5

4. How efficient is your organization in comparison to other similar organizations?

1 2 3 4 5

5. In what areas of effectiveness and efficiency does your organization require improvement?

1 2 3 4 5

65

6. Please describe the cost-benefit of your organization and of its services and programs.

1

2

3

4

5

PROJECT PROPOSALS FOR GRANT ROUND 9

November 20, 1998

Proposals recommended by the Democracy Network Program for Democracy Commission Approval

Organization	Project Proposal Title	Type of Grant	Priority Sector	Program Impact
1. Dairy Entrepreneurs National Association	Institutional Development Grant	IDG	Economic Growth	One of four priority sectors. Previous successes in accomplishing the NGO mission and services to its members in obtaining business loans, providing technical assistance and information. Successful in establishing cross sectors relations. Possess strong potential for institutional development. Previous successful working relations with Land'O Lakes/ USAID
2. Elbasan Regional Development Agency Foundation.	Institutional Development Grant	IDG	Economic Growth	One of four priority sectors. High level of commitment and interest to participate in the IDG program. Impressive level of volunteerism. NGO has a strong institutional structure and capacity. Good history in establishing contacts and providing support from different sector areas. Present plans for further development as a national recourse center.
3. Tirana Regional Development Agency Foundation.	Institutional Development Grant	IDG	Economic Growth	One of four priority sectors. NGO has a relatively broad outreach in the region. NGO has a strong institutional structure and capacity. Good history in establishing contacts and providing support from different sector areas. Present plans for further development as a national recourse center. Good relations with NGO sector and donor community.

MG = Mikrogrant
 IDG = Institutional Development Grant
 DAG = Development Activities Grant

4. Alb. Disability Rights Foundation

Institutional Development Grant

IDG

Social Safety Nets

One of four priority sectors. Current plans to restructure and develop the NGO as a national resource center. Impressive level of volunteerism. Good relations with other NGOs. Recently has received a significant financial grant program to provide services within its mission.

Recommended as an Alternate IDG Recipient

5. Assisting Special Children Association

Institutional Development Grant

IDG

Social Safety Nets

Weak institutional capacity, but high level of interest to participate in the IDG program. Lack of financial support and program experience. Strong sense of volunteerism among board and NGO members. Strong contacts in the community and large client base.

6. Association of Professional Business Women

Institutional Development Grant

IDG

Economic Growth

Active board of directors. Lack of financial means and program experience, but strong human resources. Successful collaboration with other NGOs. High level of volunteerism.

MG = Microgrant
IDG = Institutional Development Grant
DAG = Development Activities Grant

Proposals (IDG) not meeting approval criteria as evaluated by ORT

Organization	Project Proposal Title	Type of Grant	Priority Sector	Reasons for Rejection
1. National Association of Stock Breeders	Institutional Development Grant	IDG	Economic Growth	Not eligible for the type of grant. Not registered as an NGO.
2. Law, Business and Rural Women	Institutional Development Grant	IDG	Democracy	Excluded due to donor conflict of interest. Current donor would not permit participation in the IDG Program.
3. Alb. Association for "No Smoking"	Institutional Development Grant	IDG	Environment	Not eligible for the type of grant. Does not fit in one of ORT four priority sectors. Weak institutional capacity.
4. Movement for Disarmament	Institutional Development Grant	IDG	Democracy	Weak institutional capacity. Weak relations with the civil sector. Not clear long term objectives.
5. Association of "Orphans' Mothers"	Institutional Development Grant	IDG	Social Safety Nets	Not eligible for the type of grant. Does not fit in one of ORT four priority sectors. Weak institutional capacity.
6. Association "Motherland" for Refugees and emigrants.	Institutional Development Grant	IDG	Democracy	Weak institutional capacity. Weak relationships with the NGO sector and donors community. NGO identified needs out of the grant focus.
7. Association of Hygienists	Institutional Development Grant	IDG	Environment	Excluded due to non-participation in interview process and refusal to meet IDG requirements.

MG = Microgrant
 IDG = Institutional Development Grant
 DAG = Development Activities Grant

8. Center of Human Development	Institutional Development Grant	IDG	Social Safety Nets	Weak institutional capacity. Weak relationships with the NGO sector and donors community.
9. Mass Media and Environment	Institutional Development Grant	IDG	Environment	Weak institutional capacity demonstrated. Weak financial management capacity. Not convincing focus in one of ORT four priority sectors. Required application documents not completed.
10. Experts of Education	Institutional Development Grant	IDG		Not eligible for the grant. Does not fit in one of ORT four priority sectors.
11. Organization for the Protection of Women & Children	Institutional Development Grant	IDG	Social Safety Nets	Not eligible for the grant. Does not fit in one of ORT four priority sectors. NGO identifies problems in its relationships with the NGO sector.
12. Albanian Patients' Association	Institutional Development Grant	IDG	Social Safety Nets	Weak institutional capacity demonstrated. Not able to demonstrate capacity in financial management. NGO identifies needs out of the grant focus.
13. Albanian Association of Gerontology	Institutional Development Grant	IDG	Social Safety Nets	Not eligible for the type of grant. Does not fit in one of ORT four priority sectors. Weak institutional capacity demonstrated. Not strong capacity in financial management.
14. National Assoc. "Teachers for Reading"	Institutional Development Grant	IDG		Not eligible for the type of grant. Does not fit in one of ORT four priority sectors.
15. National Center "Iirika"	Institutional Development Grant	IDG	Democracy	Not eligible for the type of grant. Less than one year old.

MG = Microgrant
 IDG = Institutional Development Grant
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16. Alb. Assoc. "Help in Catastrophes Cases"	Institutional Development Grant	IDG		Not eligible for the type of grant. Does not fit in one of ORT four priority sectors. Required application documents missing.
17. Albanian Ecological Club	Institutional Development Grant	IDG	Environment	Weak institutional capacity demonstrated. Not good relationships with the donor community.

Proposals not meeting approval criteria as evaluated by ORT

Organization	Project Proposal Title	Type of Grant	Priority Sector	Funds Req'd	Reasons for Rejection
1. Movement for Disarmament	Network of Democracy in Albania.	IDG	Democracy	\$16,110	Project proposal does not meet grant focus and application criteria.
2. National Assoc. for Mentally Handicapped People	Establishment of a Daily Center in Tirana for Persons with Learning Disability.	IDG	Social Safety Nets	\$11,850	Not eligible for the grant. Not a public policy focus.
3. Transborder Wildlife	Forests Are Protected Through the Law.	IDG	Environment	\$12,920	Project does not meet application criteria. The project goal different from the grant goal and application criteria.
4. Youth Union of Human Rights	The Constitution and the Role of the Institution in a Democratic Society.	IDG	Democracy	\$15,000	Proposal does not meet application criteria and grant focus.
6. Group of Students from Agricultural University of Tirana	Preparations for Election of Students Senate.	IDG	Democracy	\$16,530	The group does not meet the eligibility criteria. Not registered as NGO.

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6. National Assoc. of Hygienists	Albanian Environmental Problems and the Increasing Strategy of the Hygienists Association.	IDG	Environment	\$10,981	The project proposal does not meet the grant focus and application format.
7. Solidarity and Friendship Association of Handicapped / Durres	Establishment of the Association Coordination Center.	IDG	Social Safety	16,260	Not eligible for the type of grant. NGO less than one year old. Not a public policy focus. Budget not realistic. NGO contribution missing.
8. National Association for Mentally Handicapped People	Daily Center for Persons with Learning Disabilities in Tirana City.	MG	Social Safety	\$3,100	Not eligible for the grant. Not a public policy focus.
9. Association "A Civil Initiative"	Training on Mental Health Problems.	MG	Social Safety Nets	\$1,540	Not a public policy focus. Does not fit in one of ORT four priority sectors.
10. Educators of the Human Rights	Publishing the Newspaper "Whiteness".	MG	Democracy	\$2,300	NGO not eligible for the type of grant. NGO less than one year old. Not strong track record. Not strong institutional capacity.
11. Educators of the Human Rights	The Civil Responsibility of the Local Government and NGO Partnership in a Democratic Society.	MG	Democracy	\$3,720	NGO not eligible for the type of grant. NGO less than one year old. Not strong track record. Not strong institutional capacity.
12. NGO Forum / Elbasan	Financial Management for the NGO-s in Elbasan.	MG	Democracy	\$1,500	No sustainability plan developed. Not a strong institutional capacity demonstrated for the type of grant. Project duplicates ORT strategy.

MG = Microgrant
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13. Society for Democratic Culture in Kukes	Together for the Law.	MG	Democracy	\$4,150	Not clear and convincing focus in public policy. Not clear goals and objectives developed.
14. Protection from Arms Injuries	Public Awareness not to Use Arms and About the Law on Arms Collection.	MG	Democracy	\$4,765	Not clear goal and objectives. Not able to demonstrate impact. Lack of NGO contribution.
15. Association of Speleologists	Public Awareness of Local Community About the Values of Karstic Caves in its Territory.	MG	Environment	\$ 2,903	Not a strong public policy focus. Not able to demonstrate impact. strategic plan for sustainable change. Too much paid staff.
16. Eco- counseling Center	Role of NGO-s (Eco-counseling center) in the Compilation of Environmental Policies.	MG	Environment	\$2,914	Not a strong public policy focus. The project does not have a cooperation strategy with other Centers of this kind in the country.
17. Professional & Business Women	Social and Economic Contribution of Women in Business Field.	MG	Business	\$5,970	Not clear goals and objectives developed. Not a strong public policy demonstrated. Not able to demonstrate impact.
18. Forum of Albanian Women in Elbasan	The Woman – Social Subject In Democracy.	MG	Democracy	\$3,073	Not a public policy focus. Not a strong institutional capacity demonstrated. Not able to show impact.
19. Youth Association "Jehona"	VAT – For a Stronger State.	MG	Democracy	\$4,830	Not a strong public policy focus. Project does not meet criteria for the type of grant. Project does

MG = Microgrant
 IDG = Institutional Development Grant
 DAG = Development Activities Grant

20. Association Energy, Social and Natural Environment	Local Community and the Environment Where It Live.	MG	Democracy	\$1,261
21. Assoc. "Care for Children with Mentally Health Problems"	Drafting the Status of Children with Mentally Problems.	MG	Social Safety Nets	\$2,750
22. Institute of Work	For the Increase of the Aged People's Well-being.	MG	Social Safety Nets	\$3,000
23. Educators of the Human Rights	Training with NGOs Representatives, Teachers and NGO Members to Know and Develop the Human Rights at School.	MG	Democracy	\$3,500
24. Union of Agrarian Cooperators	Introduction of Organic Agriculture in Albania.	MG	Economic Growth	\$3,000
25. Association of Biologists	Promotion of Environmental Movement in Kuçova Region.	MG	Environment	\$3,490

not address a policy issue in coalition.

Not a strong public policy focus.
Not able to demonstrate impact.
Not a realistic budget. NGO contribution missing.

