



DEMOCRACY NETWORK PROGRAM

Tirana, Albania

**Quarterly Progress Report
October - December 1999**

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**ORT Albania Democracy Network Program
Quarterly Progress Report
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Executive Summary

ORT grantees achieved considerable success during the quarter both in institutional strengthening/capacity building activities as well as public policy formulation, implementation and advocacy activities which are summarized below:

- **Institute for Contemporary Studies** – public procurement law reform;
- **Albanian Foundation for the Reconciliation of Disputes** – workshops with the Ministry of Justice to promote the new mediation law;
- **National Union of Albanian Farmers** – extended its activities to 31 districts to strengthen membership base, build dialogue with government, conduct public hearings with Parliamentarians on agricultural land tax law, and provided training to members;
- **Albanian National Training and Technical Assistance Resource Center** – ANTTARC provided technical assistance and training to four IDGs under the NGO development and sustainability strategy, as well as outside contracts including Mother Teresa Society, Kosovo; Mercy Corps International, Kosovo; and the UNDP Community Development Training Program;
- **Dairy Entrepreneurs National Association** – DENA is closely collaborating with the Ministry of Agriculture and Food to improve existing Albanian legislation on food products which will increase the opportunity to export country products;
- **Albanian Disability Rights Foundation** – ADRF has already started to function as a Resource Center for its branches and other NGOs, which have similar goals and objectives. In December 1999, ADRF organized a training course on “Elements in Institutional Development”;
- **Regional Development Agency (Tirana)** – RDA Tirana has increased revenue generation thus contributing to sustainability by providing training on business management to DENA and preparing approximately 15 business plans and feasibility studies for several businessmen in Tirana;
- **Regional Development Agency (Elbasan)** – The most successful activity of RDA Elbasan during the past three months was the successful implementation of an UNDP/ARRO training project on “Increasing the Capacities of Local Government regarding Data Collection and Analysis and Information Management for local government representatives in the Prefecture of Elbasan.

The new ORT social services and capacity building grant round was delayed because funding was not received from USAID/OP and subsequently from FM. The first round is now scheduled for February 2000.

ORT welcomed the arrival of Claudia Janiszewski as the PMU Advisor. Her excellent background in the social services sector will be particularly helpful to the PMU for the new grant fund.

ORT continued to facilitate meetings on the draft NGO law with the NGO community, government and donors. A follow-up meeting is scheduled for February 7 with ICNL representatives. Other meetings arranged by ORT include the following: US Ambassador and USAID Mission Director and the ORT grantee, Regional Development Agency Foundation in Elbasan; and a round table discussion at US Embassy on Albanian prostitution overseas.

Collaboration with other USAID projects

ORT, PAPA and IREX are organizing a working group, including NGO representatives, to promote trash removal and a "Clean-Up Tirana Campaign". IREX will conduct a second public relations training session for NGOs. ORT will provide assistance to IREX to formulate legislation for PSAs on radio and television, and will help organize the NGO advocacy effort to lobby for the new legislation. At the request of NDI, ORT conducted a two-day training session for new political leaders in public participation and decision making. ORT also provided assistance to Freedom House for their annual report on human rights.

ORT is in the process of adding a legal chapter to its NGO Management Handbook to assist NGOs with registration, employment, statutes, and other legal issues. ICNL continued to provide legal assistance to ORT grantees with the part-time local lawyers working from the ANTTARC office.

The ORT bimonthly publication "On the Road to Success", published in November 1999, is designed to promote public awareness of NGO activities and to publish success stories as well as to provide a source of information regarding grants, activities and general NGO information. The conference planned for February 2000 will bring together leading NGO representatives from 13 countries to share successful NGO approaches and strategies and to facilitate future regional partnerships, and to increase public awareness of the NGO sector in Albania.

No-Cost Extension

A request for a no-cost extension will be submitted to USAID/Tirana to extend the ORT cooperative agreement through December 2000 in order to monitor the new grants and to continue providing training and support to the grantees, as well as to organize and promote support for critical NGO issues.

I. GRANTS PROGRAM

Democracy Sector Grants

DEM- 028 Institute for Contemporary Studies: "Efficient, Non-discriminatory and Transparent Public Procurement Law" (\$4,960)

Start Date: 06/10/99 End Date: 11/30/99

In the reporting period from Mid September 1999 – December 31, 1999, ICS completed a number of projects outlined in the original plan to ORT. Work was concentrated in the following areas:

- 1) Evaluation and recommendations prepared by an expert working in the area of procurement;
- 2) Processing of surveys from businesses, public agencies and independent specialists;
- 3) Increase in the promotion of procurement procedures to government authorities.

A group of experts worked on evaluating the current system of procurement and recommended changes. The evaluation was focused on legal framework, institutional relations and the techniques used in procurement.

The evaluation confirmed that the current law on procurement is adequately structured, however, the implementation of the law is another story. The main conclusion from the evaluation is that the law needs only small improvements. Further clarification is needed as well as enforcement to make it successful.

The evaluation suggests that normative acts need to be implemented to ensure an efficient procurement system. These normative acts would include:

- a) pre classification of documents
- b) standardization of criteria for pre-classifications
- c) standardization and improvement of criteria for publication
- d) standards and procedures established for authorities that would require accountability
- e) standardization of procedures for the evaluation of bids that takes into consideration price, quality and work time
- f) clarify procedures to be used when appealing procurements

The evaluation also highlighted the need for the law to define who is responsible for procurements, what authority this person has, as well as who this person is accountable to and how this persons performance in procurement should be evaluated.

Inadequacies are prevalent at both the institutional level as well as the individual level (public officials). The current system allows a lot of room for flexibility, which in turn creates opportunities for corruption.

In many public institutions, proper documentation is not in place to enforce a method in which to follow for procurements. A lack of training to individuals or agencies conducting procurement is evident. In roundtable discussions, it was mentioned that many officials do not know what various techniques to use in procurement.

Three round table discussions were held in Durres, Korca and Shkodra and focused on procurement practices and legal/ institutional framework. Participants in the round table discussions consisted of representatives from the business community, government agencies/institutions, independent experts, NGOs and educators. Additionally, in some of the discussions, international donors/organizations were present.

The objectives of the round table discussions were to identify the problems in procurement as well as to suggest solutions. At the completion of each round table discussion, follow up reports were sent to the various government agencies handling procurement.

After conducting the three round table discussions, meetings were held with the Monitoring Committee of Anti-Corruption Government Program, the Agency of Procurement and the Cabinet of the Prime Minister. Representatives from the Agency of Procurement and Ministry of Public Works participated actively in the Durres meeting.

The Prime Minister recently announced that the overall structure of public procurement will be revised. ISB will continue to collaborate with the government on future changes and implementation of procurement laws and regulations.

In January 2000, ISB will complete the evaluation report as well as conduct a working session with the government expert group on procurement to share views in regards to changes needed in the procurement law and implementation of procedures.

DEM-029 Albanian Foundation for the Reconciliation of Disputes: "Implementing New Mediation Law as an Alternative in Conflict Resolution" (\$5,000)
Start Date: 06/05/99 End Date: 09/30/99

AFRC has cooperated closely with the Ministry of Justice in the drafting of the curriculum for seminars/workshops as well as supporting the participation of Judges, Prosecutors and Mediators in the seminars. Specialists from the Ministry of Justice acted as facilitators in workshops.

Prior to the workshops, a commentary to the law was compiled with the professional assistance of Jurists such as Professor Dr. Ismet Elezi and Professor Associate Mariana Semini and Hajor Fuga, a member of the Constitutional Court. This commentary was attached to the respective law and distributed prior to the workshops. The specialists who worked on the creation of the commentary provided explanations on each article of the law.

Workshops were conducted in Lezha with forty two (42) participants; Tirana forty three (43) participants; Fier, thirty one (31) participants and in Elbason with thirty two (32) participants.

An initial survey was conducted at the beginning of each workshop to determine the level of knowledge each participant had about the law. Most of the participants knew of the law but a limited number had actually read it, despite the fact that the law was published in the official newspaper a few months prior. Participants at all workshops showed a great interest to be acquainted with the law. Most participants accepted it as an alternative to conflict resolution and the possibility of implementing it in Albania.

Through the workshops, participants were able to understand the main principles of the structure of the law and the mediation process in conflict resolution.

Local TV media covered the workshops and the Albanian Telegraphic Agency published the workshops in a news bulletin.

Economic Growth Grants

ECON-011 National Union of Albanian Farmers: "Promoting Policies in Support of Agricultural Development" (\$25,289)
Start Date: 02/26/99 End Date: 02/26/00

The National Union of Albanian Farmers (BKFSH) was registered in March 15, 1994, with its current location at the VOCA office at Jul Variboba, Nr.6, Tirana, Albania. BKFSH is a national organization with activities in 31 districts with over 12,000 members all of which are farmers. BKFSH's main aim is to represent and protect the interests of farmers in the market economy. Its main activities are focused in the area of training for members and reviewing and commenting on draft legislation in the agricultural sector. In September 1995, BKFSH administered a grant in the amount of \$7000.00 from Albanian Civil Society Foundation to extend its reach from 7 districts to 20 districts. In 1997 ORT awarded a grant to BKFSH in the amount of \$15,000. Through this grant BKFSH extended its reach in 31 districts strengthening its institutional base for membership participation which played a strategic role in building government dialogue; conducted a public hearing with Parliamentarians on the agricultural land tax law; and provided training in organizational building to members.

Since the transition to a market economy, the government of Albania has passed economic legislation that have effected farmers without considering any input from farmers or the farmer associations. Over the last few years, BKFSH has established a working relationship with the national government, in particular the Ministry of Agriculture and Food, and provided valuable input into draft legislation. BKFSH influenced the government to reduce import taxes for needed agricultural supplies and equipment, which will effect their economic growth in the agricultural sector. During the last year, BKFSH worked on two policy issues; improvement of land tax and laws regarding farmers pensions.

The sub-agreement provides funding for the organizations annual activities and includes: training of association members; restructuring and strengthening the association by increasing its reach

from 25 to 31 districts; support association leaders and members in attending government meetings for policy advocacy purposes; and provide financial support to improve public relations activities of the association. The Sub-recipient will provide support in the organization of a public hearing in the Lezha district and publication of a bimonthly newsletter. BKFSH will subcontract \$3,332 to the Rural Development Center for the preparation of the newsletters. ORT will assist in the preparation of the subcontract.

In November 1999, a mid-point evaluation was conducted using indicators previously agreed to by both parties. The association increased their participation in parliamentary hearings regarding agricultural issues. An initial Parliament hearing was conducted in June 1998 to in-act a land tax law pertaining to farmers. Round table discussions were held and revisions were made to the draft law based on the Parliament hearing. A second hearing was planned for May 1999. However, the hearing was cancelled due to the Kosovo crisis in Albania during this time period. The hearing was re-scheduled for October 1999. The hearing was again cancelled due to the change in the Albanian government. A new hearing was scheduled for the last week of November 1999 however, has again been moved to late December 1999 or early January 2000. The Minister of Agriculture, Minister of Finance and the Commission of Agriculture support the draft law and have promised to provide assistance to ensure its approval and implementation.

The association has worked very closely with the Ministry of Agriculture and the Department of Agriculture at the district levels. The association conducts monthly meetings in which the minutes are sent to the Ministry of Agriculture and all related departments. The past and current Ministers of Agriculture have both attended these meetings to show their support of the association. The association has established links and partnerships between its members and the Ministry of Agriculture. The association has been asked to consult the Ministry on services in the agriculture sector. The association has assisted the Ministry in defining the direction of future scientific agriculture projects for Albania. Additionally, the Ministry of Agricultural has asked for input from the association on the "Green Strategy", which outlines the agricultural items that farmers should produce. The Ministry has also consulted with the association on improving laws in regards to water irrigation and rehabilitation of the drainage systems and how funds should be invested in these areas.

The Ministry of Agriculture has asked the association to send a working group to Italy to create seven partnerships between Italian and Albanian farmers.

In April 1999, the association created a questionnaire and conducted a survey to identify the needs of farmers who had taken Kosovo refugees into their homes. The Ministry of Agriculture directed all government agriculture departments in all districts to collaborate with the association in this survey. The Ministry of Agriculture used the results from the survey to distribute aid to farmers that hosted Kosovo refugees.

The association has recommended various policies to the government of Albania and has been successful in the implementation of these policies:

- 1) **Land Tax Law** - The draft law has completed its second revision. A roundtable group consisting of experts in this area is scheduled to create the third and final

draft revision. It is anticipated that the draft law will be presented in its final form to the Parliament in November 1999.

- 2) **Farmer's Pensions Law** - The association is currently receiving input from its members to improve the existing law. However, in June 1999, due to the lobbying efforts of the association, farmer's pensions were increased by 10%. The association continued to lobby for additional increases. Beginning in March 2000, farmers will receive an additional increase of 10% in their pensions.
- 3) **Lowering import/customs taxes on farming equipment** - The association was successful at lobbying for the reduction of import/customs taxes on farm equipment from 15% to 5%.
- 4) **Lowering import/customs taxes on seed, seedlings and pesticides** - The association was successful at lobbying to reduce the tax from 15% to 5%.

In the first half of this grant period, 5200 members have received training. The training members received have been essential in the creation of pilot credit unions for the farmers. Additionally, through training, members have increased awareness of their rights. The association has enabled members to become more active in addressing problems at the local town government level. Training is held on a monthly basis in the following areas:

- * *Lobbying*
- * *Partnership building with other farmers, associations and foreign farmers*
- * *Relationship building on the local and central government levels*
- * *Institutional training*
- * *Creation of branches*
- * *Communication skills between branches and donors*
- * *Professional skills: i.e., Marketing, credit, etc.,*

Due to the extensive training the association provides, The Private Forestry Association and The Association for Potato Farmers have asked for the associations advise in the development of their own individual associations.

The Associations' transparency has enabled all members to discuss openly all issues regarding the association. Members vote on all issues pertaining to the association. Majority votes are respected.

Financial reports are distributed quarterly to all members. Financial statements are broken down on an individual member basis (i.e., report states which farmers received training in the month and the cost to the association for the training of each member). Additionally, the financial statement provides a breakdown of costs per branch and for the association as a whole.

In this grant period, membership has increased from 9,000 - 12,000 members.

Membership fees in the past were 50 leke per year per member. In September 1999, annual membership fees were increased to 100 leke per year. Beginning in January 2000, annual membership fees will increase to 200 leke per year per member.

The objective of the association in the future is to create incoming generating services in which the association can become self-sufficient.

Public relations tactics have been used to further develop relationships within the government. These relationships have been successful in the passing of legislation to decrease custom/import taxes for farming equipment, supplies, seedling, seeds and pesticides.

Television media is used on the State TV station to bring about awareness of the association and their successes. Three to five minute promotional pieces have been created, at no charge to the association and are aired frequently. The association partakes on a regular basis radio interviews supporting farmer's rights and updating farmers on issues as well as bringing about awareness of the association. The President of the association is a frequent guest writer in the monthly agriculture magazine.

In May 1999, through a sub-agreement with the Center for Rural Development, the association produced its first newsletter. The newsletter has enabled the association to become an authority in addressing the needs of the farmers as well as a soapbox to air the governments opposing views to farmer's rights.

2000 copies of the newsletter are produced bimonthly and distributed within the 31 districts of the association. District Coordinators distribute the newsletters directly to the farmers.

The association provides all information for the content of the newsletter. The Center for Rural Development edits and creates the newsletter layout.

II. NGO DEVELOPMENT AND SUSTAINABILITY STRATEGY

In the first week of December 1999, ORT signed sub-agreements with the four recipients of IDG grants. Quarterly reports for the IDGs are due February 10, 2000 and will be included in the next quarterly report. The following section covers the activities and technical assistance provided by ANTTARC during this reporting period.