Not a strong institutional capacity.
No capacity demonstrated for the type of grant. Project duplicates other existing initiatives.

Not eligible for the type of grant.
Not registered as NGO.

NGO does not meet eligibility criteria. NGO less than one year old. Not strong institutional capacity. Not strong track record.

Not a strong institutional capacity demonstrated. Not able to demonstrate impact. The issue not addressed in coalition.

Project has not clear goal and objectives. Not a strong public policy focus. Not a convincing and well design lobbying strategy.

MG = Microgrant
IDG = Institutional Development Grant
DAG = Development Activities Grant

Funds Req'd. Reasons for Rejection

Project doesn't meet application criteria. NGO eligible for the type of grant.

The project duplicates ORT's National Survey. Encourage using ORT's data.

Not eligible for the type of grant. Less than one year old. Not a public policy focus. Not able to show impact.

MG = Microgrant
IDG = Institutional Development Grant
DAG = Development Activities Grant



Albanian National Training and Technical Assistance Resource Center
Qendra Kombëtare Burimore e Trajnimit dhe Asistencës Teknike

Agenda of the Board of Directors Meeting
Oher, February 27, 1999

1. **Opening of the Meeting**
(Genc Juka, President of the Board)

2. **Report of the Executive Director on the Center's activity for the previous period and the presentation of the workplan and timelines until June 2000.**
(Edmond Spaho)

3. **Questions and comments.**

4. **President of the Board gives information regarding the results of the Fundraising and Public Relation and Image Committees meetings.**
(Genc Juka)

5. **Miscellaneous.**

6. **Adjournment of the Meeting.**

**QUESTIONNAIRE
FOR THE ADMINISTRATIVE ASSISTANT
POSITION APPLICANTS**

1 = very poor response

2 = poor response

3 = moderate response

4 = good response

5 = very good response

1. What is your way of acting, accomplishing a task then starting another one, or trying to do many things at the same time?

1 2 3 4 5

2. Do you have a character which acts promptly in accomplishing tasks, or do you prefer to draw things mild ?

1 2 3 4 5

3. Do you have other interests besides work? If Yes, what is your commitment?

1 2 3 4 5

4. Do you prefer to make your own decisions regarding work, or do you think it is better to have detailed instructions before doing it?

1 2 3 4 5

5. If you are hired to work in an environment where there are other colleagues doing different works from yours, would you be willing to get informed on what the others are doing?

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

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

1 2 3 4 5

11. What is your way of communicating with your colleagues and supervisors?
Do you accept the hierarchy in the organization?
12. Are you ready to work overtime and under pressure?
13. Are you a member of any NGO ?
14. Are you ready to sign an 18 month employment contract?
15. If a better job would be offered to you during this time, what would you do?
16. Is there any problem if you have to stay away from your family in a relatively long time, for instance 2 months?

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

1 2 3 4

* Personal Appearance (dress, grooming, overall appearance)

1 2 3

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

1 2 3



Albanian National Training and Technical Assistance Resource Center Qendra Kombëtare Burimore e Trajnimit dhe Asistencës Teknike

March 24, 1999

Dear Ms/Mr.

This letter constitutes an employment contract between (Employee) and the Albanian National Training and Technical Assistance Resource Center (NGO Center) (Employer)

Position:

The Employee will serve in the position of Executive Program Assistant for the National Training and Technical Assistance Resource Center.

Scope of Work:

The scope of work and duties will include, but are not limited to the following:

The Executive Program Assistant will work closely with and assist the Executive Director, ORT Advisors, and an executive team of a large staff at the Albanian National Training and Technical Assistance Resource Center in the overall management and leadership of the organization, and successful implementation of ORT's NGO Development and Sustainability Strategy under the Democracy Network Program funded by USAID.

Specific Responsibilities will entail:

- Assisting in the development and implementation of the organization's bylaws and policies and procedures, including financial, personnel and other operational;
- Assisting in the assurance of the compliance of the organization's bylaws and policies and procedures;
- Assisting in the development and implementation of the operational systems for all components of the organization;
- Participating and assisting in staff supervision and staff performance evaluations;
- Assisting in monitoring and reporting on the organization's financial resources;

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- Assisting in the development and implementation of Board activities, including Board committee initiatives;
- Preparing and responding to written correspondence;
- Performing document editing and translation;
- Assisting with interpretation;
- Managing logistical arrangements
- Assisting in the provision of quarterly reports on all activities, financial matters, progress, and limitations relating to the ORT grant subagreement and other funding;
- Assisting in resolution of internal and external matters involving the organization that may arise;
- Assisting in conducting regular planning and overview meetings with executive staff and the management team of the organization;
- Providing computer support services to executive staff of the organization;
- Assisting in the development, implementation, and monitoring of quality assurance procedures for all training and technical assistance provided by the organization;
- Conducting all responsibilities according to the international NGO standards and assisting the compliance throughout organization;
- Supervising the Administrative Assistant, Transportation Assistant, and Housekeeping Assistant;
- Providing technical assistance and on-the-job training to the Administrative Assistant on administrative tasks and duties;
- Providing technical assistance to Training Consultants in performing their tasks and duties:
- Working closely with the Finance Office to provide needed office supplies, furniture, and equipment for the executive staff of the organization;
- Other tasks assigned by the Executive Director and ORT Advisors.

Note: A formal Executive Program Assistant employment position description will be developed and signed by both parties and attached to this contract within 60 days of signing this employment contract. Development of the description will take place

through a participatory effort of both parties, during an executive staff retreat, and will be consistent with the organization's Policies and Procedures.

Duration of Assignment:

This assignment will take place during an eighteen-month period, from March 24, 1999, through June 1, 2000.

Reporting and Accountability:

The Employee will report regularly and upon request to the Executive Director at the NGO Center. In cases where the Executive Director may be not available, reporting will be to the ORT Advisors.

Remuneration:

The Employee will receive a monthly salary of . A daily timesheet reflecting a minimum 40 - hour workweek, must be recorded and signed off on weekly, by the Executive Director, or in cases where the Executive Director is not available, by the ORT Advisors. No additional salary will be paid for overtime.

Based on the current Albanian legislation and this Employment Contract, the Employee will receive additional benefits, including annual leave of 15 work days per year, earned at 1,25 days per month. The Employee will be allowed 14 days of 80% paid sick leave per year. All other benefits and policies are included in the Personnel Policies and Procedures.

Mandatory Tax Payments:

According to the current Albanian legislation the Employee's mandatory social insurance payment of 45.9% will be paid: 34.2% by the Employer, and 11.7% by the Employee. This amount, along with the required tax amount, will be deducted from the monthly salary. The Employer will make payments to the Republic of Albania on behalf of the Employee.

Exclusive Services During Contract Term:

The Employee shall devote her whole time and energy to the performance of her service under this contract and shall not engage in any business activities and shall refrain from any other gainful activity throughout the period of this contract. Additional or outside professional activities or services may be considered for provision through the NGO Center upon request and upon receiving written approval by the Executive Director.

Ownership of Documents:

All technical and educational documents produced under the services of this contract, including but not limited to training and technical assistance resources, are the sole property of the NGO Center, and may not be removed under any circumstances.

Conflict of Interest:

The Executive Program Assistant shall request approval from the Executive Director prior to participation in any outside professional activity. The Executive Program

Assistant shall refrain from participation in any political activity, including, but not limited to political party membership or activist status and competing for, or accepting nomination for any political office.

Employee Performance Evaluation:

The Employee will be placed under probation during the first three months of Employment Contract. Employee will meet the Executive Director of the organization and ORT Advisors at the end of the three-month period to receive feedback on her performance. Prior to the end of the three-month period, the Employee will meet with the above-mentioned persons for a probationary performance review. Performance deemed satisfactory will result in automatic continuation of contract. Performance deemed unsatisfactory during the three-month probationary period may result in termination of contract.

Reconsideration of employment remuneration may take place during every second review of a bi-annual performance evaluation, beginning one year after contract is signed.

Termination:

This Employment Contract terminates if the funding donor exercises its right under termination provision of its contract with the Albanian National Training and Technical Assistance Resource Center. The Center will endeavor to give its employee as much advance notification as possible of circumstances that may lead to such termination by the funding donor.

The Albanian National Training and Technical Assistance Resource Center may terminate its contract with the Employee if, in the Center's judgement, according to established Personnel Policies and Procedures, circumstances warrant such a termination.

Upon the fulfillment of this contract the Employee may terminate her contract with the Albanian National Training and Technical Assistance Resource Center through resignation, subject to eight weeks written notice to the Executive Director of the organization.

Duration of Contract Commitment:

Upon signature of this contract, the Employee commits to a six-month minimum duration of employment

This letter constitutes your Employment Contract. Please sign the attached copy and return it to us as your acceptance of its terms and conditions.

Sincerely,

Edmond Spaho
Executive Director

Accepted:

Signature: _____

(Name)

Date: _____



Albanian National Training and Technical Assistance Resource Center Qendra Kombëtare Burimore e Trajnimit dhe Asistencës Teknike

April 6, 1999

Dear Ms/Mr.

This letter constitutes an employment contract between _____ (Employee) and the Albanian National Training and Technical Assistance Resource Center (NGO Center) (Employer)

Position:

The Employee will serve in the position of Office Administrative Assistant for the National Training and Technical Assistance Resource Center.

Scope of Work:

The scope of work and duties will include, but are not limited to the following:

The Office Administrative Assistant will work very closely with an executive team comprised of a large staff and ORT Advisors at the Albanian National Training and Technical Assistance Resource Center for implementing a large-scale, long-term national strategy for NGO development and sustainability under the Democracy Network Program funded by USAID.

Specific Responsibilities will entail:

- Actively participating in the day-to-day operations of the organization;
- Responding to, recording and delivering telephone, fax, and e-mail messages for staff members of the organization, and from staff members to individuals and organizations outside the organization;
- Conducting all organizational activities in accordance with the organization's policies and procedures;
- Developing and maintaining a rigorous system for inter- and intra-office communications;
- Developing and maintaining a rigorous system for documenting and recording written correspondence to and from the organization;

- Providing the executive staff of the organization assistance in office administrative tasks;
- Providing written translation and oral interpretation in both English and Albanian languages, when needed and upon request;
- Developing and maintaining a rigorous, detailed, catalogued filing system for all administrative and other documents of the organization;
- Developing and maintaining a regularly up-dated information system for contact persons' and organizations' names, addresses, and phone numbers by the organization;
- Providing computer support services to executive staff of the organization;
- Providing logistical arrangements and support for activities of the organization;
- Providing technical and program assistance to executive staff for activities of the organization;
- Preparing monthly reports on activities performed and outcomes;
- Other task assigned by the Executive Program Assistant, Executive Director, or ORT Advisors.

Note: A formal Office Administrative Assistance employment position description will be developed and signed by both parties and attached to this contract within 60 days of signing this employment contract. Development of the description will take place through a participatory effort of both parties, during an executive staff retreat, and will be consistent with the organization's Policies and Procedures.

Duration of Assignment:

This assignment will take place during an fourteen-month period, from April 16, 1999, through June 1, 2000.

Reporting and Accountability:

The Employee will report regularly and upon request to the Executive Program Assistant at the NGO Center. In cases where the Executive Assistant may be not available, reporting will be to the Executive Director.

Remuneration:

The Employee will receive a monthly salary of \$. A daily timesheet reflecting a minimum 40 - hour workweek, must be recorded and signed off on weekly, by the

Executive Assistant, or in cases where the Executive Assistant is not available, by the Executive Director. No additional salary will be paid for overtime.

Based on the current Albanian legislation and this Employment Contract, the Employee will receive additional benefits, including annual leave of 15 work days per year, earned at 1,25 days per month. The Employee will be allowed 14 days of paid sick leave per year. All other benefits and policies are included in the Personnel Policies and Procedures.

Mandatory Tax Payments:

According to the current Albanian legislation the Employee's mandatory social insurance payment is 45,9% of a certain amount monthly salary (which is 18120 lekë per month). The Employer will pay 34,2% of the above mentioned amount and the Employee will pay 11,7% of the same amount, which is $11,7\% \times 18\ 120\ \text{Lekë} = 2120\ \text{Lekë}$. In addition to this amount, according to the current Albanian Legislation on the Personal Income Tax, the Employee shall pay 1500 Lekë + 15% of the monthly salary. Both of the above mentioned amounts will be deducted from the monthly salary of the Employee each month. The Employer, each month, will make payments to the Republic of Albania on behalf of the employee.

Exclusive Services During Contract Term:

The Employee shall devote her entire time and energy to the performance of her service under this contract and shall not engage in any business activities or other gainful activity throughout the period of this contract. Additional outside professional activities or services may be considered for provision through the NGO Center upon request and upon receiving written approval by the Executive Director.

Ownership of Documents:

All technical and educational documents produced under the services of this contract, including but not limited to training and technical assistance resources, are the sole property of the NGO Center, and may not be removed under any circumstances.

Conflict of Interest:

The Administrative Assistant shall request approval from the Executive Director prior to participation in any outside professional activity. The Administrative Assistant shall refrain from the participation in any political activity, including, but not limited to political party membership or activist status and competing for, or accepting nomination for any political office.

Employee Performance Evaluation:

The Employee will be placed under probation during the first three months of the Employment Contract. The Employee will meet the Executive Director of the organization and ORT Advisors at the end of the three-month period to receive feedback on her performance. Prior to the end of the three-month period, the

Employee will meet with the above-mentioned persons for probationary performance review. Performance deemed satisfactory will result in automatic continuation of contract. Performance deemed unsatisfactory during the three-month probationary period may result in termination of contract.

Reconsideration of employment remuneration may take place during every second review of a bi-annual performance evaluation, beginning one year after contract is signed.

Termination:

This Employment Contract terminates if the funding donor exercises its right under termination provision of its contract with the Albanian National Training and Technical Assistance Resource Center. The Center will endeavor to give its employee as much advance notification as possible of circumstances that may lead to such termination by the funding donor.

The Albanian National Training and Technical Assistance Resource Center may terminate its contract with the Employee if, in the Center's judgement, according to established Personnel Policies and Procedures, circumstances warrant such a termination.

The Employee may terminate her contract with the Albanian National Training and Technical Assistance Resource Center through resignation, subject to eight weeks written notice to the Executive Director of the organization.

Duration of Contract Commitment:

Upon signature of this contract, the Employee commits to a twenty-months minimum duration of employment.

This letter constitutes your Employment Contract. Please sign the attached copy and return it to us as your acceptance of its terms and conditions.

Sincerely,

Executive Director:

Edmond Spaho

Accepted:

Signature: _____
(Name)

Date: _____

Training of Trainers
Schedule of Sessions and Activities

WEEK ONE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY							
Time	January 11, 1999	January 12, 1999	January 13, 1999	January 14, 1999	January 15, 1999	January 16, 1999	January 17, 1999	Time						
8:30		Orientation	Learning & Development, What is special About the NGOs	Planing In NGOs	Monitoring & Evaluating Organizations	Performance Evaluation	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	8:30						
9:00	9:00													
9:30	9:30													
10:00	10:00													
10:30	10:30													
11:00	11:00													
11:30	11:30													
12:00p	12:00p													
12:30	12:30													
1:00														1:00
1:30	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	1:30						
2:00								2:00						
2:30		Learning & Development	Management Functions In NGOs	Coordinating Organization Resources	Goals, Baselines & Indicators	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	2:30						
3:00	3:00													
3:30	3:30													
4:00	4:00													
4:30	4:30													
5:00	5:00													
5:30	5:30													
6:00	6:00													
	Staff Strategy Sessions							Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Meeting with NGO Managers	Optional Session, Work Block, Readings, Ind Meeting & Study Optional Activity	Optional Session, Work Block, Readings, Ind Meeting & Study Optional Activity	
Evening								Optional Session/ Readings & Individual Study	Optional Session/ Readings & Individual Study	Set Up NGO Center Work Blocks	Social Activity			Evening

WEEK ONE

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Training of Trainers

Schedule of Sessions and Activities

WEEK TWO

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
Time	January 18, 1999	January 19, 1999	January 20, 1999	January 21, 1999	January 22, 1999	January 23, 1999	January 24, 1999	Time
8:30	Consulting Role	Communication At Work	Participant Session Subject Selection	Facilitating Problem Solving	Practicum In Plovdiv	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	Optional Session, .. Work Block, Readings, Ind Meetings & Study Optional Activity	8:30
9:00								9:00
9:30			9:30					
10:00			10:00					
10:30			10:30					
11:00			11:00					
11:30			11:30					
12:00p			12:00p					
12:30	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	12:30
1:00								1:00
1:30								1:30
2:00								2:00
2:30								2:30
3:00								3:00
3:30								3:30
4:00								4:00
4:30	Consulting Process & Contracting	Information Gathering In Organizations	Practicum CCF	Facilitating Problem Solving	Practicum In Plovdiv	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	4:30
5:00								5:00
5:30	Individual Activities	Individual Activities	Individual Activities	Individual Activities	Individual Activities	Individual Activities	Individual Activities	5:30
6:00	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	6:00
Evening	NGO Consultants	Optional Session, Work Block, Readings, Individual Study	Social Activity	Participant Session Overview	Optional Session, Work Block, Readings, Individual Study	Optional Session, Work Block, Readings, Ind Meeting & Study Optional Activity	Optional Session, Work Block, Readings, Ind Meeting & Study Optional Activity	Evening

WEEK TWO

Training of Trainers

Schedule of Sessions and Activities

WEEK THREE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
Time	January 25, 1999	January 26, 1999	January 27, 1999	January 28, 1999	January 29, 1999	January 30, 1999	January 31, 1999	Time
8:30	Practicum Processing	Training Design And Curriculum Development	Evaluation Of Training	Participant Sessions Preparation & Individual Research	Leadership And Delegation	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	8:30
9:00								9:00
9:30								9:30
10:00								10:00
10:30								10:30
11:00								11:00
11:30								11:30
12:00p								12:00p
12:30								12:30
1:00	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	1:00
1:30								1:30
2:00								2:00
2:30	Assessing Organizational & Training Needs	Training Design And Curriculum Development	Practicum	Participant Sessions Preparation & Individual Research	Participant Sessions Preparation & Individual Research	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	Optional Session, Work Block, Readings, Ind Meetings & Study Optional Activity	2:30
3:00								3:00
3:30								3:30
4:00								4:00
4:30								4:30
5:00								5:00
5:30	5:30							
6:00	6:00							
	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Optional Session, Work Block, Readings, Ind Meeting & Study	Optional Session, Work Block, Readings, Ind Meeting & Study	
Evening	Optional Session, Work Block, Readings, Individual Study	Optional Session, Work Block, Readings, Individual Study	Optional Session, Work Block, Readings, Individual Study	Social Activity	Optional Session, Work Block, Readings, Individual Study	Optional Activity	Optional Activity	Evening

WEEK THREE

Training of Trainers
Schedule of Sessions and Activities

WEEK FOUR

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
Time	February 1, 1999	February 2, 1999	February 3, 1999	February 4, 1999	February 5, 1999	February 6, 1999	February 7, 1999	Time
8:30	Participant Session (2)	Participant Sessions (2)	Presentation Processing	Policies & Procedures	Personal Transition Next Steps/ Group Next Steps	Work Block, Readings, Ind Meetings & Study Pack Up	Work Block, Readings, Ind Meetings & Study Pack Up	8:30
9:00								9:00
9:30			9:30					
10:00			10:00					
10:30			10:30					
11:00			11:00					
11:30			11:30					
12:00p			12:00p					
12:30			Conflict					12:30
1:00			Analysis					1:00
1:30	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	1:30
2:00								2:00
2:30								2:30
3:00	Participant Sessions (2)	Participant Sessions (2)	Conflict Analysis	P & P Application	Action Planning Pre- Post- Evaluation	Work Block, Readings, Ind Meeting & Study Pack Up	Work Block, Readings, Ind Meeting & Study Pack Up	3:00
3:30								3:30
4:00			4:00					
4:30			4:30					
5:00								5:00
5:30	Final Meetings (2)	Final Meetings (2)	Final Meetings (2)	Closure & Continuation	Satisfactory Survey			5:30
6:00								6:00
	Staff Strategy Sessions	Staff Strategy Sessions	Staff Strategy Sessions	Closing Ceremony				
Evening	Optional Session, Work Block, Readings, Individual Study	Optional Session, Work Block, Readings, Individual Study	Optional Session, Work Block, Readings, Individual Study					

WEEK FOUR

EMPLOYEE SELF-EVALUATION

Scheduled Evaluation Date: _____

Employee: _____

Supervisor: _____

Position: _____

Department: _____

Section I: Please list the duties or areas of responsibility where you feel you are strong or in which you do well.

Section II: Please list duties or areas of responsibility where you could improve. Also list possible suggestions for developing a plan for improving these areas.

Section III: Please list duties, skills, or areas of responsibility you would like to have an opportunity to learn, develop or grow into. Include short-term objectives/goals.

PERFORMANCE EVALUATION FORM

1. QUALITY OF WORK

Low						High
1	2	3	4	5		6

Measurable Goals

Remarks:

2. PLANNING

Low						High
1	2	3	4	5		6

- Establishing clear goals for self/subordinates
- Planning activities/actions
- Evaluating results on regular basis

Remarks:

3. COMMUNICATION

Low						High
1	2	3	4	5		6

- Developing and maintaining clear documents
- Being brief and concise
- Listening alertly
- Writing clearly and effectively
- Giving, asking for, and receiving feedback

Remarks:

SUPERVISOR'S COMMENTS:

EMPLOYEE'S COMMENTS:

Supervisor's Signature _____

Date _____

Employee's Signature _____

Date _____

PERFORMANCE EVALUATION

Evaluation Date: _____

Employee: _____

Supervisor: _____

Position: _____

Department: _____

Section I: Supervisor's Evaluation

Section II: Employee Comments Regarding Evaluation

Employee's Signature: _____

Date: _____

STRATEGIES FOR GOAL ATTAINMENT (ACTION PLANNING):

NOTES:

Supervisor's Signature_____

Date_____

Employee's Signature_____

Date_____

PERFORMANCE EVALUATION QUESTIONNAIRE

1. What is your biggest achievement related to your work during this period?
2. What did you not accomplish from what you expected during this period?
3. What skills did you use most during the past year?
4. What skills would you like to further develop?
5. To what extent has the involvement in the organization met your initial expectations?
6. How would you like things to be different for you within the organization?
7. Have you had all needed support from your supervisor/colleagues to accomplish your work?
8. What additional support do you need from the organization to accomplish your goals?