SARC-001 Foundation Regional Agency for Development / Elbasan: "NGO Development and Sustainability Strategy" (IDG-\$15,000)
Start Date: 09/01/99 End Date: 04/30/00

SARC-002 Albanian Disability Rights Foundation: "NGO Development and Sustainability Strategy" (IDG-\$15,000)
Start Date: 09/01/99 End Date: 04/30/00

SARC-003 Foundation Regional Agency for Development / Tirana: “NGO Development and Sustainability Strategy” (IDG-\$15,000)
Start Date: 09/01/99 End Date: 04/30/00

SARC-004 Dairy Entrepreneurs National Association: “NGO Development and Sustainability Strategy” (IDG-\$15,000)
Start Date: 09/01/99 End Date: 04/30/00

ANTTARC's IMPACT ON THE NGO SECTOR AND THE LARGER COMMUNITY

Significant progress was made this quarter in all areas of ANTTARC's continued development and training and technical assistance initiatives. Results include substantial organizational development of the four IDGs, other organizations – both NGOs and local government offices, in Albania and in the region that received ANTTARC's services, improved collaboration both within and across the NGO sector as a result of these services, and an improved NGO public image.

According to the NGO Development and Sustainability Strategy, ANTTARC has progressed as planned, and in some areas, such as organizational development and sustainability, has surpassed the initial timelines established. This is seen as significant considering the difficult conditions that were encountered during various phases of the program. The fact that ANTTARC is fully established and recognized as a national training and technical assistance provider in the NGO sector as well as other sectors, and has successfully carried out several programs in addition to the IDG support component (as well as additional programs developed collaboratively with the IDGs), indicates larger impact than initially planned for this phase of the program. Further results are expected next quarter, with the completion of on-going services and initiatives and the implementation of several other well-planned initiatives.

Training and technical assistance provided by ANTTARC to the four IDGs during on-site assessments, board training retreat, staff training retreat, and post-retreat follow-up period has resulted in internally strengthened organizations with increased operating capacity as well as broader focused sector and cross sector capacity. All four organizations have demonstrated improved external capacity during this quarter through successful implementation of various training programs provided to the NGO sector as well as government and business sectors. In addition to successful programs completed this quarter, several important inter-sector and cross-sector programs are planned to take place next quarter. All four organizations will continue to work towards improving the NGO sector's public image and further develop cross-sector relationships through continued public relations campaigns and other initiatives.

Development of organizational press kits and other promotional materials, development and implementation of strategic public relations campaigns, and collaborative initiatives involving the IDGs and other organizations are all indicators of progress made in promoting the NGO sector both within sector and across sector. In addition, all strategic plans developed by the four IDGs during the board and staff training retreats and post-retreat follow-up periods were designed not only to increase internal operating capacity, but also to impact the NGO sector and

other sectors. This is evidenced by the inclusion of programs and services provision targeted to both within- and across-sector organizations.

Specific examples of how ANTTARC's organizational development training and technical assistance has resulted in each of the four IDGs impacting the NGO sector and the larger community are described below. These initiatives target large audiences, if not national, and reflect the scope of focus the IDGs are beginning to take on – a great improvement from where they were prior to the IDG program.

Dairy Entrepreneurs National Association - Impact on NGO Sector and Larger Community

The Executive Director of DENA participated in a conference titled Advantages of Albania Membership in the WTO (World Trade Organization) organized by VOCA. In this framework DENA is closely collaborating with the Ministry of Agriculture and Food to improve existing Albanian legislation on food products which will increase the opportunity to export country products. European Community legislation is being considered for integration into existing Albanian law, which will have positive effects on the possibilities of exporting agricultural and animal products to European Community markets. This important project will have widespread and long-term impact on the sector.

The Executive Director and members of the Board's Credit committee participated in a three-day training course on Project Evaluation funded by GTZ/Land O' Lakes and conducted by Tirana RDA. The main topics delivered were Business Identification, Investment Structure, Costs Classification, and Business Plan Development. This training resulted in an increase in knowledge and skills, which will enable DENA to expand services to the sector. In addition, collaboration between DENA and RDA Tirana on this training program mark a partnership between two of the IDGs, a significant step in NGO collaboration.

The Executive Director and Board President participated in a seminar titled Building Associations organized by the Assistance to Albania Trade Association (AATA). Eight representatives from economic-sector NGOs participated. DENA participants used the opportunity to establish communication with other same-sector NGOs, in anticipation of future collaboration in order to extend services to the sector. All of the training programs and conferences mentioned above provided invaluable information to the organization's staff and members, which will influence their effectiveness of their important work in the sector.

The Executive Director and Board President had three meetings with General Director of Food Industry at the Ministry of Agriculture and Food in order to obtain support from a Japanese government grant for agricultural processing equipment. A detailed list of equipment needed by DENA members was developed and sent to the Ministry. If successful in obtaining this support, DENA will have made significant impact on the sector.

DENA's membership has grown during the past quarter, reflecting the importance of the services DENA provides to its members. Dairy producing businesses throughout Albania are increasing their awareness of the training and technical assistance that DENA can provide, and how it can

impact their businesses. The Executive Director held several meetings with members of the association in the districts of Lushnja, Kavaja, Fier, Durres, etc in order to inform them of upcoming DENA activities and increase participation.

A poster that reflects DENA's vision and mission along with some photographs of previous DENA programs and services was prepared as part of their public relations and public image campaign. In addition, a new booklet on DENA membership benefits and material for their newsletter was developed. All materials will be distributed nationally to increase membership and public awareness on DENA - ultimately impacting the sector.

DENA is closely collaborating with Land O Lakes on a project titled Establishing Cooling Tank Collection Centers. This important project will greatly impact the quality of dairy products throughout Albania.

DENA has extended its services to six regions in Albania, allowing for further impact to the sector. During the next quarter the organizational press kit will be completed and distributed throughout the country - again to raise awareness within the sector. A televised broadcast has been planned which will serve to raise public awareness on use of pasteurized milk. DENA staff will conduct a series of field meetings throughout Albania beginning January 2000. During February DENA is scheduled to lobby with the Ministry of Agriculture and Food, Ministry of Finance, and General Directorate of Taxes regarding Value Added Tax on Dairy productions. In close collaboration with ANTTARC consultants and Land O' Lakes, DENA will provide training and technical assistance to its members in topics regarding application of new equipment and technologies for dairy products. All of these upcoming initiatives will have significant impact throughout Albania.

Albanian Disability Rights Foundation - Impact on NGO Sector and Larger Community

ANTTARC worked closely with ADRF to develop work plans for organizing celebrations for both Disabilities Information Day (December 2, 1999) and International Day of Disabled People (December 3, 1999). They also worked together closely to hold several meetings intended to raise funds for these activities. Using creative fundraising strategies introduced at the staff retreat, meetings were held with representatives of the Municipality of Tirana, DHL, AMC, and AlbTelekom. Information Day was organized and held at the offices of the Albanian Disability Rights Foundation. Representatives of various NGOs within the sector participated in this activity including Disabled Womens' Association - Durres, Kruja and Pogradec Branches of Association for the Mentally Retarded, Helpful to Disabled People, and Berat, Kuçova, Kavaja, and Vlora Branches of Association of Labor Invalids. International Day of Disabled People was organized at the Mondial Hotel with the participation of representatives from government, parliament, NGO and donor community, and beneficiaries.

The Albanian Disability Rights Foundation with technical assistance from the assigned ANTTARC training consultant wrote a proposal for the extension of their existing Wheelchair Project, and planned meetings with representatives of local and central government and businesses as part of a public awareness and fundraising campaign. In addition to the importance

for sustainability, this project impacts the sector as other NGOs working with the disabled utilize this resource.

ANTTARC training consultants also worked closely with ADRF to develop curriculum for a training program titled Strengthening the Institutional Capacity of NGOs. Twelve representatives from various NGOs from Kavaja, Durres, Berat, Kruja and Tirana participated in the training. The training was conducted at the offices of the Albanian Disability Rights Foundation from December 21-22, 1999 and all participants expressed their satisfaction with the program.

ADRF plans to begin lobbying for the improvement of the current legislation on disability rights. More on this initiative will be discussed in the next report.

Regional Development Agency - Tirana - Impact on NGO Sector and Larger Community

Jointly with the Institute for Contemporary Studies, the Regional Development Agency Tirana will lead a round table discussion focused on accountability of public administration where several representatives from NGOS, public administration, and business will participate. RDA Tirana will also participate in a round table meeting organized by the Ministry of Economic Cooperation and Trade that will focus on a Small and Medium Enterprises development strategy. A cooperative program with Greece that focuses on Small and Medium Enterprises, the Regional Development Agencies of Tirana and Elbasan are coordinating the participation of 25 businessmen and women in a training program titled Training the Manager of the Next Century, which will be take place in January. The program will be sponsored by the Hellenic Organization of Small and Medium Sized Enterprises and Handicrafts (EOMMEX S.A.). All of these programs demonstrate the active role the RDA Tirana has taken on in both the NGO sector and other sectors as well.

RDA Tirana has been invited to assist four Departments of the SOROS Foundation - The Book House, Media, Debate, and Sport Departments - in preparing development projects that will enable each department to become self-sustainable by year 2004. RDA Tirana will also conduct a three-month study on Non-Timber Forest Products (NTFP), which will be conducted in five villages of the Tirana and Lezha regions, funded by the Albania Private Forestry Development Program (APFDP). RDA Tirana will also organize a workshop to present findings from the study with the participation of representatives from AFPDP, local collectors, and dealers. If the results are positive, the project will have a second phase.

From November 23-25, 1999 the Regional Development Agency Tirana and Regional Development Agency Elbasan jointly provided a training course on Project Evaluation for Obtaining Loans to 12 participants from Credit Committees of the Dairy Entrepreneurs National Association (DNA) and Livestock Entrepreneurs Association (LEA). The training program was funded by Land O'Lakes and was conducted at the Regional Development Agency Tirana premises. This program is a good example of collaborative initiatives among NGOs - specifically the IDGs. It should be noted that planning for this program began during a brainstorming session at the IDG board retreat.

Both Regional Development Agencies have been working closely with GTZ - the German government aid program to maintain contacts with GTZ Credit Line applicants. The Regional Development Agencies are continuously providing these clients with information and technical assistance on loan terms and conditions, market analysis, and preparation of business plans. They also serve as an intermediary by sending the completed files and credit recommendations to the GTZ Office.

In addition to the impact on their organizational and financial sustainability, these programs demonstrate the increased respect that the local and international donor community has for RDA Tirana's capacity and importance within the sector.

Regional Development Agency - Elbasan - Impact on NGO Sector and Larger Community

As discussed above, the Regional Development Agency - Elbasan will also participate in the cooperative program with Greece that focuses on Small and Medium Enterprises. This important training will influence the impact that RDA Elbasan has on the sector in the Elbasan region. Since both RDA - Tirana and RDA - Elbasan will participate, increased opportunities will exist for collaboration on activities and services - resulting in greater impact on the sector.

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The Regional Development Agency Elbasan has been contracted by the UNDP/ARRO project to provide a training program titled Increasing the Capacities of Local Government regarding Data Collection and Analysis and Information Management in the Prefecture of Elbasan. These activities not only have significantly increased the reputation of Regional Development Agency Elbasan as a regional training service provider but also as a national agency. Reflecting the goals of the IDG program, this UNDP program provides the organization important experience, improved financial stability, and increased sustainability. The project also emphasizes an important cross-sector achievement.

ANTTARC's IMPACT ON THE INSTITUTIONAL DEVELOPMENT GRANTS PROGRAM

During this quarter, ANTTARC training consultants finalized and implemented systems and documents developed during the IDG board retreat, prepared for and conducted the IDG staff training retreat, finalized and implemented documents and systems developed during the IDG staff retreat, and providing continued training and technical assistance to the IDGs.

Post - Board Retreat Follow-up

Training consultants continued providing training and technical assistance to the four IDGs, including the finalization and implementation of documents and systems developed during the board retreat, finalization of staff recruitment plans, and development of budget proposals.

Finalization of Documents Developed during the Board Retreat

Finalization and implementation of documents and systems developed during the board retreat included Mission and Vision Statements; Board Structure and Bylaws; Goals, Objectives, and Action Plans; Strategic Plans for Public Relations, Cross-sector Collaboration, Fund-Raising, and Financial Management; Executive Director's Recruitment Plan, Performance Evaluation Policy and Procedures, Employment Contract and Job Description.

Finalization of the Staff Recruitment Process

ANTTARC training consultants also assisted the IDGs in the finalization of staff recruitment plans intended to staff the IDGs with necessary staff as foreseen in the previously developed organizational structures. These plans and subsequent implementation included development of position descriptions, development of selection criteria, posting employment announcements in local and national newspapers, collection of applications, pre-selection and interviewing finalists, and selection of persons for positions. Following rigorous open and competitive procedures, full-time program assistants and part-time finance managers were recruited for each of three of the IDGs - the Regional Development Agency Elbasan (RDAE), the Regional Development Agency Tirana (RDAT), and the Dairy Enterprise National Association (DENA). The Albanian Disability Rights Foundation (ARDF) recruited the Director for the Wheel Chair Project. The process was conducted by the organizations' Board Recruitment Committees, Executive Directors, and ANTTARC training consultants assigned to the organizations.

In addition, based on the Board's decision and through an open and competitive process, DENA recruited a new Executive Director. This followed the annual General Assembly meeting, where the new Board President, new General Secretary, new members, and committees of the association were elected. In addition, important changes to be reflected in the organizational statute were decided on at the meeting. An employment announcement for the Executive Director position was posted in two national newspapers. Three finalists, including the former executive director, were selected among 15 applicants. The interview team was composed of the Board Recruitment Committee, Land O'Lake's Project Manager, ANTTARC's Program

Director, and the ANTTARC training consultant responsible for DENA. The new Executive Director participated in the staff retreat.

Development of the IDG Budgets

Considering the results of the on-site assessments conducted during last quarter, as well as strategic plans developed during the board retreat, ANTTARC training consultants worked closely with the executive directors and board members of the IDGs for development of their operational budgets, which were submitted to ORT for approval.

Review of IDG Statutes

The legal team provided to ORT and ANTTARC by the International Center for Non-Profit Law, along with assigned ANTTARC training consultants, worked closely with the IDG board representatives and lawyers to review existing organizational statutes. They identified changes needed in order to restructure the organizations according to international NGO standards and other IDG program requirements. Most noted changes were related to articles dealing with organization's vision and mission, board structure, board roles and responsibilities, executive director recruitment, supervision by local public authorities, etc. Assistance was provided to complete the changes, and will be finalized and submitted to the courts during next quarter.

IDG Staff Training Retreat

IDG Staff Training Retreat Preparation

Careful preparations related to program and logistics were made in order to ensure successful completion of the IDG NGO Development, Leadership, and Strategic Planning Staff Training Retreat. Based on previous experience in conducting such retreats, the training site in Macedonia where the IDG board training retreat was held was selected. Arrangements related to training facilities, accommodation, and travel were made well in advance. Participants were also informed of the arrangements in advance.

The Staff retreat agenda and program was carefully prepared. The training manual was designed to meet the needs of all four IDGs staff - most of them newly recruited - and the IDG program requirements. The manual included sections on International NGO Standards, Communication and Conflict, Board of Directors Roles and Responsibilities, Strategic Planning, Legal Aspects of NGOs in Albania, Internal Communication, Public Relations and Marketing in the NGO Sector, Program Monitoring and Evaluation, Employee Performance Evaluation, Fund-Raising, Financial Management, Project Planning and Management, and Policies and Procedures.

The manual sections combined theoretical background with practical examples and case studies. Each section of the manual was designed to achieve several specific objectives that were clearly stated at the beginning. Session plans were also prepared. To measure process and outcome, ANTTARC's standard program evaluation protocol consisting of a pre-post test and satisfaction survey was carefully designed.

IDG Staff Training Retreat

The IDG staff training retreat was conducted from November 8 – November 19, 1999 in Ohrid, Macedonia. Thirteen staff members from the four organizations participated in the retreat. Participants - most whom did not know one another before - and ANTTARC training consultants traveled from Tirana to Ohrid by bus. This set the environment for early team building, and enabled the IDG staff and ANTTARC's training consultants to begin developing a friendly and collaborative atmosphere for the serious work to take place during the retreat. The site selected proved conducive to a productive working environment.