SUPERVISOR'S COMMENTS:

EMPLOYEE'S COMMENTS:

Supervisor's Signature _____

Date _____

Employee's Signature _____

Date _____

**ALBANIAN NATIONAL TRAINING AND TECHNICAL
ASSISTANCE RESOURCE CENTER**

*an ORT/USAID Democracy
Network Program supported initiative*

*kindly invites you
to participate in the opening
ceremony / cocktail
on March 31, 1999, at 14.00 hrs,
at its premises*

R.S.V.P. by March 25, 1999

**Rruga "Mustafa Matohiti", No. 16, First floor, Tirana
Tel/Fax: 042 476 03 / 04**

**QENDRA KOMBETARE BURIMORE E TRAJNIMIT
DHE ASISTENCES TEKNIKE**

*një inisiativë e mbështetur nga Programi
Rrjeti i Demokracisë i ORT/USAID*

*ka kënaqësinë t'ju ftojë
me rastin e fillimit të veprimtarisë
në ceremoninë koktej,
në selinë e saj,
më datë 31 Mars 1999, ora 14.00*

*Lutemi konfirmoni
pjesëmarrjen tuaj deri
më datën 25.03.1999*

**Rruga "Mustafa Matohiti", Nr. 16, Kati parë, Tiranë
Tel/Fax: 042 476 03 / 04**

PARTNERET

Organizatave joqeveritare:

QKBTAT-i synon në sektorin e OJQ-ve rritjen e kapacitetit dhe qëndrueshmërisë së tyre, shkëmbimin e informacionit dhe forcimin e lidhjeve ndërmjet OJQ-ve dhe organizatave të tjera.

Organizatave qeveritare:

QKBTAT-i synon të krijojë marrëdhënie efektive ndërmjet organizatave qeveritare dhe joqeveritare me qëllim që të informojë dhe të sensibilizojë organizatat qeveritare për rolin e OJQ-ve në një shoqëri demokratike. Aspekt i rëndësishëm i rolit të QKBTAT-it në këtë drejtim është krijimi i lehtësirave dhe koordinimi i iniciativave të përbashkëta ndërmjet organizatave joqeveritare dhe atyre qeveritare.

Organizatave e biznesit:

QKBTAT-i paraqet struktura që ndihmojnë qëndrueshmërinë dhe stabilitetin e tyre. Duke qënë se bizneset mund të gjejnë mbështetje të fuqishme nga organizata të tjera simotra, QKBTAT-i ofron shërbime për forcimin e tyre. Në mënyrë direkte ofrohet mbështetje e mëtejshme për ato biznese që janë në fazën fillestare, si dhe ato që kanë nevojë të forcohen në të ardhmen.

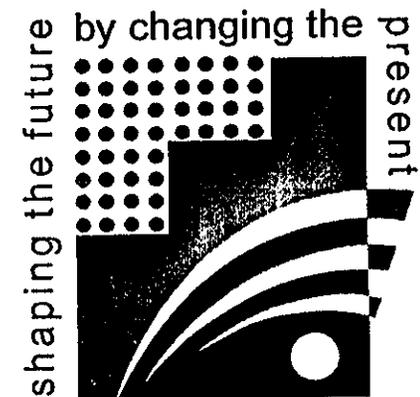
VIZIONI

Modelojmë të ardhmen duke ndryshuar të tashmen.

MISIONI

Krijojmë liderhipin përmes zbatimit të strategjive dhe iniciativave të reja, krijuese dhe efektive për sektorin e organizatave joqeveritare, qeveritare dhe të biznesit, për të siguruar zhvillim të qëndrueshem social ekonomik dhe politik

QENDRA KOMBETARE BURIMORE E TRAJNIMIT DHE ASISTENCES TEKNIKE



Rruga "Mustafa Matohiti", Nr. 16
Tirana, ALBANIA
Tel/Fax: ++355 42 47603, 47604
E-Mail : ngocenter@icc.al.eu.org

Pas përfundimit me sukses të fazës së parë të Programit të ORT/USAID-it "Rrjeti i Demokracisë" në Shqipëri synimi i të cilit është dhënia e asistencës financiare, teknike dhe e trajnimeve sektorit të OJQ-ve, ORT-ja kreu një studim për OJQ-të në Shqipëri. Rezultatet nxorën në pah nevojën e hartimit të një strategjie afatgjatë për zhvillimin organizativ dhe forcimin e qëndrueshmërisë së OJQ-ve në të gjithë Shqipërinë. Në përgjigje të saj, ORT-ja përpunoi një strategji 5-vjecare për zhvillimin dhe qëndrueshmërinë e OJQ-ve. Kjo strategji favorizoi krijimin e Qendrës Kombëtare Burimore të Trajnimit dhe Asistencës Teknike (QKBAT), e cila shërben si model i strukturimit të OJQ-ve sipas standarteve ndërkombëtare.

STRATEGJIA

Strategjia e QKBAT-it synon të sigurojë trajnim, asistencë teknike dhe shërbime konsulente në fushën e zhvillimit organizativ dhe forcimit të lidhshimit për OJQ-të, institucionet shtetërore, agjensitë e biznesit dhe individë të vecantë që merren me problemet e zhvillimit të demokracisë, zhvillimit ekonomik, mbrojtjes së mjedisit, problemet e shëndetit dhe të shërbimeve sociale, të edukimit, problemet e zhvillimit rural dhe bujqësor, ato të gruas dhe rinisë, etj. Strategjia synon në:

Zhvillimin e Qendrave Burimore Sektoriale dhe të OJQ-ve të tjera: QKBAT-i siguron programe rigorozë trajnimi, asistencë teknike dhe shërbime konsulente në fushën e zhvillimit institucional, të mbështetura me grante nga ORT/USAID, për grupe të caktuara OJQ-sh, të përzgjedhura përmes një procesi aplikimi, të hapur dhe konkurrues.

Program për Zhvillimin dhe Lidhshimin e OJQ-ve, i shoqëruar me dëshmi: QKBAT-i ofron një program 3-mujor intensiv për drejtuesit e OJQ-ve mbi zhvillimin dhe lidhshimin e OJQ-ve.

Asistencë të vazhdueshme për zhvillimin e OJQ-ve dhe të qëndrueshmërisë së tyre: QKBAT-i do të ndihmojë Qendrat Burimore Sektoriale për përcaktimin e OJQ-ve që veprojnë në sektorë specifikë dhe që demostrojnë dëshirë dhe kompetencë për ndryshime strukturore. Pas seleksionimit këto OJQ do të përfitojnë trajnim dhe asistencë teknike nga QKBAT-i dhe Qendrat Burimore Sektoriale duke u mbështetur me grante për zhvillim institucional, të dhëna nga ORT/USAID-i.

Programe të Mësimi të Gjuhës Angleze, të shoqëruara me dëshmi: Për të rritur mundësitë e bashkëpunimit me komunitetin ndërkombëtar të OJQ-ve, për drejtuesit dhe anëtarët e tjerë të OJQ-ve shqiptare, QKBAT-i ofron programe të certifikuar të mësimi të gjuhës angleze.

Programe aftësimi në kompjuter për drejtimin e OJQ-ve: Nisur nga domosdoshmëria e zotërimit të kompjuterit për kryerjen e veprimeve të karakterit operativ, QKBAT-i ofron në periudha të caktuara kohe kurse të ndryshme trajnimi për përdorimin e kompjuterit

Shkëmbime përvojash: Për OJQ-të që veprojnë në fushën e shërbimeve sociale, zhvillimit të demokracisë dhe në sektorë të tjerë, QKBAT-i ndërmer iniciativa që mundësojnë sigurimin e përvojave të bashkëpunimit dhe krijimin e lidhjeve ndërmjet OJQ-ve, organizatave qeveritare dhe Fakultetit të Punës Sociale të Universitetit të Tiranës.

OBJEKTIVAT

- Zhvillimi i QKBAT-it, si qendër kombëtare burimore e trajnimit dhe e asistencës teknike për sektorin e OJQ-ve, të Administratës Publike dhe të Biznesit.
- Përmirësimi i strukturave organizative dhe forcimi i aktiviteteve të OJQ-ve për të rritur përgjegjësinë dhe qëndrueshmërinë e tyre.
- Forcimi i rolit të OJQ-ve në një shoqëri demokratike si dhe fuqizimi i marrëdhënieve ndërmjet tyre dhe organizatave qeveritare, medias, biznesit dhe komunitetit në tërësi.
- Sigurimi dhe zhvillimi i trajnimit dhe i asistencës teknike për sektorin e OJQ-ve dhe organizatave të tjera në të gjithë Shqipërinë.

PERPARESITË

Përparesitë për zhvillimin e OJQ-ve janë fushat e mëposhtme:

- ◆ Zhvillimi i demokracisë
- ◆ Rritja ekonomike
- ◆ Shërbimet Sociale
- ◆ Mbrojtja e mjedisit
- ◆ Shëndetsia
- ◆ Arsimi
- ◆ Zhvillimi Rural dhe Bujqësor
- ◆ Çështjet e Grave
- ◆ Çështjet e Rinisë

SITE-VISIT REPORT

Open Society Club

represented by: Cons. Angelina Pelova

ANTTARC

represented by: TC. Ariana Haxhiu
Kastriot Alike

Place: Plovdi (Bulgaria)

Date: January 22, 1999

Time: 11.00

Purpose: Information and Experience Sharing

The meeting took place at the Information Center of OSC. A consultant who served also as the Information Center Chief Manager welcomed us. We introduced ourselves and identified the goal of this meeting. But nobody seemed to have any forehand information about our visit. The above consultant was engaged in other tasks and could not help us. The rest of the employees including the Director were not available. Nevertheless for 15 minutes we managed to address some questions and raise some issues.

Question: What is the purpose and goal of OSC?

Answer: Open Society Club is a member of Open Society Foundation – a Network of 13 Clubs and 18 Information Centers. Its goal is to help NGOs, in Plovdi and its close areas, develop programs and projects. OSC has served as grantor's subcontractor for the above NGOs. Last year some 31 small-scale programs and projects were funded mainly in the fields of Education, Culture and Medicine.

Question: What is the organization structure of OSC?

Answer: The Board of Trustees (30 members) selects the Board of Directors (7 members) that is the decision-making authority and is held accountable about OSC annual activity. The executive staff consisted of 5 people. One of them is the Executive Director.