The staff retreat combined rigorous training and on-site practical application and resulted in the production of several important systems and documents necessary for successful operations in the organizations according to international NGO standards. Specific objectives of the retreat included:

- understanding of international NGO standards
- understanding of the communication process and enhancing knowledge and skills related to communication and conflict management
- understanding of the board of directors role and its relationships with the executive staff
- understanding of the process of strategic planning and further elaboration of strategic plans developed during board retreat and post-board retreat follow up
- understanding of the importance of effective internal communication and development of internal reporting forms
- understanding of the importance of public relations and marketing and developing plans for implementation of organizational strategic plans
- understanding of the importance and process of monitoring and evaluation and designing relevant organizational and program monitoring and evaluation systems and protocol
- understanding of performance evaluation and developing plans and protocol for implementing such a system
- understanding of diversified fundraising techniques and development of organizational fundraising and sustainability plans
- understanding of effective financial management and development of a rigorous, transparent financial management system
- understanding of solid project planning and management
- understanding of the importance of internal operating policies and procedures and development of a policies and procedures manual

Participants developed and worked toward finalization of several systems and documents during the retreat including Mission and Vision Statements; Mid- and Long-term Goals and Objectives; and Strategic Plans for Public Relations, Fundraising; Cross-sector Collaboration, and Financial Management. They also successfully developed a draft organizational Press Kit, Policies and Procedures Manual, Employee Position Descriptions and Contracts, and Internal Reporting Forms. By developing these documents themselves, participants increased their feeling of ownership and commitment for their implementation.

The training manual that was given to participants in advance together with several hand-outs and supporting materials was used extensively by participants in session discussions as well as in working groups. Various methods were used to achieve training retreat objectives including warm-up exercises, brainstorming, small and large group discussion, presentations, case studies, role plays, etc. As proven in previous programs, working in small groups resulted in great outcomes, as it ensured total participation and enabled participants to understand the issues in the context of their specific organization and to identify directions for their future work. All ANTTARC training consultants actively facilitated the work in small groups. Training consultants assigned to specific IDGs worked with their respective organizations continuously, thus strengthening their working relationships with the IDG staff members.

The ORT NGO Development and Sustainability Strategy was introduced to participants by the local ORT NGO Development Advisor. Special attention was paid to the objectives of the Program and the role the IDG staff will play for the successful completion of the program.

The session on Communication was designed to enable participants to understand factors that can help or hinder the communication process. It was placed at the very beginning of the retreat in order to build trust and a collaborative climate between participants. They were introduced to the communication process, effective and supportive communication, conflict management, and the decision-making process. During the retreat, participants demonstrated - in large group sessions as well as in working groups - increased knowledge and enhanced communication skills.

The session on NGO board roles and responsibilities aimed to introduce participants to the basic roles and responsibilities of non-profit boards of directors and their relationships with executive staff. Lecturettes, small working groups, and large group discussions were used to obtain the specific objectives of this session. By the end of the session, participants demonstrated good understanding of the basic roles and responsibilities of boards of directors and were able to make the distinction between board and staff responsibilities.

During the session on Strategic Planning, participants worked on further elaboration of strategic planning materials developed during the IDG board retreat. They worked to enhance their organizations' mission and vision statements. Using SWOT analysis, they also identified internal strengths and weaknesses, external opportunities and threats, and critical issues for their organizations. The critical issue approach was used to establish priorities and develop specific strategies. Participants also worked on short- and mid-term goals and objectives and action plans. By the end of this session, they had a significantly improved strategic planning package.

The legal team facilitated the session on Legal Aspects of NGOs. This session aimed to introduce participants to the most important aspects of the current Albanian NGO law and its future trends. By the end of this session, participants demonstrated a good understanding of legal issues related to the NGO sector.

During the session on Internal Communication, participants worked on development of an organizational chart, employee position descriptions and employment contracts, and internal reporting forms including Daily, Weekly, and Monthly Activity Reporting Forms; Special Events Form; Incoming and Outgoing Faxes Form; Leave Request Form; Office Supply

Removal Form; Press Record Form; Transfer of Responsibilities Form; Unusual Request Form; Travel Request Form; Transportation Request Form; Reprimand Form; TV/Radio Record Form; Receipt for Purchase of Goods; and Cash Balance Report Form.

The session on Public Relations and Marketing was designed to introduce participants to different methods of sending messages, communication tools that support the activities of NGOs, steps to consider in the preparation of strategic public relations plans, media relations, and marketing an NGO. They also worked on development of a strategic plan on public relations and developed an outline of an organizational press kit.

During the session on Program Evaluation, participants were introduced to the importance of a monitoring and evaluation system that not only is related to donor requirements but also is essential for the organizational performance. Participants shared their experience in program evaluation. At the same time, several practical exercises and case studies were used to reinforce knowledge and enhance skills of participants in program evaluation.

The session on Employee Performance Evaluation focused on the importance of performance evaluation and basic steps for the establishment of an effective performance evaluation system. Participants were provided with different performance evaluation examples. They also developed Performance Evaluation Policies and Procedures for their own organizations.

The session on Fundraising introduced participants to various types of fundraising strategies and techniques. Participants learned how to explore mechanisms for identifying potential donors and other funding sources, to examine a variety of fundraising strategies, and develop fundraising plans. Emphasis was given to the importance of diversification of funding sources. By the end of this session, participants had developed fundraising plans for their organizations.

The Financial Management session focused on basics of non-profit financial management. Participants were introduced to the role of financial management, the budgeting process, financial statements used in non-governmental organizations, and preparation of financial reports - with emphasis on donors. Participants also developed several financial forms. In addition, ORT's Finance Officer introduced participants to ORT's requirements related to financial management of the IDG program.

The Project Management session was designed to provide a thorough overview, with emphasis on how to start up a project, how to set project goals and objectives, understanding the phases of a project cycle; understanding the basic steps in project proposal writing, and project planning. Theoretical explanation was followed by a short group exercise where participants drew the logical network of several activities. By the end of the session, participants demonstrated increased knowledge and enhanced skills on this topic.

During the session on Internal Operating Policies and Procedures, participants were introduced to the importance of formal operating policies and procedures for the health and performance of the organization, formal structure of a policies and procedures manual, and means for developing such a manual. They also worked on development of a manual for their respective organizations. By the end of this session they had developed several formal policies and procedures including

Financial, Employment, Employee Benefits, Administrative, Supply Administration, Travel, Transportation, Internal and External Communication, (Performance Evaluation policies and procedures were developed during the session on performance evaluation.)

IDG Staff Retreat Results

A pre-post test evaluation was conducted prior to and at completion of the training retreat. It was designed to measure improvement in participant's knowledge and skills on each topic covered during the retreat.

According to the pre-test scores, most participants had never participated in an intensive training retreat. Level of knowledge and skills on certain topics before the retreat were as follows:

- Participants were somewhat acquainted with the role, goals, objectives, strengths, and weaknesses of the Albanian NGO sector ;
- Participants were almost all unfamiliar with International NGO Standards;
- Participants had almost no experience in developing mission and vision statements;
- Participants were not familiar with performance evaluation and program evaluation;
- Participants were totally unfamiliar with organizational policies and procedures.

Careful analyses of the post-test evaluation sheets showed that, by the end of the retreat, the knowledge and skills of participants were significantly increased:

- Participants demonstrated the highest level of understanding for the Albania ORT NGO Development and Sustainability Strategy;
- Participants demonstrated increased understanding of employee performance evaluation policy and procedures;
- Participants demonstrated good understanding and enhanced skills in developing mission and vision statements and setting organizational goals and objectives;
- Participants demonstrated increased understanding of project management.

Participants responded that the retreat was very helpful. All topics were considered very important and were well received. Feedback included:

- Sessions on project management, strategic planning, and International NGO Standards were considered to be most impressive;
- Several participants emphasized that they wanted to spend more time on financial management, project management, and policies and procedures;
- Participants especially liked structured discussions and presentations;
- Participants would like to have more exercises, energizers, and concrete examples.

A four-point Likert scale (1-unsatisfactory through 4-totally satisfactory) was used to measure participants' satisfaction level. Below is a table with detailed scored for each session:

SESSIONS	VALUABLE TO WORK	EFFECTIVENESS OF PRESENTATION	KNOWLEDGE GAINED
International NGO Standards	3.55	3.9	3.6
Communication and Conflict	3.55	3.4	3.3
Boards of Directors	3.09	3.6	3
Strategic Planning	3.55	3.9	3.6
Legal Aspects of NGOs	3.18	3.7	3.3
Internal Communication	3.45	3.5	3.5
Public Relations and Marketing	3.64	3.8	3.8
Programs Evaluation	3.09	3.5	3.7
Performance Evaluation	3.55	3.8	3.3
Fundraising	3.64	3.7	3.6
Financial Management	3.36	3.8	3.7
Project Management	3.73	4	4
Manual of Policies and Procedures	3.36	3.7	3.7

The quality of documents produced was rated 3.6. In their comments, participants emphasized that 1) the team of trainers was highly qualified, 2) the retreat was a new and very useful experience, 3) the retreat was very well organized.

ANTTARC has received thank you letters from IDG Executive Directors, stating that the staff retreat was considered to be a very useful experience for the completion of the IDG program and for the future of their organization. The executive director of the Albanian Disability Rights Foundation emphasized in her letter that “Naturally, participation of Albanian Disability Rights Foundation in your program will have a great impact for the development and sustainability of our organization, for the strengthening of our capacities and accountability, as well as for the establishment and enhancement of relations with government, media, and other NGOs.” She also stressed the importance of several documents that were produced during the staff retreat, and “especially wanted to highlight the professionalism of your staff and the proper and accurate way of transmission of retreat objectives to the audience and the technical assistance of consultants during the sessions and in working groups.”

Post Staff Retreat Follow-Up

Upon completion of the staff retreat, ANTTARC training consultants worked closely with their assigned IDGs for the finalization and implementation of systems and documents developed during the retreat. They also worked closely with the organizations to develop Work Plans and Timelines for the implementation of the IDG Program, Baseline Data and Indicators, and a Monitoring and Evaluation System for ANTTARC to track the progress and impact of their training and technical assistance provided to the IDGs (See Attachment 1). ANTTARC training consultants also provided technical assistance for the implementation of various activities related to the IDG program as described later in this section.

Finalization and Implementation of Documents Developed during the Staff Retreat

Finalization and implementation of systems and documents developed during the IDG staff retreat was considered as one of the most important components of IDG Program in the post-retreat follow up phase. ANTTARC training consultants worked closely with organizations to finalize all documents developed during the retreat. They are continuing to provide assistance to ensure implementation of the systems and documents, and will report on final outcome next quarter. ANTTARC's finance manager/training consultant provided on-site technical assistance to all four IDGs to ensure implementation of the financial management systems developed and assist with development of financial reports.

IDG Program Work Plan and Timelines

ANTTARC training consultants worked closely with the IDGs for the development of Work Plans and Timelines. The Work Plan and Timelines listed specific activities of the IDG Program, responsible persons, starting and completion date, and budget. Work Plans and Timelines were developed based on previous work completed during on-site assessments, board and staff retreats, and post-retreat follow-up activities (including strategic plans on public relations, fundraising, cross-sector collaboration, and financial management, and goals, objectives, and action plans.)

Baseline Data and Indicators

ANTTARC training consultants in close cooperation with IDG staff paid significant attention to development of Baseline Data and Indicators. The document included information about the situation of the organizations before entering the IDG Program related to mission, vision, effective plans, effective internal operating systems, board commitment, effective public relations, etc. It also included specific measurable indicators designed to measure the organizations' progress throughout the IDG Program.

Additional IDG Development and Activities

ANTTARC training consultants have been working closely with the organizations toward the implementation of activities foreseen in their work plans and timelines. They provided technical assistance for the planning, development, and implementation of various programs and activities related to the IDG program, including those intended to enhance human resources and management capacities, implement effective internal operating systems and strategic plans, and, therefore, increase sustainability. Such programs and activities, as described above in the section on ANTTARC's IDG training and technical assistance impact on NGO sector and larger community are examples of how strengthening the internal operating capacity of the IDGs have led to their increased activities and ultimate impact on the NGO sector and the larger community.

All four IDGs have made significant progress in identification of training needs and opportunities for their boards and staff. ANTTARC staff assisted in arrangements for one board member from each IDG responsible for public relations to participate in a one-week training program on NGO Governance organized by World Learning in Budapest, Hungary in December 1999. Specific objectives of this training program included motivating board members, increasing knowledge and skills related to public image and fundraising, understanding public relation strategic planning, and increasing knowledge and skills regarding relationships with potential donors. By the end of the training program, participants included their organizational strategic plan and objectives and prepared action plans for activities especially related to organizational promotional materials, preparation for and development of various public relation activities such as radio and television programs, etc.

Arrangements were made for staff of both Regional Development Agencies to participate in a training program titled Manager of the Next Century to be held in Greece in January 2000 and organized by EOMMEX S.A. (Hellenic Organization of Small and Medium Sized Enterprises and Handicrafts). Participation in this program will provide additional support toward executive staff development and leadership.

Additional IDG Goals for next Quarter

Based on Work Plans and Timelines jointly developed by the four IDGs and ANTTARC, the organizations have foreseen and been working on preparation of several activities that aim to promote the organizations' image, raise funds, and improve organizations' development and sustainability. Changes in organizational statutes and re-registration will also be completed and press kits and catalogues will be finalized. All systems and documents developed previously will be finalized and implemented.

ANTTARC training consultants have been working closely with the Albanian Disability Rights Foundation to arrange meetings with government and private sector representatives in the framework of a public relations and fundraising campaign. Meetings have been arranged with the General Director of General Administration of Help and Social Services at the Ministry of Labor, Head of Social Commission of the Albanian Parliament, Deputy Mayor of Tirana, SOROS Foundation, etc. Follow-up for implementation will take place during the next quarter.

Dairy Entrepreneurs National Association has planned to contact similar foundations and banks that support food business in Albania. It has also planned to lobby for the creation of a guarantee fund for agricultural business, and to hold a televised round table discussion focused on benefits of pasteurised milk consumption.

ANTTARC CONTINUED ORGANIZATIONAL DEVELOPMENT

Participation in NGO Governance Training Program

Two ANTTARC board members responsible for public relations participated in the one-week training program on NGO Governance organized by World Learning in Budapest, Hungary in December 1999 described above. Action plans were developed and implementation of these plans will take place during the next quarter (See Attachment 2).

Participation in Council of International Fellowship (CIF) Italy Exchange Program

Through a donor awarded scholarship, one ANTTARC board member participated in the CIF Italy Exchange Program from September 17-October 17, 1999. The program objectives were to increase professional knowledge in the respective sectors exchanging experiences, to facilitate the comprehension between different cultures of the world through contacts of different participants, and to contribute to the promotion of peace all over the world. The program consisted of a combination of training, site visits, internships, and cultural activities. Since the participating board member resides in a district outside of Tirana and is actively involved in NGOs in her region, this program was especially important. She reported complete satisfaction with the program, and has prepared plans for implementing knowledge and skills gained in Italy.

ANTTARC Board Development and Activities

A meeting of the ANTTARC Board of Directors heads of committees was held on December 5, 1999. The meeting focused on the analysis of organization's the current situation and identification of necessary measures to be taken to ensure organization's sustainability after May 2000 when the ORT IDG grant contract ends. Diversification of donors and services provided by ANTTARC were emphasized. Follow-up will take place during the next quarter.

ANTTARC SUSTAINABILITY PLAN

With the end of the ORT grant to ANTTARC approaching, rigorous efforts have been made to establish a solid sustainability plan and to begin implementing it. In accordance with the strategic fundraising and sustainability plans developed by both the ANTTARC board of directors and staff during their training retreats and post-retreat follow-up periods, a rigorous diversified plan is in action. Public relations and fundraising has been taking place through grant proposals to local and international donors and contracting for training and technical assistance services on a fee-for-services basis. ANTTARC has been successful in both areas having been awarded several grants and contracts during the past six months. It should also be noted that there have been repeat programs funded by international donors indicating successful program

outcomes and likelihood of additional repeat programs funded. In addition to those programs and services described in previous quarterly reports, the programs and services described below were provided during this quarter. Other proposals and contracts are in negotiation phases and expected to be awarded during next quarter. ANTTARC's future operational and financial sustainability is well indicated by past, present, and expected financial revenue.

ANTTARC Sustainability Initiatives

Training Program on International Standards, Organizational Structure, Communication at Work, and Public Relations for Mother Teresa Society, Kosovo

Contracted by Mercy Corps International - Kosovo, ANTTARC designed and delivered a three-day training program on International Standards, Organizational Structure, Internal Communication, and Public Relations in Prishtina during October 12 -14 1999. Thirteen staff members of the Mother Teresa Society – Kosovo, who represented various staff positions from both headquarters and branch offices participated. The Mother Tereza Society is the oldest and largest NGO operating in Kosovo and is responsible for distributing the largest portion of humanitarian aid funded by the U.S. government through Mercy Corps International.

The preparatory phase of the program included development of the agenda, preparation of training curricula based on the expected program results, development of session plans, development of a list of references and resources, and development of program evaluation protocol and instrument.

The objectives of the session on International NGO Standards were to understand the difference between business, governmental, and non-profit organizations and to introduce international NGO standards. The main training methods used during this session were lecturettes, large group discussion, and small group work. By the end of the session the participants were able to understand International Standards and to know how to implement them in their organization and activities.

The objectives of the session on Organizational Structure and Internal Communication included understanding the importance and role of the organizational structure, identification of models of organizational structure, design the structure of the organization, understanding effective internal communication methods, understanding the importance of reporting, development of reporting policies and procedures, design of different reporting forms, and development of job descriptions and employment contracts for key positions. By the end of this session, participants were able to develop several important documents including job descriptions and contracts for key organization's positions and several reporting forms (daily, weekly, monthly reporting forms, outline of annual report, and evaluation report outline).

The objectives of the session on public relations were to understand what public relations is; how a media sources campaign is organized; how to design an organizational logo, letterhead, memo and fax cover sheet, and press kit for the organization. After presenting theoretical concepts the ANTTARC training consultant responsible for the session discussed with the participants the importance of preparing various types of promotional materials for an organization, such as a

press kit, flyer, letterhead, memo, and fax cover sheet. Then the groups through a practical exercise designed a final form of letterhead, fax cover sheet, and business cards. The journalist in charge of the Mother Tereza Society's public relations presented his own ideas related to the design of the press kit for their organization.

Pre-post evaluation showed that participants' knowledge and skills related to topics covered by the training program were significantly improved. Almost all participants stressed the fact that they need future collaboration and training from ANTTARC especially in internal operating systems, strategic planning, increasing staff motivation, NGO governance, legal issues, fundraising, communication between board and staff, and policies and procedures manual.

Training Program on Strategic Planning for Mother Tereza Society, Kosovo

Mercy Corps International - Kosovo contracted with ANTTARC to provide a second program to the Mother Tereza Society. A program on Strategic Planning was conducted from December 1-2, 1999 in Kosovo, with participation of 12 staff members from Mother Tereza Society headquarters and branch offices.

The objectives of the training session was to increase participants' knowledge and skills related to strategic planning and development of strategic planning materials for MTS including mission, vision, short- and long-term goals and objectives.

Serious preparations were made for the training program. The program was tailored based on identified needs that were reflected in the specific objectives. Training was delivered by two ANTTARC training consultants experienced in the specific area. During the training, training consultants facilitated development of mission, vision, and short- and long-term goals and objectives for MTS by providing on-site technical assistance.

The role and process of strategic planning was extensively elaborated during the program. Emphasis was given to the role of strategic planning as an effective management tool that helps the organization to be successful and strategic planning as an iterative process needed for the organization to set up the priorities essential to accomplish its mission in response of an rapidly changing environment. Different techniques including brainstorming, group discussion, lecturettes, case studies, and role-plays were used in order to ensure total participation of the trainees. The participants understood the importance and the process of development of mission and vision statements and successfully developed mission and vision statements for their organization.

Careful attention was paid to SWOT analysis that, as indicated from discussions with participants, was not familiar to them. Brainstorming, lecturettes, and group discussion were used to emphasize the importance of SWOT analysis for gathering information about the current situation and trends for the future. Based on the critical issue approach introduced by the training consultants and the critical issues identified in the preceding session, participants took an active part in the process of development of short-, mid-, and long-term goals and objectives.

Pre-post evaluation was conducted at the very beginning and end of the training session aiming at evaluating the level of improvement in knowledge and skills. Pre-post evaluation showed that participants' knowledge on the role and process of strategic planning, development of mission and vision statements, development of SWOT analysis, development of goals and objectives, and development of action plans and timelines was overwhelmingly improved. Participants also responded that their skills were substantially developed. Respondents also emphasized their estimation for training consultants' performance and their interest for future collaboration and training with ANTTARC especially in fundraising and communication/relationship with donors.

Training Program on Organizational Management for Mercy Corps International - Kosovo

ANTTARC was contracted to provide a training program on Organizational Management to the local staff of Mercy Corps International - Kosovo in Pristina from December 2-4, 1999, with the participation of 24 local staff members. Participants represented the head office in Pristina as well as field offices. Objectives of the training program were to increase participants' knowledge and skills related to communication, internal reporting, and time management.

The training sessions had several specific objectives - understanding the communication process, understanding factors that help or hinder communication, identification of defensive and supportive communication, understanding conflict analysis as a positive force, understanding various management and problem-solving techniques, understanding the team-building process, understanding the importance of internal reporting for individual and organizational performance, identification of various internal reporting procedures, development of policies and procedures for management, development of reporting system and reporting forms, development of internal reporting forms; understanding the importance of time management, learning how to keep and analyze a time log, understanding and development of an activities plan, and learning how to organize self and the office.

The training manual and other materials were prepared in both Albanian and English. They included case studies and other practical examples related to communication, internal reporting policies and procedures, and time management. Training was delivered by three ANTTARC training consultants experienced in the specific areas. During the training, training consultants also facilitated development of internal reporting policies and procedures, several reporting forms, and other systems and documents.

The role and process of communication was extensively elaborated during the training. Emphasis was given to barriers to supportive communication and conditions that hinder effective communication, how to manage disagreement effectively, and effective team-building. Different techniques including brainstorming, group discussion, lecturettes, practical exercises, etc., were used in order to ensure total participation of the trainees.

A major objective of the training session was for participants to understand the importance and process of internal reporting. All participants were actively involved in the total group discussion facilitated by ANTTARC training consultants on the importance of establishing and implementing rigorous internal reporting. Emphasis was given to conditions of individual and

team performance; communication patterns in organization structure; reporting, monitoring, and evaluation; and major steps to report and memo writing. Another major objective of this session was the development of reporting policies and procedures. Participants worked in small groups on the development of Management Reporting policy and procedures and Form Development policy and procedures. Also in small groups, participants worked on various reporting forms including Ration Monitoring Form, Daily Stock Report, Loading Request, Entry Note, Policy Report, Daily Report, Weekly Reporting Form, Monthly Reporting Form, Monthly Distribution Report, Employee Expenses Report, Way Bill, Transportation Form, Payroll Form, and Inter-Office Memo.

Another objective of the training program was to increase participants' knowledge and skills related to time management. Special emphasis was given to time log, methods to organize yourself and the office, etc. Various methods were used which were intended to ensure total participation of the trainees. These methods included brainstorming, lecturettes, group discussion, individual practical exercises, etc.

Pre-post evaluation was conducted at the beginning and end of the training program in order to evaluate the level of improvement in participant knowledge and skills. Pre-post evaluation showed that the participants' knowledge on the role and process of communication, internal reporting, and time management were overwhelmingly improved. Participants also responded that their skills were substantially developed. As a whole, participants evaluated their training as very good and helpful. In their comments included in the evaluation and satisfaction survey, most participants emphasized that more time was needed in the areas of time management and internal reporting. Respondents also reported positive feedback for the training consultants' performance and their interest in future collaboration and training with ANTTARC - especially in project management, etc.

UNDP Community Development Training Program

ANTTARC has been contracted by the United Nations Development Program (UNDP/ARRO) to develop and deliver a training and technical assistance program for the NGO and local government representatives in the prefectures of Elbasan, Fieri and Gjirokastra.

The aim of the program is to improve the overall relationships and cooperation between the NGO sector and local government in the three districts, to develop local professional capacity for managing community resources, define and present for funding various development project proposals whose implementation could meet some of the community needs, and influence the development of the three districts. The program includes three components - training, fieldwork, and on-going technical assistance and follow-up activities.

All of the programs mentioned above are important indicators of ANTTARC's growing role as a well-respected training and technical assistance provider in both Albania and the region. ANTTARC training consultants continue to gain positive support as demonstrated through continual requests for program delivery. In addition to providing services to local organizations, ANTTARC has gained a reputation for providing high-quality services to international

organizations as well. Maintaining this momentum will certainly result in a sustainable national organization, as planned in the ORT NGO Development and Sustainability Strategy.

ANTTARC Public Relations Campaign

ANTTARC's Executive Director gave a radio interview to the BBC World Service Albanian Section on October 13, 1999 in Kosovo. The focus of the interview was to provide an overview of ANTTARC and its services provided under ORT/USAID Albania Democracy Network Program as well as the training programs implemented in Kosovo.

In the framework of the strategic public relations campaign, ANTTARC's training consultant responsible for public relations has been working closely with the board member responsible for public relations to prepare a video to promote ANTTARC and activities it has carried out thus far. The scenario is already composed and all video tapes recording most important moments of ANTTARC's activities have been reviewed. This promotional activity will be completed during next quarter.

One ANTTARC training consultant participated in the conference titled Equality between Man and Woman in Politics and in the Decision-Making Process organized by the Committee on Women and Family. After the conference, the Head of the Committee approached ANTTARC to conduct a training program on organizational development for its staff. Two ANTTARC training consultants visited the Committee and conducted a needs assessment.

In preparation for the UNDP Training Program, several NGO and public administration representatives including the General Director of General Administration of Help and Social Services, Head of the department of Humanitarian Aid and Coordination with NGOs - both at the Ministry of Labor, executive directors of the Foundation for Conflict Resolution and Institute of Contemporary Studies, etc., were interviewed to gain insight into their experience related to cooperation between sectors.

AVID Volunteers

Freedom House will provide two full-time volunteers to ANTTARC for an initial three-month period beginning May 2000. The volunteers will come to ANTTARC from the American Volunteers in Development (AVID) program funded by USAID. The volunteers have extensive experience working with the NGO sector in various regions of the world, and will bring years of expertise to the services that ANTTARC is providing. The volunteers will work with ANTTARC during the follow-up phase of the IDG program in order to guarantee maximum impact to the sector. In addition, they will assist in implementing further sustainability initiatives. The volunteers' participation as part of the ANTTARC team should contribute to increased impact in the NGO sector as well.

III. TECHNICAL ASSISTANCE AND TRAINING

Interaction Forum

ORT hosted the Interaction Forum on September 16-17, 1999 which consisted of 154 attendees, representing 85 Albanian NGOs, 29 international NGOs, 20 donor organizations and 5 government representatives. The forum format was a combination of panel discussions and sector working groups.

In this reporting period, a final report was produced in English and translated into Albanian (see attachment 3). The report consists of a detailed breakdown of all sessions and workshops. 250 copies of the report, in both English and Albanian, were sent to the media, government agencies, Albanian and international NGOs, donor organizations as well as USAID contractors in Albania.

Technical Assistance in the Drafting and Review of the NGO Law

The draft law-working group, as well as representatives from UNDP, OSCE and ICNL, met on October 26, 1999 to discuss the current status of the draft law. The draft law is currently on hold due to changes that need to be made in the civil codes. The working group proposed a plan of action to bring the attention of the government back to the draft law. It was agreed that donors should write letters to the government asking them to focus their attention back on the draft law. At the request of USAID, ORT worked with ICNL in creating a draft letter to be signed by the U.S. Ambassador. It is expected that USAID will submit the letter to the Albanian government in January 2000.

ORT has arranged a meeting of NGO representatives and Ministry of Labor officials as well as other deputies and donors regarding the status of the draft law on February 7, 2000. ORT will monitor this initiative.

ORT was requested to present the current status of the draft law to international organizations at a biweekly meeting coordinated by the Humanitarian Information Center (HIC) in Tirana. International organizations operating in Albania are also eager to see a law passed. International NGOs are still unable to register their organizations in the Albanian courts until a law is passed.

NGO Management Handbook

In conjunction with ICNL, ORT will create attachments to the ORT NGO Management Handbook. Attachments will be sent to all NGOs and will cover the following topics:

- 1) How to register an association/foundation.
- 2) How to hire staff. The process and procedures.
- 3) What is important in an employment contract.
- 4) What should go into an association and foundation statute.
- 5) What the law requires in regards to statutes.
- 6) Definition of the difference between a statute and a founding act.
- 7) What the association and foundation should state in their founding act.

ORT Publication "On the Road to Success"

In November 1999, ORT published the second issue of "On the Road To Success". The newsletter is published bimonthly and distributed to over 230 Albanian NGOs, international NGOs, donor organizations, government agencies and media throughout Albania. The first two newsletters have received very positive responses from readers. The newsletter publishes success stories of NGOs that have received ORT grants, as well as being a source of information regarding availability of grants, upcoming conferences/forums, NGO employment opportunities, training and general information pertaining to the NGO sector in Albania. The third publication, which will be distributed in January 2000, was created in December 1999 and covers such issues as the upcoming 'Shared NGO Experiences and Future Partnerships Conference' to be held in Tirana on February 8-9, 2000 as well as the announcement of the Social Services & Capacity Building Grant Fund. (See attachment 4).

Strengthening NGO Participation in Parliamentary Decision-Making Process

Visits to Parliament

On November 10, 1999 representatives of two Albanian NGOs; Albanian Farmers' Union; and Law, Rural and Business Women, participated in the meeting of the Parliamentary Commission on Constitutional Issues and Laws. The Commission reviewed and discussed the draft-law on "Expropriation on the public interest and temporary usage procurement of private property". The NGO representatives that participated stated that the meeting helped them to better understand the efforts of the Parliamentarians to create fair laws. Additionally, The lawyer from the Ministry of Justice introduced the Convention of Anti-mining that Albania will ratify as other UN countries have done. Participants in the meeting were informed that the USA and Russia have not ratified their conventions. Many suggestions and objections were expressed from members of the commission. NGO participants felt that the discussions helped them to understand the importance of the work being done in Parliament. On the other hand, it was noted that of the 13 commission members, only 7 were present. Of the 7, most read newspapers during the meeting.

On November 11, 1999, representatives of five Albanian NGOs participated in the plenary session of the Parliament for the discussion of "The Status of Civil Servants". The following is a list of the NGO representatives who participated in both sessions:

- 1. Peace through Justice**
- 2. Albanian Group of Human Rights**
- 3. Albanian Consumers Association**
- 4. Society for Democratic Culture**
- 5. Women, Reality and Vision**

The activities were facilitated in collaboration with the staff of the International Republican Institute (IRI). NGO representatives considered their participation in the parliamentary plenary session as very useful and an important step toward public participation in Parliament sessions. It

also helped them to become aware of Parliament procedures on reviewing laws and the approval process. However, participants complained that the law they were most interested in, "The Status of the Civil Servant" was not discussed due to the lengthy debates in the anti-mining convention. The Status of the Civil Servant Law was presented in the afternoon session.