Questions: What are some of the selection criteria about the previously approved programs and projects?

Answer: We select the best projects available to us.

Question: Do you have a list of these criteria?

Answer: Yes, but I can't find them.

Question: Do you prepare reports about these projects and if "yes" what kind of reports, and when do you prepare them?

Answer: This I am not authorized to tell you?!

Question: Do you have a performance evaluation system and employee performance standards?

Answer: I can't disclose this information but I can ask the director to do this because she is back?

Question: Please, would you also be so kind to ask her if we can have a meeting with her during whatever time of the day, since she may know about us? We were told that we could have even two meetings in case we wanted.

Answer: (back after 5 minutes) I am sorry, but the Director can not meet you because she is busy all the day through. I'm sorry I can't help you either since I'm too busy.

The meeting lasted some 15 minutes.

CONCLUSIONS

Positive elements

- Information disclosure about the OSC purpose, goal, Boards, staff, and donors
- The presentation of our Center (press kit and our cards)
- The promise to send materials made by a part-time member of the staff
- New experience of how people should not behave

Negative elements

- Very brief and unclear information provided
- Lack of desire for cooperation
- Impolite behavior by the counterpart
- Very short time at disposal
- Lack of responsibility about the promise made

RECOMMENDATIONS

People who are responsible about arranging these meetings should confirm them. Moreover they should make clear to both parties the meeting agenda, duration time, and people involved.

VISITING REPORT

Visited NGO: Bulgarian Debate Association
Contact Point: Mr. Trendafil Meretev
Visiting Team: Lidra Remacka, Genc Pasko, Myftar Doci
Date: January 22, 1999

The Bulgarian Debate Association (BDA) is part of Karl Popper Debate Program. It has been established as a particular program since last year. Its mission is to offer students and teachers the opportunity to examine issues affecting their lives and communities, and to establish independent national debate associations to promote, organize, and sustain debate activities.

Considering debate as a powerful means to encourage critical thinking and tolerance for the others' opinions. DBA provides technical assistance on critical thinking techniques and interactive teaching methods and curricula for students. It also maintains contacts with international educational organizations and organizes other international activities.

In order to achieve this, BDA has selected 120 secondary schools and 15 universities all over Bulgaria and intends to offer teachers and students guiding principles to organize and participate in debate programs. In this context, this year BDA has organized three national meetings with coaches and qualified trainers. BDA is also cooperating with the Ministry of Education in order to introduce educational debate programs in high schools and universities.

BDA has also been successful in establishing debate clubs where students can develop their arguments, conduct research and brainstorming, and develop common approaches on how to stimulate critical thinking and how to use and improve the debate tools and techniques.

BDA maintains good relationships with other NGOs, media, and local authorities to coordinate efforts in common projects aiming mainly at providing both students and teachers with current publications, reference materials, organizing public speaking and moot courts, etc. Simultaneously, BDA has a three-year project that aims at establishing closer relationships with other NGOs and other institutions such as Parliament, Ministry of Education, etc.

Regarding fundraising, BDA is trying to generate funds through various international donors and sponsors that are interested in supporting the initiative. In addition to that, BDA is also working with business, local community, and some other central government organizations such as the Ministry of Education to raise funds for the project.

The structure of BDA is very small, it encompasses only three people with 1 regional coordinator based in Sophia, and is managed by a volunteer board which sets priorities and prepares the strategies and action plans for the future.

SITE-VISIT REPORT

Education for Democracy Youth Center (EDYC)

represented by: Chairman **Krasimir Loykov**
& *Four Staff Members*

ANTTARC

represented by: ED **Edmond Spaho**
TC. **Ariana Haxhiu**
Kastriot Alike
Anula Guda

Place: Plovdi (Bulgaria)

Date: January 22, 1999

Time: 14.00

Purpose: Information and Experience Sharing

The meeting took place at the office of EDYC. The meeting was well organized and the participants were very cooperative and eager to get to know each other. EDYC representatives proposed an agenda, which we all agreed on. The time at disposal was considered seriously and consensus was reached on how much time to allocate to each topic.

Meeting agenda:

- Your NGO image (10 minutes)
- Your organization goal, mission, and objectives (15 minutes)
- Reciprocal questions (30 minutes)
- Suggestions and proposal for the future (20 minutes)
- Conclusions (10 minutes)
- Wrap-up (5 minutes)

Questions of both parties were concentrated on goals, objectives, projects, and future cooperation possibilities. Emphasis was placed on the fundraising strategies. Increased awareness on EDYC mission had made people of Plovdiv raise funds for this NGO. This was a new experience for them and for us, too. They did not have the manual of policies and procedures neither performance evaluation procedures nor standards. They were using some of them but lacked awareness. They felt the need for experience and expertise in this field. Activities were their only marketing tool. They lacked financial resources to launch an aggressive marketing plan. Nonetheless they were pretty confident on their future success. For the time being they were considering the rest of NGOs as their partners and not competitors. We had the impression they did not have a clear idea about competition and cooperation. Part of the discussions was concentrated on the cooperation possibilities in the future. Both parties promised to foster future contacts.

CONCLUSIONS

Positive elements

- Interesting ice-breaking and presentations by EDYC consultants and trainers
- Visual presentations of both organizations mission
- A rather detailed information on vision, mission, main objectives, organizational structure, descriptions of activities, and relations with the central and local government
- Promises to cooperate in the future
- The presentation of our Center (press kit and our cards)
- New experience

Negative elements

- Not all the participants were involved in discussions
- Waste of time on issues irrelevant to the meeting
- Relatively a short time to get to know more about each-other

RECOMMENDATIONS

When such site-visits are well prepared they guarantee success. It is advisable to prepare and make known the agenda beforehand so that both parties have time and commitment to introduce their achievements and views.

ROUND-TABLE REPORT

Participants

Partners-Bulgaria Foundation

represented by: Ph.D. Cons. Tsvetan Davidkov

Partners for Democracy (International Network)

represented by:

Market Mediation

represented by:

Integration of Adolescence

represented by:

ANTTARC

represented by: **ED and Training Consultants**

Also

Facilitator Cons. **Marla Handy**
Cons. **Nikola Jordanov**

18.00 – 18.05 Hello and personal introductions

18.05 – 18.10 Defining issues

18.10 – 19.15 Story-telling

19.15 – 19.30 Wrap-up

Purpose: Information and Experience Sharing

After a short personal introduction the facilitator proposed the round-table agenda. Topics included in the agenda were:

- NGO consulting in Bulgaria
- Consultants Network
- Success stories
- Kind of service
- Results
- How NGOs reach you
- Recent progress
- Political pressure

ANTTARC's consultants had presented their questions and issues a day before. What follows is a summary of their questions:

- Typically what consulting roles do you use and how you make the decision?
- What is Bulgarian NGO experience in consulting process and contracting?
- How do you identify and assess the training needs of NGOs?
- What kind of expertise do you provide to NGOs in Bulgaria?
- Which are your training experience and activities?
- Which are some of the success stories in consulting process?
- Is there a consultants network in Bulgaria?
- How do you market your NGO?
- What is the typical organizational structure of Bulgarian NGOs?
- How do you assess your training and consulting?
- What is your experience in fundraising?
- What is your role as a consultant? Why?
- How do you market yourself?

The first issue discussed was their initial experience. They made a short review of their start-up stages. They had worked for some time as teachers and lecturers at the Faculty of Sociology. It was interesting to get to know their educational background before starting as consultants. They had been psychologists and had found it easy to adapt themselves to a new field. Referring to their views there was a considerable overlapping area among teaching, training, and consulting. This explained why they initially started as trainers and lastly were basically involved in the field of consulting.

The following issue was about the subsidization of training and consulting. In Bulgaria the substantial part of consulting and training was subsidized since the participants could not afford them. Sometimes participants paid a small amount and this was mainly practiced to motivate their learning process and attendance. There were many NGOs projects that had training as one of project components. This increased the demand for training and consulting and helped expand the market.

Direct contacts and meetings with NGOs served as the basic marketing tool of Bulgarian consultants. They did not wait for NGOs to knock at their doors but drop by or contact them frequently to increase their clients' satisfaction.

Most of these consultants had gone through TOT/C courses abroad and they were trying to keep pace with new theories and practices continually. In this context cooperation, networks, agreements, and reciprocal visits served as learning and marketing tools. They would view their counterparts mostly as partners than competitors. They tried to explain also the relations Customer (granter) – Consultant – Client and the importance of understanding these relations in the current NGOs sector.

Other issues like misbalance, (i.e. decision-makers are not involved in the activities and people involved do not have decision-making power), free consultation (among friends), NGOs psychology and experience, etc were tackled shortly

CONCLUSIONS

Positive elements

- Disclosure of Bulgarian NGOs consultants experience
- Presentation of the Albanian NGOs sector situation
- Presentation of ANTTARC's goal, strategy, and activities
- Eagerness to exchange opinions and establish cooperation
- Questions addressed to each-other

Negative elements

- Unclear information provided
- Lack of a forehand preparation
- The limited number of Bulgarian consultants present in the meeting
- Lack of an in-depth presentation of the issues presented by Bulgarian consultants
- Albanian consultants did not encourage discussions
- Unsatisfactory English speaking abilities (time consuming)
- Passive listening and participation

RECOMMENDATIONS

People who are responsible for arranging these meetings should confirm the participation of people invited otherwise unpleasant situations are very likely to be confronted. Moreover they should make clear to all parties the meeting agenda, duration, and people involved. Take good care of the meeting preparation plan.

**GUEST LIST FOR THE OPEN HOUSE CEREMONY TO BE
ORGANIZED ON MARCH 31, 1999**

I. EMBASSIES AND INTERNATIONAL ORGANIZATIONS

1. US EMBASSY
Marisa Lino, Ambassador
2. DUTCH EMBASSY
Henk Heijnen, Ambassador
3. BRITISH EMBASSY
Stephen Nash, Ambassador
Catherine Jones, Deputy Head of Mission(Know How Fund)
4. GERMAN EMBASSY
Hans-Peter Disdorn, Ambassador
Petra-Gudrun Hedtke, Commercial Attache
5. AUSTRIAN EMBASSY
Mag. Arno Riedel, Ambassador
6. ITALIAN EMBASSY
Marcelo Spattafora, Ambassador
7. FRENCH EMBASSY
Patrick Chrismant, Ambassador
Yves Beauvois, Attache d'Action Culturelle et de la Cooperation
8. GREEK EMBASSY
Aleksandros Malias, Ambassador
Dimitris Platis, Deputy Chief of Mission
9. DELEGATION OF EUROPEAN UNION
Michele Peretti, Head of Delegation
Dritan Tole, Project Officer
10. OSCE
Dan Everts
Ismie Beshiri, NGO Coordinator
11. COUNCIL OF EUROPE
Andreas Papaconstantinou, Special Representative of the Secretary General of the C. E
Michael Neurchteur, Programme Officer
12. USAID
Howard Sumka, Mission Director
Luljeta Qorlaze, Program Assistant

13. ORT
 - Juliana Hoxha, Country Project Director
 - Liljana Dango, Finance Officer
 - Elira Zaka, Program Assistant
 - Dona Godaj, Office Manager
 - Iilir Theodhori
14. WORLD BANK
 - Carlos Elbirt, Resident Representative
 - Ana Gjokutaj, External Affairs Officer
15. UNICEF
 - Roberto Laurenti, Resident Representative
 - Manuel Fontaine, Programme Officer
16. UNDP
 - Jan Wahlberg, Resident Representative
 - Etleva Vertopi, Program Assistant
17. UNFPA
 - Emanuela Bello, Program Officer
18. SNV
 - Johan Tevelde, SNV Director
 - Adri Zagers, NGO Adviser
 - Lida Carcani, Programme Officer
19. REC
 - Mihallaq Qirio, Local Representative
20. ALBANIAN FOUNDATION FOR A CIVIL SOCIETY
 - Rolanda Dhimitri, Executive Director
21. DIALOGUE DEVELOPMENT (funded by DANIDA)
 - Steven Swampson, Consultant
21. DANIDA
 - Lis Jespersen, Head of Section, Royal Danish Ministry of Foreign Affairs
22. SOROS FOUNDATION
 - Capajev Gjokutaj, Executive Director
 - Valdet Sala, Program Director
 - Ardian Dhima, Coordinator, Civil Society Program
23. BRITISH COUNCIL
 - Elsona Agolli, Manager
24. ALBANIAN EDUCATION DEVELOPMENT PROGRAM
 - Robert Gurevich, Executive Director
 - Vasillaq Zoto, Deputy Director

25. SWISS AGENCY FOR DEVELOPMENT AND COOPERATION
Giorgio Fontana, Coordinator
26. AUSTRIAN COOPERATION
Mag. Florian Raunig, Head of the Scientific and Technical Cooperation
27. ITALIAN COOPERATION
Dr. Maurizio Di Caliso, Director
Francesca Deglich, Esperto, Settore Sociale
28. ITALIAN SPECIAL DIPLOMATIC DELEGATION FOR COORDINATION TO
ALBANIA
Piergiorgio Cherubini, Head of Delegation
29. CRS
Sieglinde Gassman
Blerinda Idrizi
30. NOVIB
Chris Eijkemans, Regional Desk Officer Eastern Europe
31. SWEDISH FOUNDATION
32. GTZ
Ismail Beka
33. HUNGARIAN EMBASSY
Lorant Balla, Council
-

TOTAL 55

II. GOVERNMENT ORGANIZATIONS

34. COUNCIL OF MINISTERS
Edmond Haxhinasta, Chief coordinator
Filloreta Kodra, Director, Department of Public Administration
35. MINISTRY OF LABOR AND SOCIAL AFFAIRS
Kadri Rrapi, Minister
Sofie Noti, Head of the NGO Sector
Lavdie Ruci, Chair woman, Committee of Women and Family
36. MUNICIPALITY OF TIRANA
Albert Brojka, Mayor
37. NATIONAL ENVIRONMENTAL AGENCY
Maksim Deliana, Chairmen
-

TOTAL 7

II. MEDIA

A. NEWSPAPERS

- 38. ZERI I POPULLIT
- 39. RILINDJA DEMOKRATIKE
- 40. ALBANIA
- 41. GAZETA SHQIPTARE
- 42. KOHA JONE
- 43. REPUBLIKA
- 44. SHEKULLI
- 45. ALBANIAN DAILY NEWS

B. NEWS AGENCIES

- 46. AGJENSIA TELEGRAFIKE SHQIPTARE
- 47. ENTER
- 48. DEUTSCHE PRESS AGENCY (DPA)
- 49. AGENCE FRANCE PRESS (AFP)
- 50. ASSOCIATED PRESS (AP)
- 51. REUTER

B. ELECTRONIC MEDIA

- 52. TELEVISIONI SHQIPTAR (TVSH)
Departamenti Social Ekonomik
 - Besnik Kaltanji
 - Ardian murraj
Departamenti i Informacionit (ftese departamentit)
- 53. TV KOHA
Enton Abilekaj
- 54. TV KLAN
Fatos Baxhaku

55. SHIJAK TV
Mero Baze
 56. ALBA TV (ftese stacionit)
 57. NESER TV (ftese stacionit)
 58. TEUTA TV (ftese stacionit)
 59. TV ARBERIA
Rezar Xhaxhiu
 60. NORBA TV (ftese stacionit)
 61. RADIO TIRANA
Programi I, Departamenti i Informacionit
Aferdita Selimi
Programi I, Departamenti Social
Programi II + Radio e Jashtme
Elsa Xhaji
 62. RADIO " KOHA" (ftese stacionit)
 63. RADIO "KONTAKT" (ftese stacionit)
 64. BBC
Fatos Kongoli
 65. ZERI i AMERIKES (VOA)
Ilirian Agolli
 66. DEUTCHE VELLE (ftese stacionit)
-

TOTAL 33

III. LIST OF NGOs

67. Albanian NGOs Forum
68. Society for Democratic Culture
69. Albanian Youth Council
70. Albanian for the Protection and Preservation of Natural Environment
71. Center for Conflict Resolution
72. Center for Documentation of Human Rights

73. Institute of Contemporary Studies

74. Center for Economic and Social Research

75. Women's Center

76. Media Institute

TOTAL 10

BOARD MEMBERS

16 people

ANTTARC's staff

13 people

Grants Awarded by ORT Democracy Network Program in January 1999

Albanian Consumers Association:
 "Cooperation of ACA with Local and Central Government on Implementation of Consumer Protection Law and Other Laws Strengthening Consumers' Rights Movement" (Development Activity Grant - \$30,000)

The DemNet grant provides funding to the Albanian Consumers Association, a national consumer rights watch-dog organization, for its annual operational expenses, training of members and leaders of the association's branches, training of governmental officials to improve law enforcement, public education and health and safety awareness campaigns, and watch-dog activities including taking, processing, investigating, and representing consumer complaints to government organs and the courts. The subgrant will also strengthen the work of the ACA's four new local advisory centers in the region.

National Union of Albanian Farmers:
 "Promoting Policies in Support of Agricultural Development" (Development Activity Grant-\$25,289)

The DemNet subgrant provides funding for annual activities of the organization to support training of members, to restructure and strengthen the association by increasing its reach from 25 to 30 districts, to support association leaders and members in attending government meetings for policy advocacy purposes, and to improve public relations of the association. National Union of Albanian Farmers will prepare and advocate policy positions in areas of land taxes, farmer pensions. The subgrant will support organization of a public hearing in Lezha district and publication of a newsletter.

Albanian Center for Economic Research: "Improving Municipality Services: Developing and Implementing a Local Level Anti-Corruption Action Plan" (Micro Grant - \$5,000)

A DemNet subgrant will provide additional support (along with co-funding from other donors) to ACER to play a constructive role in assisting local government organs to develop a local anti-corruption action plan. ACER will conduct surveys of municipal officials and the local community, prepare a corruption assessment report, assist government in holding public discussion forums and in drafting a local action plan. ACER will also help the government establish a permanent public private actor, "A Community Forum",

to assess local government's performance on an annual basis. The funding from DemNet will specifically support the public dialogue on the draft action plan, including information days, town hall meetings, and media and public education campaigns.

Intellectual Women / Puka: "Small Business an Opportunity for Employment and Self-employment" (Micro Grant - \$3,816)

The DemNet subgrant provides funding for the Intellectual Women of Puka to collect data on the 63 women-owned or women-run businesses in the Puka district, to develop policy recommendations to support business development, to train business women on business development, and bring together small credit providers to women in the Puka district. The Subrecipient's project aims to create economic opportunities and supportive policies for women in the Puka region.

Grantet e Dhëna nga ORT Rrjeti i Demokracisë në Janar 1999

Shoqata Shqiptare e Konsumatorëve:
 "Bashkëpunimi i ShShK me Pushtetin Lokal e Qëndror për Zbatimin e Ligjit për Mbrojtjen e Konsumatorit dhe Ligje të tjera që forcojnë Levizjen për të Drejtat e Konsumatorit" (Grant për zhvillimin e veprimtarisë - 30,000 USD)

Granti i DemNet siguroi financim për Shoqatën Shqiptare të Konsumatorëve, një organizatë kombëtare që vëzhgon të drejtat e konsumatorit, për shpenzimet e saj vjetore të veprimtarisë, për trajnimin e anëtarëve dhe drejtuesve të degëve të shoqatës, për trajnimin e zyrtarëve qeveritarë për të përmirësuar fuqinë e ligjit, edukimin publik dhe fushatat për ndërgjegjësimin shëndetësor dhe të sigurisë, dhe veprimtari që vëzhgojnë, tërheqin, përpunojnë, hetojnë dhe paraqitja e ankesave të konsumatorëve ndaj organeve qeveritare dhe gjykatave. Ky grant gjithashtu do të forcojë punën e katër qendrave lokale të ShShK.

Bashkimi Kombëtar i Fermerëve Shqiptarë: "Promovimi i Politikave në Mbështetje të Zhvillimit Agrokulturor" (Grant për zhvillimin e aktivitetit - 25,289 USD)

Granti i DemNet siguron financim për veprimtaritë vjetore të organizatës për të trajnuar anëtarët e saj, për të ristrukturuar dhe forcuar shoqatën duke rritur shpërndarjen e saj nga 25 në 30 rrethe, për të mbështetur drejtuesit dhe anëtarët e shoqatës të ndjekin takimet qeveritare për politikën e avokatisë, dhe të përmirësojë marrëdhëniet publike të shoqatës. Bashkimi Kombëtar i Fermerëve Shqiptarë do të përgatisë dhe mbrojë politika në fushën e taksave të tokës, pensionet e fermerëve. Granti do të mbështesë organizatën për një dëgjim publik në rrethin e Lezhës dhe për botimin e një gazete.

Qendra Shqiptare për Kërkime Ekonomike: "Përmirësimi i Shërbimeve Bashkiake: Zhvillimi dhe Zabtimi i Plan-Veprimit Anti-Korrupsion në Nivel Lokal" (Mikro-grant - 5,000 USD)

Granti i DemNet do të sigurojë mbështetje shtesë (bashkë me financimet e donatorëve të tjerë) për QShKE që ajo të luajë një rol konstruktiv në ndihmën e dhënë organeve të pushtetit lokal për të zhvilluar një plan-veprim anti-korrupsion. QShKE do të kryejë një vëzhgim për zyrtarët bashkiakë dhe komunitetin lokal, do të përgatisë një raport vlerësues të korrupsionit, do të ndihmojë pushtetin lokal të zhvillojë diskutime publike dhe në projektimin e një plan-veprimi lokal. QShKE do të ndihmojë gjithashtu pushtetin lokal të krijojë një organ të përhershëm të sektorit privat "Një Forum të Komunitetit, për të vlerësuar punën e pushtetit lokal çdo vit. Financimi nga DemNet do të mbështesë në mënyrë specifike dialogun publik për plan-veprimin, duke përfshirë informacionin, takimet bashkiake, median dhe fushatat e edukimit publik.