On November 25, 1999 ORT attempted to organize another round of visits to the Parliaments plenary session. Since the draft law to be discussed in the desired session was focused on agriculture issues, ORT and International Republican Institute (IRI) staff initially contacted the Parliamentary Commission of Agriculture and Food to obtain permission. However, the head of the Parliamentary Commission of Agriculture and Food was not supportive of NGO participation and stated that there was a lack of space in the room to accommodate NGO representatives due to a large demand from other outside parties wishing to attend. However, ORT and IRI were able to obtain permission for NGOs to attend the Plenary Session of Parliament regarding the draft law "The State Police". The following is a list of participants:

1. **Health for All Foundation**
2. **The Women's Center**
3. **LEAA**
4. **DENA**
5. **Aquarius**

NGO-Parliament Legislative Initiative

In response to the newsletter issued in November 1999, the Parliamentary Commission of Public Order and Albanian Information Services (AIS) contacted ORT for legal assistance with initiatives the Commission is currently working on. On December 21, 1999, a meeting was held to determine how ORT can support the Commission.

The Commission had previously worked with The Center for Documentation of Human Rights on several other law procedures. The Commission is currently working on an initiative to create identity cards for Albanian citizens. The identification cards will serve as a means of personal identification for health insurance, social security benefits, etc., The government is currently working with the Italian government to create the cards. However, the Commission needs assistance in the drafting of a law that will outline the procedures of the identity cards, which will be valid for ten years. ORT will support this initiative with a grant of \$2300. An agreement is expected to be signed in January 2000. The following people were in attendance at this meeting:

1. Neritan Ceka (Chief of the Parliamentary Commission of the Public Order and AIS)
2. Sokol Berberi (Albanian Centre for Parliamentary and Democracy Procedures)
3. Ermal Hasani (International Republican Institute)
4. Juliana Hoxha (ORT/USAID Democracy Network Program)
5. Elira Zaka (ORT/USAID Democracy Network Program)

Collaboration with other USAID Projects

Training of New Politicians/NDI

At the request of NDI, a USAID project, ORT conducted a two-day training session for new political leaders, representing different political parties, in public participation and decision making. The training focused on the responsibilities that politicians have towards their constituents. Twenty-four new politicians were trained in two separate training sessions.

Assistance to Freedom House

At the request of Freedom House, ORT compiled information to be used in an annual report highlighting the current human rights situation in the region. ORT provided the following information for the publication of the report:

- 1) Number of volunteers that worked during the Kosovo crisis
- 2) Types of services provided to the refugees
- 3) Types of issues the NGOs supported
- 4) Types of NGOs that are able to offer income generating services
- 5) A list of concerns brought up by international NGOs operating in Albania such as the inability for international NGOs to register with the Albanian courts
- 6) Update on the status of the NGO draft law
- 7) Update on tax issues pertaining to NGOs

Clean-Up Tirana Campaign

ORT, in conjunction with USAID projects PAPA and IREX, will create a "Clean-Up Tirana Campaign" which is targeted to be a long-term effort to involve citizens in the community. ORT will enlist the assistance of NGOs to create community participation as well as become "watchdogs" to the current contracted firms handling trash removal. ORT organized two meetings with NGOs interested in this area of work to come together and work jointly to implement the campaign. Campaign targeted to commence in January or February 2000. Long term goal is to change the mentality of citizens towards community involvement, littering and demand accountability to trash removal firms.

Additionally, ORT is working with PAPA on providing training and information to business owners in Durres who are currently forming an association. ORT will provide training in financial reporting, project implementation, fund raising and advocacy. Training to commence in the first quarter of 2000.

Future collaboration with IREX

ORT staff met with IREX to discuss future collaboration between both projects. IREX has agreed to conduct a second Public Relations training course to an initial core group of eight NGOs. Training will focus on the development and creation of television and radio public service announcements (PSA). The initial training will be covered over a two day period with follow up one-on-one technical assistance to each NGO. The outcome of the training will be the

creation of individual television and radio PSAs for each NGO. The training is anticipated to commence in February or March 2000. ORT will select the NGOs to participate. NGO participation will consist of a combination of well-developed NGOs, newer NGOs and a cross section representation of all NGO sectors.

ORT will also assist IREX and NGOs in establishing legislation requiring television and radio stations to announce PSAs without charge to NGOs.

ORT coordination with the U.S. Embassy

Ambassador's visit to Elbasan

On September 23, 1999, at the request of the U.S. Embassy, ORT coordinated a delegation from the U.S. Embassy and USAID to visit the Regional Development Agency Foundation in Elbasan. The delegation included the U.S. Ambassador and the USAID/Representative to Albania.

During the visit, the delegation was given an overview of the Foundation and its current and past collaboration with USAID projects in Albania (ORT, Peace Corp., SMEDA, Land O' Lakes, PAPA, VOCA and IFDC). Many of these projects continue to participate with the agency today.

The Ambassador stressed that the work the Regional Development Agency Foundation conducts validates to the American government and the American projects in Albania the need for the development of the social-economic sector and the necessity to support democratic society in Albania. He congratulated the agency for its great work and stressed the importance of future collaboration with USAID projects in the future.

The Mission Director, Howard Sumka, outlined the mission and objectives of USAID in Albania, as well as the program and projects supported by USAID. Mr. Sumka stated that the NGO sector has had and will continue to have a special place in USAID programs in Albania. The NGO sector is vital to the future development of democracy in Albania.

U.S. Embassy round table discussion regarding the trafficking of Albanian Women

In late December 1999, ORT was requested by the U.S. Embassy in Tirana to coordinate a meeting on January 5, 2000 of NGOS working in women's issues. The meeting was created as a follow-up to a conference that former Ambassador Marisa Lino sponsored in the summer of 1998 regarding the trafficking of Albanian women for prostitution abroad. The embassy wanted to determine through this meeting what action the NGO community had taken to address this situation and what action the embassy should take in the future. The meeting was attended by the following NGOs:

Useful to Albanian Women
The Womens Center
Counseling Center For Women
Womens Legal Studio
Refleksione & The Shelter Project

Social Services & Capacity Building Grant Fund

Criteria was finalized for the grant fund. Announcements will be published in national newspapers in early January 2000. The grant fund will be awarded in two rounds. The first rounds deadline is February 18, 2000 and the second is March 17, 2000. Information "open house" meetings will be held prior to the deadline of both rounds. A Review Committee has been created and will consist of representatives from ORT, USAID/Albania as well as the U.S. Embassy in Tirana. An emphasis has been made to distribute grant fund information to areas outside of Tirana. (See attachment 5)

Miscellaneous information regarding the NGO sector

Emergency Management Group (EMG)

EMG was created during the Kosovo crisis in Albania to coordinate rehabilitation activities for refugee-impacted areas. EMG will complete its activities in Albania at the end of December 1999. Kastriot Islami, the Albanian government official assigned to working with EMG, wrote a letter to the Prime Minister and the Minister of Labor and Social Affairs on December 1, 1999 with recommended actions that should be taken by the Albanian government after the closure of EMG.

- 1) Strengthen the Line Ministries Officer position that will be responsible for projects. This would enable them to better respond to the international community through enhanced accessibility. This position is a direct link between the Albanian government and development and humanitarian organizations.
- 2) Identify and assign a ministry employee to be located in the Deputy Prime Minister's office to work as a liaison with the NGO community and the Ministry Liaison Development Officers in each ministry. This person should have the authority to resolve issues and arbitrate directly among NGOs, prefects, Line Ministries, donors and others within the development community.
- 3) Continue to chair and participate in the sector meetings currently coordinated by EMG. These meetings serve as a means to improve coordination and communication between the Albanian government and project officers in the health, environment, education, infrastructure and water/sanitation sectors.

ORT Future Activities

The October 1999 – June 2000 workplan was submitted to USAID (See Attachment 6). ORT's strategy and focus will include the following components:

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

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

ATTACHMENTS

1. Monitoring and Evaluation System
2. Action Plans
3. Interaction Forum Report
4. On the Road to Success
5. Social Services & Capacity Building Grant Fund
6. Workplan

MONITORING AND EVALUATION SYSTEM

Purpose of Monitoring and Evaluation system is to contribute in the improvement of the IDG program in terms of results and impact of this program.

Monitoring. Monitoring refers to the process of tracking performance, results or outcomes against a pre-existing plan or forecast. Monitoring can be used to determine if activities are on track, to ascertain whether scheduled inputs are delivered on time and to determine if plan objectives are being achieved.

In creating a monitoring system that is ongoing and systematic we consider and include the following:

- The type, source and frequency of information to be gathered
- The procedures and methods to be used for gathering information
- The manner in which the information will be compiled, appraised, reviewed, and reported
- How the results and recommendations will be responded to in a plan of action?

(see Monitoring Plan Format)

Determining What to Monitor. Below is a description of possible issues related to both accountability and programs:

Accountability:

- Funds (proper documentation and source allocation, budgeting, allowable expenses)
- Time (allocation, effectiveness, and proper usage)
- Assets (allocation, cost control, maintenance, proper usage)
- Materials (inventory, cost control, proper usage)

Program:

- Relation to objectives in term of demonstrating outputs, results and impact;
- Importance as source of information in evaluation;
- Usage in baseline study;
- Making decisions or adjustments to programs.

Collecting Data

There are a wide range of existing sources and methods of collecting data for monitoring purposes: budgets, financial reports, progress reports, statistical reports, meeting minutes, work plans, schedules, pay roll time sheets, logs, interviews, inventories, direct observation.

Utilizing Information

For reporting and evaluation purposes information can be compiled and analyzed statistically, identifying tendencies, results and impact stories. Through review and analysis the need for more or different kinds of information can be determined, and then included in monitoring.

Evaluation

Evaluation refers to the analytical process of measuring causation. Evaluations can focus on process (was the system efficient?), on results (are we confident the project accomplished what we wanted it to accomplish?) on impact (what were the total consequences of the activity) and on systems change (what external or indirect results occurred as a consequence of the intervention). While evaluations always require some degree of judgement, they are most effective and credible when the analysis is comparative and relies on a control group or a pre-established baseline of some sort.

The following is a general list of crucial activities and parts of an evaluation work plan:

- Identify purpose, focus and primary questions
- Determine information to be collected
- Collect information
- Analyze, interpret and recommend
- Report and distribute
- Plan response to and utilization of findings

(See Evaluation Plan Format)

The following steps in evaluation are presented with the participatory approach in mind.

Purpose, Focus and Primary Questions

- The degree to which the project has met its goals and objectives
- Results compared to costs (project efficiency)

- The size of the population which the project actually affected
- The degree to which the project has been transferred to the community or the potential for future transference (sustainability)
- Observable and measurable changes and effects in the beneficiaries planned or unplanned
- Key vulnerabilities--weakness of particular project elements, such as training, organization, technical assistance components (lessons learned)
- Decision making by the donor and NGO to continue refund or expand the project

Performance Results

Performance results are often stated in concrete and measurable terms and are carefully traced during the life of the activity or program.

Progress Indicators

Progress indicators are used to measure progress toward a desirable result. Progress indicators do not constitute the result itself but rather provide some indication regarding the rate of progress and whether the result is likely to be achieved. When possible, progress indicators should be quantitative simply because data tends to be more reliable than personal judgements. However, qualitative data is acceptable especially when the information over a period of time and a comparison of change is possible. Progress indicators are most useful when they are:

- Rooted in baseline information
- Collected and analyzed overtime so that change is measured in a comparative rather than absolute manner
- Developed collaboratively with the implementing organization

Base Line Data/Information

Baseline information is static and involves a point in time snapshot picture of a capacity, condition or attribute. Progress indicators are only meaningful when collected over time and examined in the context of baseline information (an absolute measure of change) or in comparison to previous Progress indicators (a relative measure of change).

MONITORING INFORMATION PLAN

Type of Information Method of Collection	Frequency of Collection and Interview	Who Collects/Prepares	How Do You Use for IDG Program	Sharing Information What and Where	Suggestions For Modification

MID-TERM AND FINAL EVALUATION PLANS

Evaluation Activity	Person Responsible	Date									
<ul style="list-style-type: none"> ● Evaluation meeting (defining purpose and focus) 	All staff 4 NGOs										
<ul style="list-style-type: none"> ● Gather information <ul style="list-style-type: none"> -Review documents -Site visit -Interviews 	Respective training consultant										
<ul style="list-style-type: none"> ● Analyze information <ul style="list-style-type: none"> -Team meeting -Write reports 	IDG Coordinator and respective training consultant										
<ul style="list-style-type: none"> ● Deliver draft report 	IDG Coordinator										
<ul style="list-style-type: none"> ● Review feedback and prepare final report 	Respective training consultant										
<ul style="list-style-type: none"> ● Create detailed follow up plan 	IDG Coordinator and training consultants										

ACTION PLANNING SESSION
ALBANIAN "NGO BOARD FUNCTIONS" PARTICIPANTS

December 10, 1999

Criteria to be included in developing action plans

Internal and Outside Communication (PR Marketing)

1. Share the tasks among Board Members
2. Contacts with local government
3. Board ↔ Staff relationship
4. Media relations
5. Relationships with similar organizations
6. Lobbying toward government and other decision making bodies
7. Where and what kind of communication channels do we have to use?
8. Relationship with business sector
9. Role of services in fundraising
10. Required information and methods of solicit information

Financial Planning (Sustainability)

1. Membership fees
2. Management of organizational resources
3. Regular participation in tenders
4. Donations
5. Services
6. Research possible sources
7. Precious reporting as a tool for marketing
8. Transparency
9. Continuous improvement of professionalism
10. Develop effective systems for control, oversight
11. Change the legal framework

Development of Action Plans

After developing the criteria of action planning, participants worked in two groups. Groups developed action plans for two hypothetical NGOs. One group focused on communication, while the other concentrated on financial planning.

Group "A"

Communication

①

Care for Children Foundation

* "ABC - 2000 Different life for Children from Community B Foundation"

* Main goal: For a higher percentage of school-age children to attend school from September 1, 2000

7 board members

→ also acting as a working group

① First step: share tasks

→ by professional areas

Time requirement: five days

Deadline: December 15.

Sources: Board members

② Form the implementing body

→ paid staff members

Time requirement: one month

Method: open tender, select candidates

Deadline: January 20.

Sources: board members + money

③ Campaign to introduce the foundation

→ target group: residences of the village

Time requirement: 2 months

Deadline: end of March

Sources: board members

Organization's own financial resources
applications

Goal of the campaign:

- to introduce the goals of the organization
- to get trust of villagers
- to make direct contact with families

④ Make contact with local governments (lobbying)

Time requirement: 1 month (January)

Method: continuous contact

Goal: cooperation with the organization that represents the local public

⑤ Lobbying toward governing bodies

Make contact with:

- Public Education Ministry
- Prime Minister's Office
- Parliament

Goal: receive central (state) sources

→ financial

→ public administration

Deadline: not identified

⑥ Publications about the project

- leaflets

- posters

Goal: get the attention of public and local organizations

Time requirement: 1 month

Deadline: January 20.

Sources: equipment of the organization (computers, printer) + money for press and author fees

⑦ Meeting with most active people of the community

→ recruit volunteers (step by step)

⑧ Contact with Businesses

→ receive educational equipment for free

Goal: receive equipment

build contact

Deadline. continuous

Group "B"

Financial Sustainability

①

Action Plan of "DENA" Foundation (Assist farmers)

Financial plan

① Financial sustainability

② Strategic goals

→ improve agricultural shops

→ community development

→ improve quality of life

③ Action plan → detail general goals

- increase incomes by 40%

Deadline: end of 2000

Responsible body: board

Use of the additional income:

→ 60% assist institutionalization (training programs)

→ 40% operational costs

Deadline: January, February, 2000

identify and train regional staff members

- Logistical improvement

deadline: continuous

- Professional improvement, train staff members

April, May 2000

- Involve foreign volunteers

→ March, June 2000

- Organize two exhibitions

April, december 2000

- Site visits in partner organizations

July 2000

Financial resources

1. Internal sources (40%)

membership fees → 10%

(200 LEK/6 month) deadline: continuous

Services → 30%

→ develop business plans

→ develop publications

→ receive visas

→ organize foreign study tours and training programs

→ incubator services (fax, e-mail, net)

→ organize exhibitions

2. Outside sources: (60%)

- grant applications (80%) (January - February)

- donations from business and state sectors (10%)

- matching grants (10%)

Interaction Forum
September 16 - 17, 1999
Tirana, Albania
Follow-Up Report

INTRODUCTION:

On September 16-17 1999, ORT/USAID Democracy Network Program organized in Tirana, Albania the first "Interaction Forum". The Forum was sponsored by UNHCR and OSCE. The goal of the Forum was to facilitate greater interaction between international and Albanian NGOs. More specifically, the objectives of the Forum were to identify the needs of the Albanian NGOs by sector; and, initiate working relationships between Albanian and international NGOs, by identifying some concrete forms of cooperation.

The idea of the Forum was conceived during the Kosovo refugee crisis in 1999. Many International NGOs arrived in Albania and struggled to find local NGOs to partner in their service delivery. Efforts to coordinate the work of NGOs, both international and local, often resulted in lopsided representation by international groups. At the same time, Albanian NGOs commented on their willingness to get involved, but being left out of the process.

While many international NGOs have left Albania, a significant number remain who are making the transition from humanitarian aid to development work. As before, these groups would appreciate local NGOs to partner in the implementation of their programs as well as strengthen local capacity.

The Forum consisted of 154 attendees, representing 85 Albanian NGOs, 29 International NGOs, 20 donor Organizations and 5 government representatives. Local media also attended.

The format of the forum was a combination of panel discussions and sector working groups. Panel discussions and working groups focused on current needs and recommended changes to ensure the NGO sectors future success in Albania.

INTERACTION FORUM

AGENDA

16 September, Thursday: NGO Needs Identified

Registration of Participants.....	09:00
Welcome Speech by ORT Democracy Network Program	10:00
Panel Discussion:	10:30

What the Albanian NGOs Need to Develop Their Capacities To Be More Effective

Mr. Kadri Rrapi, Minister of Labor and Social Issues
Mrs. Valentina Leskaj, Executive Director of Albanian Family Planing Association
Mr. Johan te Velde, SNV Project Director

Coffee Break	11:15
Albanian NGOs Needs Identification by Sectors	11:45
(For this part of the agenda, all the donor organizations and international NGOs will participate with an observer status)	
Discussion in Sector Working Groups: Democracy, Economic Growth, Social Safety, and Environment	
Lunch Break.....	13:30
Sector Working Groups continued.....	15:00
Coffee Break	16:00
Plenary Session. Reports from Sector Working Groups.....	16:15
Book Release: Albania's Road to Democracy.....	17:15
A Publication of ORT/USAID Democracy Network Program	
End of Day One	17:45
Reception/Dinner	19:00
At Humanitarian Information Center, Pyramid Building	

17 September, Friday: Building Partnerships

Registration of Participants..... 08:30

Welcome to Second Day ORT/USAID Democracy Network Program 09:00

Presentation of Two Successful Partnerships Between Albanian..... 09:05
And International NGOs

Albanian Youth Council - Altin Goxhaj, President
ARCS - Nicola Mai, Coordinator

Donor's Panel Presentations 9:30
USAID, World Bank, UNDP, Open Society Foundation for Albania

Open Discussions..... 10:15

Coffee Break 10:45

Building Partnerships Between Albanian and International NGOs..... 11:15

Discussion in Sector Working Groups: Democracy, Economic Growth, Social Safety,
and Environment

Lunch Break..... 13:30

Plenary Session. Reports from Sector Working Groups..... 15:00

What's Next? 15:45

Forum Finishes..... 16:00

DAY ONE: NGO NEEDS IDENTIFIED

OPENING REMARKS

Ms. Juliana Hoxha, Country Director of the ORT/USAID Democracy Network Program, presented opening remarks. Participants were welcomed and re-affirmed of the commitment to encourage and promote relations between Albanian NGOs, International NGOs and Donor Organizations.

PANEL DISCUSSION:

"What the Albanian NGOs Need To Develop Their Capacities To be More Effective"

Mr. Kadri Rrapi **Minister of Labor and Social Issues**
Mrs. Valentina Leskaj **Executive Director, Albanian Family Planning Assoc.**

Mr. Johan Te Velde: **Project Director, SNV/Albania**

Each panel member was given an opportunity to express his/her opinions and thoughts on the subject. The following are highlights of each speaker's presentation:

Mr. Kadri Rrapi
Minister of Labor and Social Issues

Minister Rrapi highlighted in his presentation the needs for cooperation between the Albanian Government and the NGO sector. He stated that the NGO sector is still new but Albanian society today needs support from NGOs more than ever before. There are currently 217 NGOs registered in Albania providing much needed assistance to the country. The social needs are great in Albania, especially for children/youth. The majority of the population in Albania is under 24 years old. The International NGOs operating in Albania have made a positive impact. Twinning programs between Albanian NGOs and International NGOs should be encouraged. Minister Rrapi guarantees that the Ministry of Labor will work to support these partnerships.

In concluding, the Minister stated the government and NGOs were previously on opposite sides. They need to come together and cooperate with each other to ensure future success.

Valentina Leskaj, Executive Director
Albanian Family Planning Association

Ms. Leskaj confirmed that the time is right for a reflection on needs. New possibilities are being created through the support of International NGOs. People working in the NGO sector should be proud of what they have accomplished and supportive of the future. However, the needs in the rural areas, where 70% of the population lives, need to be addressed. Most NGOs operate in Tirana with less representation in the rural remote areas. The rural areas need greater attention by NGOs and Donors, i.e., partnerships with local NGOs and rural NGOs. Marginal groups such as the Gypsies also need to be addressed.

Many projects and NGOs were created during the Kosovo crisis. When the refugees left, so did the NGOs. A vacuum was created and now many voids remain.

NGOs can play a very important role in responding to needs when the government cannot. Especially in social services. This doesn't mean that NGOs will replace or takeover from the government but act as sub-contractors to the government thus lowering costs due to the contribution of NGO volunteers. If NGOs became more involved in social services, this would create employment as well as positive motivation among the Albanian citizens.

Partnerships are important between NGO and State. Training and need assessments are vital. Foreign support is not endless, thus the community, NGOs and the government need to work together to create sustainability.

NGO sector groups need to work together to support each other.

Media training is greatly needed to NGOs and the media alike to develop long lasting, positive relations.

NGOs have specific needs. Few projects address the organizational capacity of NGOs. Sustainability is questioned. Support from foreigners has focused on individual programs instead of long term programs. Programs need to be implemented to focus on training NGOs to create self-support and sustainability.

Mr. Johan Te Velde
Project Director, SNV/Albania

SNV has worked in Albania since 1993. SNV is fully sponsored by the Netherlands Government. The core competence of SNV is to provide technical assistance to governments and NGOs. SNV is not a grant giving organization.

SNV is currently working in regional programs in Fier and Peshkopi and will be expanding activities in the future. SNV currently has a program in place that partly focuses on support to NGOs.

Many donors have activities that support the civil society in Albania. An often-made mistake is that speaking about the civil society is the same as speaking out about NGOs. This is not correct. NGOs form only a part of the civil society.

After the 1990-1991 period many active Albanian started to collaborate to work at the development of the transition. New NGOs were established. A lot of work was done on the basis of mutual trust and informal consensus. The enthusiasm of new possibilities in society was a strong motivator. Often the organization was driven or steered by one strong leader, who put a lot of energy into the NGO. A genuine concern for society led to many achievements in specific sectors in society.

However, Mr. te Velde stated that he feels that only those NGOs who make a move towards professionalism and a certain degree of formalization, will survive in the future. The following are his thoughts on areas that NGOs could further improve their capacities:

- The internal organization of an NGO is often not well defined.
- During implementation of a project, systematic attention should be paid to different aspects of the project cycle. Often the theory is known, however, in practice discipline is needed.
- The role of the NGO sector in society should become clearer to the citizens, the government, and the private sector and to the NGOs themselves.
- A good NGO sticks to its core business. Most of the time only projects related to their core business will be successful.
- Many NGOs have the tendency to implement projects only in Tirana. A fairer distribution of activities needs to be implemented throughout Albania, especially in the rural areas.
- Any civil society functions on the basis of shared and collective norms and values. The Albanian society functions on personal and informal relations. In the period after the breakdown of communism, new collective values did not emerge enough. The development of values starts with a broad public debate and can lead to change in society. Also, all societies should have regulations in which protests can be channeled. If these regulations do not exist, protests come up spontaneously and often include negative consequences.

Mr. te Velde closed in challenging the Albanian NGOs to continue to stimulate such discussions, especially about public debate, but not to limit them to the confines of seminars. This has already begun to happen and is encouraged to continue.

ALBANIAN NEEDS IDENTIFIED BY SECTOR: WORKING GROUPS

Albanian NGOs were broken into sector working groups (Democracy, Economic Growth, Social Safety and Environment). International NGOs and Donors were asked to participate as observers during this portion of the forum. 15-35 people attended each sector-working group. Monitors facilitated discussions to keep participants focused on the issues.

As a whole, all four sectors agreed that NGOs need assistance in the following areas:

- Assistance in organizational capacity and strategic planning.
- Creation of volunteer policies
- Training in proposal writing, financial/project management and evaluations.
- Training in media and community relations
- A need for an NGO law
- Assistance in creating income generating activities.
- Support between government and NGOs
- Establish links between NGOs and donors
- Strengthen NGOs in rural areas.

Reports from each sector follows:

Day One:
Sector Working Group
Economic Growth Sector

NEEDS IDENTIFIED	RECOMENDATIONS
<p style="text-align: center;">A. INSTITUTIONAL DEVELOPMENT NEEDS</p> <ul style="list-style-type: none"> • Strategic fund raising and revenue generating plans • Project Proposal Writing • Project Management • Strengthening of the governing of the NGOs • Further development and improvement of internal operating systems • Strengthening organizational structures, according to international standards • Monitor and evaluate the activities performed by NGOs • Increase motivation and devotion of the members within an organization • Further involvement of volunteers within the organization • Identify NGOs working in the field and their leaders • Dependence of Albanian NGOs on donors and the lack of community support. • Set clear objectives and responsibilities of NGOs • Training of the exccutive staff • Effective management of organizational funds. 	<ul style="list-style-type: none"> • Provide on-going training and technical assistance to the Boards and staff of NGOs. • Establish training and technical assistance resource centers • Greater involvement of Albanian trainers and consultants in training modules developed for NGOs • Provide further training and technical assistance to NGOs in organizational development and institutional strengthening for sustainability. • Focus on and strengthen NGOs in rural areas. • Develop and conduct Training of Trainers Modules • Provide more grants for institutional development

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B. INTERNAL AND EXTERNAL COMMUNICATION

- Sharing of information
 - Between NGOs in the economic sector and the community.
 - With other NGO sectors
- Cross sector collaboration (between government, business and the media sectors)
- Lack of information about donor presence and their Priorities
- Lack of information about the presence of international NGOs operating in Albania
- The need to grasp international NGO experiences
- The need to established partnerships between international organizations and Albanian NGOs
- The need to disclose transparencies of:
 - The donor community
 - Other NGOs operating in the same sector
- Lack of promotional materials and marketing tools available to NGOs.
- Lack of available marketing & promotional services
- Improvement of internal operating systems
- Participation in establishing policies and strategies.

C. OTHER NEEDS

- Provide technical assistance regarding legal issues.
- Support to NGOs through the availability of micro-loans
- Support to small businesses with technical and financial assistance

- Create a national forum encompassing all NGOs working in the economic growth sector.
- Undertake common activities with NGOs, Government, and Donor representatives.
- Draft a long-term strategy for cross-sector collaboration
- Establish greater publicity regarding NGOs and their extension throughout the entire country.
- Organize on-going meetings between NGOs operating in the same sector
- Change the mentality that everything has to be solved by others
- Closer cooperation with the media sector
- Provide further training and technical assistance regarding obtaining grants for institutional development
- Prepare and produce brochures, magazines, etc.
- Draft Strategic Plans for Public Relations and Promotion Campaigns.
- Establish centers to provide legal advise and counseling to the NGO sector
- Create lobbying to governmental institutions to provide loans and financial assistance to the business sector.
- Establish training on creating small businesses

**Day One:
Sector Working Group
Environmental Sector**

NO	Needs	Recommendations
<p>I</p> <p>1.</p>	<p style="text-align: center;">Institutional Strengthening</p> <p>Lack of experience in:</p> <p>Project development by newly established NGOs (small scale projects) and more experienced NGOs (large scale projects)</p> <p>Fund-raising initiatives and maintaining relationships with donor organizations interested in the Environmental sector</p> <p>Public Relations initiatives and strengthening relationships with government in regards to environmental issues</p>	<p>Provide general and specific training through subcontracting local NGOs that offer training courses as services</p> <p>Provide technical assistance (TA), using local capacity, through local training organizations established for this purpose</p> <p>Provide Training of Trainers (TOT) programs, using local capacity, through local organizations established for this purpose</p> <p>Provide grants along with specialized training & technical assistance, using local capacities, through an organization such as a sector resource center established for this purpose</p>

2.	<p>Weak organizational development of environmental NGOs:</p> <p>Lack of office space and office equipment</p> <p>Lack of employed staff</p> <p>Lack of professionalism in specific issues such as mass-media</p> <p>Lack of administrative documents and manuals (policies & procedures, financial manuals, etc.)</p> <p>Weak organizational structure</p> <p>Insufficient human resources (limited membership and low level of devoted volunteerism)</p> <p>Non-effective and closed-minded decision-making body within NGOs (boards & executive staff)</p> <p>Lack of income-generating projects implemented by NGOs, which are crucial for ensuring independence from donors and future sustainability</p> <p>Implementation of donor-driven activities</p>	<p>Provide longer-term funding which includes operational costs, as part of larger funded projects</p> <p>Provide a more equal balance between project and operational costs</p> <p>Provide training and TA on project management and monitoring & evaluation</p>
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<p>3.</p>	<p>Lack of Strategic Planning:</p> <p>Lack of experience (environmental NGOs, particularly local, newly established NGOs)</p> <p>Lack of planning, monitoring, and evaluation</p> <p>Lack of promotional and marketing activities of services offered</p>	<p>Provide training and TA</p> <p>Consider NGO promotional products and initiatives as an important part of project support</p>
<p>4.</p>	<p>External obstacles:</p> <p>Incomplete and inappropriate NGO legislation</p> <p>Incomplete environmental legislation, which limits implementation of NGO initiatives in specific environmental areas</p>	<p>Review and improve existing legislation, especially through the initiative of NGOs</p>

II	Relations and Communication within the NGO Sector and between the NGO and other Sectors	
	<p>Within individual NGOs:</p> <p>Local environmental NGOs are still very weakly structured</p> <p>Inappropriate relationships between NGO leadership and members</p> <p>Within NGO sector:</p> <p>Lack of co-ordination among NGOs on common interests and initiatives</p> <p>Lack of exchange of knowledge and information</p> <p>Between NGO and Government sectors:</p> <p>Lack of knowledge on the role of the NGO sector by government</p>	<p>Provide training and TA at local level</p> <p>Provide training at the local level, and provide exchange of knowledge and experience through internships, mentoring, etc. at successful NGOs within the country and abroad</p> <p>Grant: support on communication facilities</p> <p>Grant: support on an environmental informative publication (source)</p> <p>Provide workshops and round-tables with NGO and government representation of all levels</p> <p>Provide foreign training and TA on relationship building and information exchange with between NGOs and government</p>