Gratë Intelektuale/Pukë: "Biznesi i Vogël një Mundësi për Punësimin dhe Vetë-Punësimin" (Mikro-grant - 3,816 USD)

Granti i DemNet siguron financim për Gratë Intelektuale të Pukës për të mbledhur informacion nga rreth 63 gra që kanë ose janë të përfshira në biznes në rrethin e Pukës, për të përgatitur rekomandime të një politike mbështetëse për zhvillimin e biznesit, për të trajnuar gratë e biznesit për zhvillimin e biznesit të tyre, dhe për të tërhequr subjekte që japin kredi të vogla në rrethin e Pukës. Projekti synon të krijojë mundësi ekonomike dhe politika mbështetëse për gratë në rajonin e Pukës.



NJOFTIM

15 MARS 1999 ËSHTË AFATI I FUNDIT I DORËZIMIT TË PROJEKT - PROPOZIMEVE PRANË PROGRAMIT ORT/USAID RRJETI I DEMOKRACISË

Granti i ofruar do të jetë në madhësinë deri në 3.000 USD dhe do të financojë vetëm ato projekte të OJQ-ve shqiptare që veprojnë në koalicion ose në rrjet me OJQ të tjera. Projekti duhet të trajtojë çështje që kanë të bëjnë me politikën publike në 4 sektorët prioritarë të Programit ORT/USAID Rrjeti i demokracisë. Ato janë: 1. demokraci

2. mjedis
3. mirëqenie sociale
4. ekonomi

Për çfarëdo informacioni lidhur me mënyrën e aplikimit apo projektpropozimin kontaktoni me Elira Zaka, Asistente Programi. Do të ishte mirë që para dorëzimit të projektit, të kontaktonit me Asistenten e Programit për t'u siguruar që ai është konform kriterëve dhe formatit të kërkuar (projekti duhet të jetë në anglisht). Ju kujtojmë edhe një herë adresën tonë:

Rr. Mustafa Matohiti, Nr. 16, Tiranë "përballë INIMA-s",

Tel: 47601 ose 47602

ALI

**NESE RREGJISTROHENI DERI ME 20 SHKURT
PERFITONI 5 PERQIND ZBRITJE**

5 MARS

TV

SERVICE

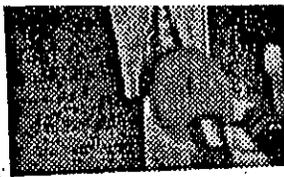
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e arrijnë kete snpejtes , thote Shuli. Ministria thekson se duhet te shtohen masat e sigurise. "Njerëzit deri tani kanë kaluar nga njëra anë e shinave në tjetren pa u kujdesur shumë. Në do të ndërmarrim një fushatë njoftimesh në televizion e shtyp për t'u thënë njerëzve të kenë kujdes, pasi treni tani ecën shumë më shpejt", thotë ministria.

Punimet e parashikuara të përfundonin brenda vitit 1998 janë zgatur edhe për dy muaj të tjerë dhe vetëm dhe kjo linjë është inauguruar. Sipas Shulit, kanë mbetur për t'u rregulluar edhe

Ekonomisë Publike dhe Privatizimit, Ylli Bufi. Brenda muajit mars KESH-i do të paraqesë një studim për metodat dhe strukturat e reja që do të zbatohen për arkëtimet. KESH-i ka parashikuar të lidhë kontrata me privatë për të pasur një efikasitet më të lartë në mbledhjen e parave.

Bufi ka kërkuar nga drejtuesit e Korporatës që të vendosin sa më shpejt boksat kolektive. Këto do të jenë kuti të mëdha, ku do të futen e do të kyçen të gjithë



matësat e energjisë elektrike. Kështu njerëzit nuk do të mund të ndërhyjnë më në matësa, duke vjedhur energji.

Në takimin e djeshëm u tha se një nga pikat më të dobta të KESH-it ka qenë mbledhja e të ardhurave. Prandaj ministri kërkoi që "Task Force" ose policia

Drejtesit e Korporatës dhe Bufi kanë diskutuar edhe për investimet në KESH. Këto investime ndahen në dy faza. Faza e parë është paraqitja nga KESH-i, brenda datës 15 mars, e një programi të hollësishëm për të gjitha investimet, që do të realizohen në rrejetin energjistik. Faza tjetër do të jetë furnizimi me materialet e domoshme të filialeve të Korporatës në rrethe dhe komuna. Bufi tha se duhet të bëhet është e mundur për të thithur investime.

"e fuqishte... këtij viti, ka mundësi... 60 anëtarë që kishte vjet. Sipas... ore, dhoma u ka siguruar informacione... prodhuese të gjithë atyre që kërkojnë të bashkëpunojnë me firma të huaja.

Tropoja shpejt telefona me prefiks

TROPOJE - Vetëm koha e keqe dhe dëbora pengojnë përfundimin e punimeve që do ta lidhin Tropojën me prefiks. Drejtori rajonal i Telekomit, Agim Braha, tha për ATSH-në se deri tani janë kryer mbi 70 për qind e punimeve dhe me përfundimin e tyre do të bëhet e mundur lidhja e Tropojës me prefiks automatik prej 30 kanalesh. Që prej gushtit Tropoja ka pasur ndërlidhje të kufizuar me Tiranën dhe është izoluar nga Kukësi e Hasli.

NJOFTIM

15 Mars 1999 është afatit i fundit i dorëzimit të projektpropozimeve pranë Programit ORT/USAID Rrejt i Demokracisë. Granti i ofruar do të jetë në madhësinë deri në \$3,000 dhe do të financojë vetëm ato projekte të OJQ-ve shqiptare që veprojnë në koalicion ose në rrejt me OJQ të tjera. Projekti duhet të trajtojë çështje që kanë të bëjnë me politikën publike në katër sektorët prioritarë të Programit ORT/USAID Rrejt i Demokracisë. Ato janë:

1. demokraci, 2. mjedis, 3. mirëqënie sociale, 4. ekonomi.

Për çfaredo informacioni lidhur me mënyrën e aplikimit apo projektpropozimit kontaktoni me Elira Zaka, Asistente Programi. Do të ishte mirë që para dorëzimit të projektit, të kontaktonit me Asistenten e Programit për t'u siguruar që ai është konform kriterëve dhe formatit të kërkuar (projekti duhet të jetë në Anglisht). Ju kujtojmë edhe njëherë adresën tonë: Rr. Mustafa Matohiti, Nr.16, Tiranë (përballë INIMA-s), Tel: 47601 ose 47602.

Qendra e Gruas

Udhëzimi për vend pune
Titulli i pozicionit: DREJTORE EKZEKUTIVE
Përshkrimi i detyrave dhe përgjegjësi
 Të planifikojë programet afatshkurtra dhe afatgjata për zhvillimin e Qendrës dhe vazhdimësinë e misionit të saj;
 Menaxhojë, marketojë dhe administrojë projektet e QG;
 Të kontrollojë zbatimin e të gjitha aktiviteteve të Qendrës;
 Të monitorojë cilësinë e shërbimeve të ofruara nga Qendra;
 Sigurojë një komunikim të vazhdueshëm me bashkëpunëtorët, OJQ të grave, donatorët dhe institucione të tjera brenda dhe jashtë vendit.

Kërkesat për pozicionin
 Kandidati duhet të ketë trajnimin dhe ekspertencën e përshkruar më poshtë:
 Diplomë Universiteti;
 Minimum të ketë ekspertencë pune prej pesë vitesh;
 Afërsi për të punuar në mënyrë të pavaruar dhe në grup;
 Afërsi për të marrë dhe zbatuar udhëzime;
 Të zotërojë shumë mirë anglishten e folur dhe të shkruar;
 Të përdorë programe e kompjuterit që ndihmojnë në përpunimin e tekstit;
 E gatshme për të udhëtuar brenda dhe jashtë Shqipërisë.
 Paga do të bazohet në atë të mëparshmen, në afërsitë dhe ekspertencën.
 Afat përfunditar për aplikimin është 25 Mars 1999.
 Aplikantët e interesuar duhet të dërgojnë një CV të detajuar dhe dy letra rekomandimi në adresën: Qendra e Gruas, P.O.Box 2418, Fax: (42) 23693, Tiranë.

**Albanian National Training And Technical
Assistance Resource Center**

ANTTARC

MANUAL OF POLICIES

AND

PROCEDURES

INTRODUCTION

ANTTARC is an Albanian Non-Governmental Organization (NGO) that intends to *"build leadership in order to ensure sustainable social, economic, and political development through implementation of new, creative, and effective strategies and initiatives for NGOs, government, and business."* This Manual of Policies and Procedures regulates its internal and external relationships.

Purpose: ANTTARC Manual of Policies and Procedures formally regulates relationships within the organization and the relationships between the organization and organization's members and the outside actors in order to ensure operations' efficiency and outreach effectiveness. It gives guidelines to employees, volunteers, counterparts, etc. about the organizational performance, values, and standards.

Resources: This manual was developed with the contribution of all of the organization's members. International standards, Albanian practices, and individual experiences were used as the starting point of the whole process. Policies and procedures from other NGOs were reviewed and considered as part of a benchmarking process.

Legal Compliance: This manual is in compliance with Albanian legislation.

Principles: This manual has been developed based on the principles of organizational integrity, disclosure, flexibility, accessibility, fairness, consistency, coherence, non-discrimination, and personnel empowerment.

Responsibility: Each staff member is responsible for reading the policies, complying with them, and proposing improvements. It is the responsibility of staff to ask questions about and seek clarification from the Executive Director for any policy that they do not fully understand.

The Executive Director is responsible for ensuring that all staff are informed regarding the existence and importance of this manual. This manual will be made easily accessible to all staff at any time. Furthermore, the Executive Director is responsible for the fair, consistent and equitable implementation of all policies and procedures described in this manual. Finally, the Executive Director is responsible for ensuring that all staff are notified, in writing, regarding updates, modifications and additions to this manual.

Revision: This manual will be reviewed annually. Any changes will be consistent with Albanian legislation..