<p>NGOs often do not present a solid factual argument of a case or situation and do not offer sound alternatives to government</p> <p>Lack of specific structures within government for providing access to information</p> <p>Lack of NGO representation in government established Advisory Boards</p> <p>Between the NGO sector and the Public:</p> <p>Lack of specific initiatives targeted at specific groups (local community, decision-makers, private sector, etc.)</p> <p>Lack of public information on NGO initiatives</p> <p>Lack of monitoring and evaluation of project impact on the problem, the public, or target groups</p> <p>Between the NGO sector and the Media:</p> <p>Relationships between these sectors are usually considered as strictly business, based on personal interest</p>	<p>Fund community development and services initiatives</p> <p>Training on public relations and public relations techniques</p> <p>Establish frequent contacts with media through round-tables and workshops, and increase journalist and media involvement in NGO initiatives</p>
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<p>Lack of appropriate environmental journalism</p> <p>Lack of professional interest in environmental issues on behalf of journalists and the media industry</p> <p>Lack of NGO policies on relationships with media, and lack of working relationships between NGO representatives and journalists and other media representatives</p> <p>Lack of professional environmental media</p> <p>Between the NGO sector and donor organizations: Priorities of donor organizations often do not match those of environmental NGOs Low donor interest in supporting environmental projects developed and implemented by NGOs Lack of financial support for operational costs and equipment Project Evaluation Boards are often not transparent, open, and comprised of appropriate professionals Artificial criteria are sometimes applied in project selection and funding Foreign implementing organizations often do not make use of existing local capacities and expertise Insufficient information on donor organizations and their priorities</p>	<p>Provide financial and training and technical support to Green Radio</p> <p>Provide training and TA to NGOs on techniques and the "art" of presenting environmental issues and initiatives as interesting and important to journalists and media</p> <p>Provide TA and training to NGOs on developing organizational policies related to working with environmental media</p> <p>Develop and distribute newsletters such as "Information Bulletin"</p> <p>Increase NGO representation in donor forums</p> <p>Distribute information to NGOs on donor interests</p>
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**Day One:
Sector Working Group
Democracy Sector**

Needs	Recommendation
<p>D. Institutional Capacity</p> <ul style="list-style-type: none"> • Institutional development of NGOs through strengthening the internal structures of the organizations. • Receive support from the Ministry of Labor to NGOs by developing national policies regarding NGOs. • Sustaining NGO structures by the government. • Strengthening and expanding the network of youth, women, cultural and social NGOs in rural areas. • Strengthen and increase the capacity of management of volunteers. • Develop management capacities. • Development and elaborate capacities in the publication of the information • Develop NGO lobbying capacities. • Strengthen the role of the Board Directors as decision-making bodies within an organization. 	<ul style="list-style-type: none"> • Invest in institutional development regarding internal operations of NGOs. • Training and technical assistance in the strategic planning process. • Expert involvement to NGOs in the designation of strategic planning. • Establishment and creation of NGO branches within districts. • Creation of the volunteer policies. • Training on proposal writing and project management, focusing on regional NGOs. • Training to media on NGO relations. • Training in NGO lobbying. • Training and technical assistance on NGOs leadership.

<ul style="list-style-type: none"> • Increase participation of NGOs in government decision-making processes. • Boards should contain professionals from different sectors. 	
<p>NEEDS</p> <p><i>Relations inside and outside the sector.</i></p> <ul style="list-style-type: none"> • Integration of minorities in the civil sector. • Improve legislation regarding NGOs. • Strengthen the relations and encourage collaboration between the NGO sector and the Business sector. • Increase the exchange of information between the state, donors and NGOs. • Bring about awareness to the public and decision-makers regarding NGOs. • Collect membership fees from NGO members and the community. • Disarmament and landmine removal. • Media involvement in the dissemination of information. • Transparency of donors in the project application and evaluation process. • Develop cooperation within the NGO sector. • Coordination of work with local authorities. 	<ul style="list-style-type: none"> • Expedite NGO law approval process • Increase public awareness of NGOs • Provide training on Fundraising • Media training regarding NGO relations • Increase public awareness about donor activities and policies through information exchange

DAY ONE:
SECTOR WORKING GROUPS
SOCIAL SAFETY NET GROUP

IDENTIFYING NGO NEEDS

I. INSTITUTIONAL DEVELOPMENT

Improvement and democratization of the internal structure of NGOs

- Clear definition and distinction of roles and responsibilities for NGO Directors Board and Executive Staff.
- More people, members and volunteers involved in the organization activities.
- Improvement of documentation including job descriptions, policy and procedure manuals.
- Increasing the capacity of Board and staff to ensure organizational sustainability.
- Improvement of internal and external monitoring of NGO activities.
- NGOs need to be focused on their mission and vision
- Developing long term strategic planning.

Improvement NGO internal infrastructure including appropriate working environment and communication means

Improving staff effectiveness

- Training and technical assistance for NGO executive staff and NGO members in project life cycle
- Increasing the level of expertise to address the specific target groups (aged people, children etc)
- Improving NGO public images and their public relations

OUTSIDE OF TIRANA

- Expanding NGO activities in the districts especially in the rural areas.
- More access to information for the NGOs working outside Tirana

Ensuring NGO long term sustainability by:

- Creating income generating activities
- Establishing service providing centers
- Designing long term program/projects
- Involving stakeholders and beneficiaries in the planning and designing programs/projects.

II. RELATIONSHIPS WITHIN AND OUTSIDE OF THE NGO SECTOR

Within the NGO sector

- Create effective networks and coordinate their work in order to ensure a holistic approach to the problems
- Increasing collaboration and coordination between newly created NGOs and the more experienced ones aiming also in increasing effectiveness and credibility.
- Improve the role of coordination units (sector forums) within the sector.

Relationships with the governmental Institutions

- Improving the NGO legislation
- Concrete support from governmental institutions and ensuring that there is enough space for the NGOs to present their viewpoint for crucial problems of Albanian society.
- Financial support from the state for specific services for the most vulnerable groups.
- Creation of the reserves fond emergency needs
- Training of the technical staff of governmental institutions on the NGO role and the indispensability for their support.

Relationship with international organizations and donors.

Establishment of common norms of collaboration between Albanian and international organizations aiming to strengthen the local NGO and insure transparency and a true partnership.

Establishment of permanent communications between the NGO, the community and donors.

- Bring about awareness of donors strategies.
- Promoting newly created organizations.
- Exchange of experiences with other similar organization abroad.

Media Relations

- Improvement of relation with media aiming to improve the public image of NGO.
- Relationships with business and local community.
- Approach and ask for financial support from Albanian donors and local community. Involvement of the community in the identification of the priority needs, project designed and implementation.

RECOMMENDATIONS:

For governmental institutions.

- Speed up the process of approving the NGO law.
- Involve the technical staff of governmental institutions in activities and forums for interaction between different sectors.
- The government should financially support the service centers provided to the most vulnerable groups of population.
- More collaboration and transparency from NGO coordination units within the governmental institutions.

For donors and international organizations.

Donors need to take in to the consideration NGO mission and expertise when financing projects in different organizations.

- Establishment of direct links between NGO and donors.
- Facilitating exchange of the information through editing and publishing comprehensive list of financing organizations, their strategies.
- Establishment of an information center specially in the districts NGO (proposal from Shkodra)
- Setting up continuous communications between Albanian and foreign organizations (e.g. press conferences, meeting).
- Support to the long-term strategies that provide the sustainability of organization and helping its institutional strength.

Improve internal operations of NGOs.

Providing assistance for improvement of internal operation, including strengthening the role of the boards, increasing the management capacities, strategic planing etc.

- Staff and members of the NGO to have access to training, technical assistance experience exchange and information.
- Assistance for preparation of the long term strategy planing.
- Technical assistance for establishing relations with media aiming to improve public image for the NGO.

DAY TWO:

PARTNERSHIP PRESENTATION:

Day two focused on the need for better cooperation between Albanian and International NGOs. A presentation was given of "*Two Successful Partnerships Between Albanian and International NGOs*", presented by Mr. Altin Goxhaj, - President of the Albanian Youth Council and Mr. Nicola Mai, Coordinator for ARCS. The following are highlights of both speakers presentations:

***Presenter: Mr. Altin Goxhaj, President
Albanian Youth Council***

Albanian Youth Council was created in 1994. AYC currently operates as an umbrella organization for 21 NGOs in Albania.

During the Kosovo crisis, AYC presented itself as a genuine NGO with volunteers and experts geographically located throughout the country. International NGOs arriving into Albania did not want to cooperate with Albanian NGOs. Albania NGOs complained, however, their level of development was different then International NGOs. Albanian NGOs need to meet certain conditions, which are difficult to reach.

AYC was one of the first NGOs to respond to the Kosovo crisis. AYC created a coalition and network of NGOs. Eleven NGOs and six youth centers jointly elected groups of people to work in camps. AYC had an advantage as they had prior work experiences in volunteer human resources. AYC has the greatest number of members and volunteers with a geographic network created through the support of ORT, SOROS and ARCS (Italian NGO). AYC also worked with Balkan Sunflower, an International NGO with volunteer members with previous experience in Bosnia.

AYC has only received funding for a one- 3-month period. The aim of AYC is to cooperate in sharing resources rather than monetary funding.

AYC has become a reliable NGO to International organizations. To gain confidence, the Albanian NGOs need to follow certain standards such as:

- Demonstrate competence: International NGOs want long term relations
- An Albanian NGO must have an established network of members.
- Must be involved not only in Tirana but remote rural areas.
- Availability of volunteer network who want change and democracy in Albania.

***Mr. Nicolla Mai
Coordinator
ARCS***

ARC is the largest NGO in Italy focusing on development of civil society among various cultures. From an International NGOs' perspective, the positive features of an Albanian NGO are the many skills that members bring to the NGO as well as their acknowledgment for a need to change. However, in general, there is negativity in concerns to the competition of funds; understanding personalities and positions of

power; the absence of a legal framework in Albania; and no official recognition or acknowledgement of NGOs by the government.

DONOR PANEL PRESENTATIONS:

Presenters:

Mr. Howard Sumka - USAID Mission Director
Ms. Etleva Vertopi - UNDP Program Assistant
Ms. Lida Kita - World Bank - Project Officer
Mr. Capajev Gjokutaj - Open Society Foundation - Executive Director

Mr. Howard Sumka
USAID/Albania – Mission Director

The United States Agency for International Development (USAID) programs for Albania are funded under the Support for Eastern European Democracy (SEED) Act. These programs are intended to assist Albania in its transition to a market-oriented democracy and to support its long-term development. Since 1992 and through the end of USAID's current fiscal year (FY1999), on September 30, 1999, the U.S. will have spent nearly \$200 million on these programs. The FY 1999 level, originally \$30 million, was increased to \$47 million in response to the Kosovo crisis. This number does not include a \$12 million payment to the Government of Albania to assist in the Kosovo crisis. At this time, the levels for FY 2000 remain under discussion in the U.S. Congress.

The programs operated by USAID in Albania operate with a fairly long time horizon and are focused on institutional strengthening and capacity building. They are designed and managed by USAID staff, but generally implemented by U.S.- based NGOs, contractors and other organizations. Often, particularly in our democracy and civil society programs, The U.S. organization works directly with, or through Albanian NGOs. A good example is our Democracy Network Program which ORT implements and provides direct support to local NGOs.

The USAID funded programs currently operating in Albania focus on the three following areas:

1. Economic Restructuring
2. Strengthening Democratic Institutions
3. Improving the Quality of Life (Health Services and Health Care)

Ms. Etleva Vertopi, Program Assistant
UNDP

UNDP's cooperation with Albanian NGOs began in 1992. In 1992 UNDP cooperated with the Ministry of Labor to establish a link between Albanian NGOs and the government. A working Group was established to support the creation of an NGO law.

UNDP established e-mail access to NGOs and Government institutions to help build links with International organizations. The e-mail was essential in opening communications to Albania in 1996 and 1997.

Much needs to be done in the Albanian NGO sector. Albanian NGOs need experience and need to expand to areas outside of Tirana. NGOs should be encouraged to work with branches outside of Tirana for capacity building.

An establishment of a web site and database needs to be created to make information available to NGOs inside and outside of Albania.

***Ms. Lida Kita, Program Officer
World Bank***

World Bank has had less contact with NGOs than other panel participants. However, NGOs are considered an important sector in development. The World Bank addresses NGO issues emphasizing and recognizing the following:

- Support work at grass roots levels.
- Offers small symbolic grants

World Bank is not a big donor directly to NGOs but urges NGOs to participate with each other and to draw in others to cooperate. World Bank has allocated \$10 million to the Albanian Government to disburse into smaller grants to NGOs in Social Services.

***Mr. Capajev Gjokutaj , Executive Director
Open Society Foundation***

The Open Society Foundation is an Albanian Foundation managed by Albanians whose main mission is promoting an open society.

Open Society Foundation develops the donor/grant receiver relationship. The main vision is to assist NGOs in the establishment of internal capacities. The Foundation accomplishes this through:

- Entrusting projects to NGOs
- Provide institutional support through equipment and training.
- Assist in the creation and support of new NGOs.

A specific function of the later is enabling newer NGOs to become semi-independent organizations, which will support themselves through other donors or create self-support with the implementation of income generating activities.

The Foundation is a network of 30 foundations throughout the world. Funding is not indefinite and no one knows what will remain after the foundation is closed. NGOs need to rely on other forms of support such as:

1. Membership fees
1. Government and private business. Laws need to be established to create tax-deductions for donations.
2. Exchange of information - greatest weakness is lack of information about potential donors. Albanian NGOs are aware of donors within Albania but not elsewhere.

SECTORAL WORKING GROUPS:

DAY TWO:

BUILDING PARTNERSHIPS

Groups were once again broken into four sector groups with International NGOs and Donor Organizations requested to participate in the discussions.

DAY TWO:

Democracy Sector

Topic: Why were there no partnerships between Albanian and International NGOs during the Kosovo crisis and/or what were the main problems in such partnerships

E. Albanian NGOs

- Albanian NGOs were not prepared to face the crisis.
- The United Nations Organizations and other international organizations weren't familiar with the NGO sector and its capacities.
- The state doesn't support Albanian NGOs.
- Lack of information as well as exchange of available information.
- Lack of information from the international NGOs and donors regarding policies and strategies.
- Albanian NGOs capacity required expert advise
- Bureaucracy of International NGOs.
- There are no Albanian staff working at the Humanitarian Information Center.

F. International Organizations

- It is very difficult to establish confident relations in emergency situations.
- Insufficient time to prepare for partnership.
- Pre-existing problems between International and Albanian NGOs.
- International Organizations should have asked for more information about Albanian NGOs.
- Lack of a list about the NGOs' mission, vision and expertise.
- Rigidity of the Albanian NGOs internal structure.

DAY TWO
Democracy Sector

<i>Topic: What would be the ideal partnership?</i>	
<ul style="list-style-type: none">• Mutual confidence.• Exchange of information• Collaboration between experts.• Mutual evaluations.• Mutual transparency.• Clear missions.• More room for freedom for the Albanian NGOs.• Cooperation in the process of project monitoring, evaluation and controlling process.	<ul style="list-style-type: none">• Define clearly the partners' role.• More transparency.• Long-term partnerships.• To have the same organization purpose and mission.

Topic: *How should partnerships improve in the future?*

- | | |
|---|---|
| <ul style="list-style-type: none">• Increasing the exchange of information.• Increase opportunities for the dissemination of information• Improve information infrastructure and technology.• Support NGO umbrella organizations regarding the distribution of information.• Make information available in the Albanian language.• Conduct fairs for the exchange of information | <ul style="list-style-type: none">• Develop a web-site for NGOs.• Open a resource center with information in each OSCE office throughout the region.• Develop interest from the media regarding NGOs. |
|---|---|

DAY TWO:
ECONOMIC SECTOR

I WHY WERE THERE NO PARTNERSHIPS BETWEEN ALBANIAN AND INTERNATIONAL ORGANIZATIONS DURING THE KOSOVO CRISIS AND/OR WHICH WERE THE MAIN PROBLEMS FOR SUCH PARTNERSHIPS?

Albanian NGOs:

Lack of communication tools available for donors and foreign partners.

Attention focused on the emergency at hand and neglected other problems.

Lack of an established network to assist Albanian NGOs in locating foreign partners.

Lack of a clear donor strategy for various partners

Fragmentation of Albanian society, which has resulted in jeopardising the relationships between Albanian and foreign partners.