ANTTARC
STANDARDS

**STANDARDS
OF ALBANIAN NATIONAL TRAINING & TECHNICAL
ASSISTANCE RESOURCE CENTER (ANTTARC)**

1.0 GOVERNANCE

- 1.1 ANTTARC is governed fairly, impartially, and responsibly by an independent Board of Directors and its duly constituted Executive Staff.
- 1.2 ANTTARC has an independent, active, and informed Board of Directors, serving without compensation as directors. The Board has policies which specify the frequency of Boards meetings (at least two per year) and adequate attendance by directors (at least a majority on average). The board has designated an Executive Staff to act in its place. The Board has policies restricting the number of employees who are voting members of the Board; providing limits for directors being related to one another, the Founder, or the Executive Director; and establishing limited terms of service for directors and officers.
- 1.3 The Board has adopted a policy that prohibits direct and indirect conflicts of interest by members of the Board, employees, and volunteers. Board members, employees, and volunteers make known to the Board any affiliation they might have with an actual and potential supplier of goods and services, recipient of grant funds, or organization with competing or conflicting objectives. Board members and employees absent themselves from discussion and abstain from voting or otherwise participating in the decision on any issues in which there is a conflict of interest. Large or otherwise inappropriate gifts to Board members or staff for personal use are forbidden.
- 1.4 Though the Board has delegated to staff, it accepts ultimate responsibility for governance over all aspects of the organization.
- 1.5 The Board approves the annual budget, appoints an independent auditor, and receives the annual audited financial statements in order to review the financial statements and activities of the organization.
- 1.6 The Board has adopted a policy requiring that no person be excluded from participation in the organization, be denied the benefits of the organization, or be otherwise subjected to discrimination by the organization, on the basis of race, color, national origin, religion, handicap or sex.

1.7 All activities are conducted within applicable laws.

2.0 Organizational Integrity

2.1 The affairs of ANTTARC are conducted with integrity and truthfulness. Its activities are open and accessible to scrutiny by its donors, excepts for personnel matters and proprietary information.

2.2 ANTTARC has a written standard of conduct for its directors, employees and volunteers, which it is committed to follow.

2.3 ANTTARC endeavors to assure confidentiality to employees desiring it that present evidence of misconduct or other irregularities on the part of anyone associated with the organization.

2.4 ANTTARC opposes and is not a willing party to wrongdoing, corruption, bribery, other financial impropriety, or illegal acts in any of its activities. It takes prompt and firm corrective action whenever and wherever wrongdoing of any kind is found among its Board, employees, contractors, and volunteers. Ethics standards are maintained despite possible prevailing contrary practices elsewhere.

2.5 In all of its activities, ANTTARC respects the dignity, values, history, religion, and culture of all of its constituents.

2.6 ANTTARC recognizes that all of activities impact on the public perception of the NGO community, and that it shares a significant responsibility to enhance the public trust.

3.0 FINANCES

3.1 The finances of ANTTARC are conducted in such a way as to assure appropriate use of funds and accountability to donors.

3.2 ANTTARC has an annual audited financial statement, conducted by an independent Certified Accountant. The audited financial statement complies with Generally Accepted Accounting Standards (GAAS). The auditors present a "management letter" to the Board of Directors.

3.3 ANTTARC completes the appropriate form annually to the Albanian Government.

- 3.4 The audited financial statement is provided to any inquirer upon reasonable written request.
- 3.5 An Annual Report including a statement of the organization's purpose, full or summary financial statement description of the goals, summary of overall program activities, results of the work of the organization, and information about Board members is provided upon written or verbal request.
- 3.6 The organization's combined fund raising and administration costs are kept to the minimum necessary to meet the agency's needs. Allocations of expenditures to administration fund raising, and program services reflect the organization's purposes, actual activities, and generally accepted accounting principles.
- 3.7 ANTTARC operates a budget approved by the Board. It accounts for funds from the moment they are received until they are used in the project or services. It exercises adequate internal controls over disbursements to avoid unauthorized payments. The organization has not secret funds and it prohibits any unaudited transactions or loans to Board members and to staff.
- 3.8 Contributions are used as promised or implied in the fund raising appeal or as requested by the donor. If funds cannot be spent this way, ANTTARC returns them to the donor, or the donor is advised of the planned alternative use and given the opportunity to request a return of the contribution. The organization substantiates, upon request, that its application of funds is in accordance with donor intent or request. Resources are not used as instruments of partisan influence or personal gain.
- 3.9 International currency exchange complies with applicable laws, has appropriate Government approvals, and is clearly recorded.

4.0 COMMUNICATIONS TO ALBANIAN PUBLIC

- 4.1 ANTTARC is committed to full, honest, accurate disclosure of relevant information concerning its goals, programs, finances, and governance.
- 4.2 Fund raising solicitations is truthful and accurately describes the organization's identity, purpose, programs, and only makes claims, which the organization can fulfill, and avoids placing excessive pressure on donors. There is no material omissions or exaggerations of fact, no use of misleading photographs, nor any other communication, which tends to

create a false impression or misunderstanding. Information in the organization's appeals gives accurate balance to the actual programs for which the funds solicited are used. The organization does not undertake negative advertising or criticize other member organizations to benefit themselves.

- 4.3 ANTTARC's communications respects the dignity, values, history, religion, and culture of the people served by the programs. It neither minimizes nor overstates the human and material needs of those whom it assists.
- 4.4 If ANTTARC sells, rents, or exchanges the names of its donors, it shall notify the donors of its intention to do so, giving them the option to be eliminated from the list for sale, rent, or exchange.
- 4.5 If the organization is engaged in fund raising events or cause-related marketing, the amount of funds going to the charity shall be clearly described prior to, or in conjunction with, the effort.
- 4.6 The organization controls all fund raising activities conducted on its behalf. All fund raising contracts and agreements are reduced to writing.

5.0 MANAGEMENT PRACTICE AND HUMAN RESOURCES

- 5.1 ANTTARC endeavors to follow best management practices appropriate to its mission, operations, and governance structure.
- 5.2 ANTTARC periodically reassesses its mission and operations in light of the changing world environment through an on-going strategic planning process.
- 5.3 ANTTARC has clear, well-defined, written policies and procedures relating to all employees and volunteers, including host country nationals and expatriates.
 - 5.3.1 Such policies clearly define and protect the rights of its employees, assuring fair treatment in all matters.
 - 5.3.2 Employee benefits are clearly described and communicated, and the organization makes financial arrangements to protect its ability to honor its obligations to employees.

- 5.3.3 The organization's expectations of employees is clearly defined and communicated.
- 5.4 A member organization has policies and procedures to promote gender and minority equity, pluralism, diversity, and affirmative action in recruitment, hiring, training, and professional development and advancement.
- 5.5 ANTTARC endeavors to recruit and retain staff that combines professional competence with a commitment to service.

6.0 PROGRAM

- 6.1.1 ANTTARC facilitates self-reliance, self-help, popular participation and sustainable development, to avoid dependency.
- 6.1.2 Participants from all groups affected, to the maximum extent possible, are responsible for the design, implementation, and evaluation of projects and programs.
- 6.1.3 ANTTARC gives priority to working with or through local and national institutions and groups, encouraging their creation where they do not already exist, or strengthening them where they do.
- 6.1.4 In its program activities, the organization respects and fosters human rights, both socio-economic and civil-political.
- 6.1.5 ANTTARC respects the dignity, values, history, religion, and culture of the people served.
- 6.1.6 ANTTARC's fundamental concern is the well-being of those affected; its programs assist those who are at risk without political, religious, gender, or other discrimination; and a high priority is given to strengthening the capacities of the most vulnerable groups, typically women, children, minorities, the disabled, and the very poor.
- 6.1.7 ANTTARC's programs promote the advancement of the status of women and their empowerment.
- 6.1.8 In the planning of programs and projects, ANTTARC considers the full range of potential impacts upon the country including: the potential to strengthen the capacity of local structures and institutions to absorb constructively financial and other inputs, and where resources exceed

capacity, to create new auxiliary structures such as locally controlled foundations or funds; the potential for sustaining the program in the future; the effect upon the demand and markets for locally produced goods and services; the potential for individual and community empowerment; and the effects upon the natural environment and ecosystems.

- 6.1.9 ANTTARC has defined procedures for evaluating, both qualitatively and quantitatively, its programs and projects. These procedures address both the efficiency of the use of inputs, and the effectiveness of the outputs, i.e. the impacts on the program participants, and the relationship of these impacts to the cost of achieving them.
- 6.1.10 ANTTARC is willing to share program knowledge and experience with program participants, other agencies, donors, and other constituencies.
- 6.1.11 ANTTARC adheres to the professional standards in their field of activity.

7.0 PUBLIC POLICY

- 7.1 ANTTARC has a clear policy describing the circumstances in which it involves itself in advocacy, public policy and/or lobbying activities.
- 7.2 Having adopted advocacy and public policy positions ANTTARC has an organizationally approved policy that defines the process for adopting and implementing such positions.
- 7.3 ANTTARC's advocacy, public policy, and lobbying activities are non-partisan (i.e. not associated with a specific political party) in nature, and in conformity with applicable Albanian non-profit law.
- 7.4 Activities intended to influence public policy in the Albania are undertaken in accordance with the organization's established policies, and with applicable laws.
- 7.5 In taking public policy positions, ANTTARC is informed and guided by public policy positions.



INTERNATIONAL COOPERATION

November 2, 1998

Ms. Charlotte Watson
Democracy Officer
USAID/Tirana

Dear Ms. Watson:

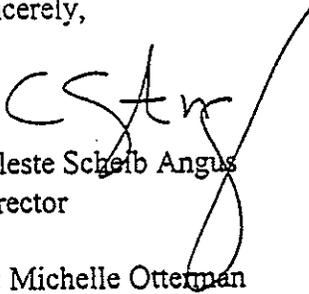
We are pleased to submit the Albania Democracy Network quarterly report for the period from July-September 1998 which includes our annual workplan.

Lisa Davis and Lori Jenkins are doing a great job in Macedonia, and would like to keep on schedule. In order to do so, we will need additional funding to bring groups of Albanians to Macedonia for training and technical assistance, as well as hiring short-term TCN consultants to conduct training in Albania.

Therefore, we are submitting a request for additional funding for \$297, 249 per the attached budget. I am familiar with the OP process which can take several months to issue a modification. Would it be possible to use existing C.A. monies for these additional costs if you concur with the request? Hopefully, the proposed modification would be effective within 90 days.

We look forward to discussing our request with you.

Sincerely,



Celeste Scheib Angus
Director

cc: Michelle Otterman



ORT Albania Democracy Network Program

Rruga Mustafa Matohiti #16, Tirana, Albania Tel: (355 42) 47601 Tel/Fax: (355 42) 47605

February 17, 1999

Ms. Charlotte Watson
Democracy Officer
USAID/Tirana
Washington, DC

Dear Charlotte:

ORT submitted a six-month budget to USAID in November 1998 projecting additional costs of approximately \$300,000 due to the evacuation. Thus our normal burn rate increased from approximately \$83,000/month to \$133,000 effective November 1998.

This six-month period will now be extended beyond April 1999 due to the continued evacuation. We are prepared to submit a request for an increase in our budget for the duration of the project through June 2000.

As of January 31, 1999, we have expended approximately \$2.5 million of the \$3.75 million grant. We estimate total additional costs of approximately \$750,000 if grantees are not allowed to return to Albania before the end of the project.

We look forward to your response.

Celeste Scheib Angus
Project Director
Albania DemNet

cc: Michelle Otterman

ORT International Project Director, Celeste Scheib Angus

1900 L Street, NW, Suite 603, Washington, DC 20036 (202) 293-2560 Fax: (202) 293-2577, E-mail: ortdc@aol.com

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