Partnerships were established on the basis of personal acquaintances rather than competitive basis.

Lack of reciprocal trust between parties in building partnerships to manage the crisis.

No adequate public relations

Lack of an adequate information system

The presence of a "wait and see" passive approach being inherited from:

- a. Previous traditions in management
- b. Shortcomings in the exchange of information

Albanian NGOs lack of institutional capacities have resulted in difficulties in finding partners.

Not enough adequate time to find and establish relationships with foreign partners.

Difficulties in finding partners directly.

International NGOs/ Donors

Lack of appropriate structures to deal with crisis management

II. THE IDEAL PARTNER:

Albanian NGOs.

An organisation that has greater financial and institutional capacities than their Albanian counterpart.

Complementary needs and objectives of the Albanian partner.

Able to offer continuous and stable collaboration

Carrying out similar activities with those of the Albanian partner with enough experience and knowledge of the host country.

Being a component of a larger network

Transparent and flexible in the process of negotiating with Albanian partners

Being rational

Being open to share and learn from experiences since the NGO environment is different in each country.

International NGOs/Donors:

Finding an Albanian NGO that has the same philosophies.

Being familiar with the culture and history of the community where collaboration is established.

Possessing complementary human resources.

Try to provide the impact of sustainable development

Establish direct partnerships on the local level

III. RECOMMENDATIONS ON HOW TO STRENGTHEN PARTNERSHIPS

Albanian NGOs:

A larger and more comprehensive support of Albanian NGOs by donors.

Complete information on how international NGOs operate.

More effective use of existing information sources.

Establishment of partnerships prior to seeking funding from donors.

Better understanding of Albanian NGO activities in Albania.

Further improvement of the legal framework to facilitate the establishing of partnerships between Albanian and international NGOs.

Creation of promotional media campaigns to promote activities of NGOs operating in Albania.

Creation of a bulletin to promote activities carried out by foreign NGOs.

International NGOs/Donors:

More efforts to find common interests.

Increase of efforts to establish connections and partnerships.

Exchange of information to increase contacts between various NGOs with an emphasis on those NGOs operating on the local levels.

Create a database of NGOs both in the central and local levels, as well as increase marketing and promotion services.

Organise monthly NGO forums on a national scale as well as local levels.

Provide further training and technical assistance in communication skills.

**DAY TWO:
ENVIRONMENTAL GROUP**

Why did partnerships not occur during the Kosovo crisis?

Albanian NGOs	International NGOs/donors
<p>Environment was not considered a priority by the international NGOs</p> <p>International NGOs were almost indifferent towards the Albanian NGOs</p> <p>The Kosovo crisis was very unexpected and the Albanian NGOs were unprepared</p> <p>Lack of information about international organizations and donor priorities</p> <p>Albanian NGOs were not operational enough to cope with the emergency situation (due to their structures, way of functioning, lack of environmental information centers, etc.)</p> <p>Lack of coordination among Albanian NGOs and</p>	<p>Environment was not the focus of international NGO activities</p> <p>International NGOs did not focus on institutional strengthening of environmental NGOs</p> <p>Lack of information about Albanian NGOs and their capacities</p> <p>Non-active participation and representation of Albanian NGOs in environmental sector meetings with donors</p> <p>Albanian NGOs requested support for ideas and projects that were not the donors or international organizations focus.</p>

Government. Local government offices did not considered the Albanian environmental NGOs as possible partners to help with the crisis.

Some of the international NGOs were not very serious about pursuing partnerships

Albania NGOs were suggesting ideas and projects which did not match the objectives of donors and International organizations (Albanian NGOs were trying to implement either public awareness or education activities as international organizations were more interested in investment and rehabilitation activities which went well beyond Albanian NGOs capacities.

How do you envision the perfect partnership?

Environmental Sector

Albanian NGOs	Foreign NGOs/Donors
<p>To be open and transparent</p> <p>To be characterized by operating in fields of common interest.</p> <p>To have a logical balance between the volume of work and the planned budget</p> <p>To both have reputations and experiences working in the environmental sector</p> <p>To have enough competencies to build partnerships and make decisions.</p>	<p>To be part of a strong environmental movement Albanian NGOs should have a clear picture of their identified needs.</p> <p>More cooperation inside the NGO and among environmental NGOs Albanian environmental NGOs should have their own strategy in case of an emergency crisis such as Kosovo.</p> <p>Transparency, particularly when dealing with financial matters</p> <p>To have initiative</p> <p>To be experienced in project implementation and monitoring of their success</p>

RECOMMENDATIONS

- Establishment of an Environmental Information Center (EIC)
- Promotion and support of establishing regional and local NGO forums and cooperation
- More support to the NGOs institutional strengthening as part of the NGO projects funded by donors
- Better knowledge about donors supporting environmental NGOs in Albanian and abroad. A donor profile publication issued periodically would be very helpful.
- More pressure and lobbying to the Albanian Government to better understand the environmental problems in Albania. A study on the Environmental Impacts in Albania
- Need for further improvement of the legislation framework to better regulate the partnerships among the Albanian and foreign NGOs and private groups.
- In order to increase the effectiveness and the success of environmental NGOs in Albania, larger grants should be made available.

DAY TWO:

Social Safety Net group

1. **Why were there no partnerships between Albanian and International Organizations During the Kosovo crisis and/or what were the main problems in such partnership?**

ALBANIAN NGOS	INTERNATIONAL NGOS
<ul style="list-style-type: none">• Specific types of partnership were needed.• International organizations working in Albania during the emergency were looking for staff rather than for local partners• They were not transparent and willing to cooperate with local organizations• International Organizations had no knowledge of and were indifferent to the local capacities• A Bad image and lack of information about Albanian NGOs negatively influenced developing partnerships.• Albanian NGOs lacked the funds which made their work even more difficult during the emergency	<ul style="list-style-type: none">• Emergency efforts were focused on finding solutions to the emergency not in creating partnerships.• Poor coordination between Albanian and International NGOs• Short period of time• Lack of knowledge about Albanian NGOs and their field of activities• Albanian organizations were not involved in the preparation plans of the crisis and how to intervene.• Misunderstandings and lack of cooperation within the Albanian NGO sector influenced donors trust• Partnerships were established mainly for small projects/activities due to the lack of experience among Albanian NGOs in dealing with specific emergency situations.

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2. How do you perceive the ideal partnership and what do you expect from an effective one?

<p style="text-align: center;">ALBANIAN NGOS</p>	<p style="text-align: center;">INTERNATIONAL NGOS</p>
<ul style="list-style-type: none"> • Partnerships should be based on a common mission • Partnerships should create written agreements between both parties, which clearly defines the roles, responsibilities, authorities and obligations of each party. • Partnerships to be characterized by transparency and reciprocal trust • Partnerships to contribute to strengthening and further development of local NGOs and local expertise. • An equal partnership with no prejudgment of local partners 	<ul style="list-style-type: none"> • Both parties must bring something and share equally the responsibilities • Both partners must share a common mission • Partnerships needs to ensure relationships based on equality and collaboration, reciprocal help and exchange of information and be possible financial sources. • Albanian NGO-s needs to be focused and have clear plans on what they want to achieve. • Albanian NGOs need to seriously accept responsibilities and not wait for the partner to provide everything • Local NGO-s must keep information and communications flowing between both parties.

3. Recommendations

- Partnerships need to be based on the willingness of both parties to share a common mission, reciprocal trust, respect, equality and transparency.
- The partnership must be documented in a written agreement, which clearly defines the roles, responsibilities, authorities and obligations of each party.
- Partnerships should be considered as a continuous process and indicators must be in place to be able to continuously evaluate the partnership success.

FOLLOW UP - WHAT'S NEXT?;

In Closing the Forum, Ms. Juliana Hoxha, Country Director, ORT/USAID Democracy Network Program, affirmed the need to change and the need for Albanian and International NGOs to come together to work for similar goals. Follow up reports will be distributed to all attendees of the Forum. Future round table discussions are envisioned to coordinate donor efforts and commit to specific areas of funding. Two follow-up projects are planned by ORT in November and December 1999 to ensure continuation of communications and relationships that were established during the Forum.

Additionally, Ms. Hoxha reiterated the need for Albanian NGOs to fight for their others to react, such as was the case in the Kosovo crisis.

ORT/USAID

Democracy Network Program

On the Road to Success

ORT welcomes NGOs into the new millennium!!

Welcome to our first issue in the year 2000 of *On the Road to Success!!* Many wonderful things are happening in the NGO sector in Albania and we want to be the first to share these with our readers. *On the Road to Success* is published bimonthly. If you would like to contribute any ideas for future issues, please contact ORT in Tirana at 47601 or 47602.

ORT ANNOUNCES THE "SOCIAL SERVICES & CAPACITY BUILDING GRANT FUND"

With funding from USAID, ORT is pleased to announce the *Social Services & Capacity Building Grant Fund* for Albanian NGOs. The grant fund is designed to help build the capacity of NGOs providing Social Services.

Possible projects could include community kindergartens, provision of counseling services to women, development of small business opportunities, community clean-up campaigns, enhancements of a community's water supply or conflict resolution workshops. Additionally, projects that build coalitions among NGOs or between them as well as staff development, enabling the NGO to serve a broader section of the community, will be encouraged.

A review committee composed of ORT and a Board of international donors will review all proposals received in February and March 2000. A standardized, weighted scoring system will be used to evaluate each submitted proposal.

NGOs interested in participating in the ORT/USAID *Social Services and Capacity Building Grant Fund* may receive program guidelines, criteria, proposal format and an application as of January 14, 2000 from the ORT office (3rd floor), located at Rruga Mustafa Matohiti No.16, Tirana. For further information, please contact Ms. Elira Zaka, ORT Program Assistant, Tel/Fax: 47601 or 47602.

All proposals must be submitted in English. Proposals may be submitted at any time, but *only those received before February 18, 2000 and March 17, 2000 will be reviewed in the same month. Grants will be awarded on March 1 and April 1, 2000.*

"SHARED NGO EXPERIENCES & FUTURE CEE PARTNERSHIPS CONFERENCE" PLANNED IN FEBRUARY 2000

ORT is proud to present the "Shared Experiences and Future CEE Partnerships Conference" in Tirana on February 8-9, 2000. The conference will showcase the work of NGOs throughout Central and Eastern Europe and Albania. Representatives from NGOs throughout the Region will attend. Guest Speakers from countries such as Poland, Hungary and the Czech Republic will present their experiences and obstacles encountered when creating NGOs in their respective countries.

Workshops on various topics will be conducted throughout the two day conference.

Local participation is open to Albanian NGOs only. If you would like more information about the conference, please contact ORT in Tirana at 47601 or 47602.

CODE OF STANDARDS

ORT will launch the introduction of a *Code of Standards* at the upcoming "Shared NGO Experiences and Future CEE Partnerships Conference" in Tirana on February 8-9, 2000. The Code of Standards promotes ethical practices and accountability in the Albanian NGO sector. The standards are based on fundamental values-such as honesty, integrity, fairness, respect, trust, responsibility, and accountability. Standards describe how NGOs should act to be ethical and be accountable in their program operations, governance, human resources, financial management and fundraising. Round Table discussions will be organized in the future and will consist of representatives from the NGO sector in Albania. If you are interested in being involved in the creation of the Code of Standards, or would like more information, please contact ORT in Tirana at 47601 or 47602.

NGO REGULATION ENACTED IN KOSOVO:

On November 16, 1999, the United Nations Mission in Kosovo (UNMIK) issued the regulation on the registration and operation of NGOs. This regulation creates the basic framework for NGOs operating in Kosovo. Prior to this regulation, NGOs operated in a legal vacuum which posed a significant obstacle to the development of civil society in Kosovo.

The Kosovar and international NGO community actively participated in the preparation of this regulation. UNMIK significantly revised the draft in response to NGO comments, and the final version reflects a number of international standards. If you would like a copy of the NGO law, please

contact ORT via E-mail or telephone in Tirana.

The International Center For Not-for-Profit-Law (ICNL), served as the primary technical advisor to UNMIK

ORT NGO TRAINING:

From 1996-1999, ORT has trained over 120 NGO representatives in financial management. NGOs trained represented the democracy, health, environment, economic growth and human rights sectors. Training has been conducted in the following areas of financial management:

Chart of Accounts

Albanian NGO Tax law System

Budgeting

Fund Raising

Financial Rules of ORT

LEGISLATIVE DRAFTING:

In the fall of 1997, ORT trained 18 Albanian lawyers in both drafting skills and issue representation to support ORT grantees in their policy advocacy work. The trained lawyers provided support for two months to 20 ORT grantees. Additionally, the lawyers drafted 14 policy position papers as well as laws and amendments that are currently in the discussion process or on the agenda of the Parliament.

In February and March 1999, ORT conducted a second training for its local legislative drafters group. The training took place over an eight week period, with two sessions per week. Through a competitive process, ORT and the local trainer selected 15 lawyers. In exchange for the training, the lawyers provided pro-bono work to various NGOs.

Prior to the training, 40% of the participants did not have any knowledge or experience in legislative drafting. 60% had a limited knowledge of specific aspects of legislative drafting.

FOREIGN VOLUNTEERS AVAILABLE TO SUPPORT NGOs :

Voluntary Service Overseas (VSO) is an independent organization committed to assisting communities in the developing world and Eastern Europe. It is a registered charity, funded by a grant from the British government and donations from the public. VSO would like to

on this regulation. ICNL, together with ORT, has also actively participated in the creation of an NGO draft law in Albania. The draft law was presented in Albania by the Ministry of Justice and the Ministry of expand its activities in Albania. Volunteers are available in the social, health, small business development, education and NGO development sectors.

VSO works through individual volunteers on long term placements with local employers (1-2 years) based on a principle of equality between professionals. For this reason, VSO volunteers receive an allowance equivalent to a local wage, and basic accommodations. Because professionals choosing to work with VSO do not receive consultancy fees or make any profit, they are called "volunteers". However, their skills and qualifications are equivalent to those of many consultants. The local partner is responsible for providing a stipend equivalent to the salary paid an Albanian co-worker, as well as basic accommodations. If necessary, VSO is willing to assist local partners in accessing sources of funding for these costs. If you would like more information about VSO, please contact the following:

Juliet Schofield

Program Officer - Albania

Tel: (44-181) 780-7511

Fax: (44-181) 780-7550

E-Mail: Juliet.schofield@vso.org.uk

JOB VACANCY

Voluntary Services Overseas (VSO) is currently looking for an In-Country Coordinator. Full time position requiring the following skills:

- Excellent communications skills including fluent written and spoken English
- Experienced as an interpreter
- Excellent organizational skills
- Flexibility-available to travel within Albania
- Knowledge of the NGO sector in Albania is desired
- Financial reporting experience
- Ability to work on own initiative

For further information please contact Juliet Schofield at VSO (see previous address information)

ALBANIAN NATIONAL TRAINING AND TECHNICAL

Labor to the Council of Ministers in March 1999. The draft law is currently awaiting approval.

RESOURCE CENTER (ANTTARC)

Established and supported by ORT through the USAID Albania Democracy Network Program, ANTTARC serves as a model NGO in Albania, operating according to international NGO standards.

ORT's partner in the implementation of the NGO Development and Sustainability Strategy in Albania, ANTTARC has achieved success as a national training and technical assistance organization. A diverse local staff of 13, representing cross-sector experience, many with western training and education, provide all organizational development training and technical assistance.

Additionally, ANTTARC has gained regional experience, having provided training and technical assistance programs to local and international organizations in Kosovo and Bosnia Herzegovina. ANTTARC's experience in organizational development program management, high level of training and technical assistance design and delivery capacity, language capacity, and regional experience both as ORT's partner and independently, has prepared the organization for a continued and increased role in NGO sector development and Sustainability.

For further information about ANTTARC's training and technical assistance programs and how they can benefit your organization, please contact Edmond Spaho, Executive Director, at 47603 or 47604; e-mail ngocenter@icc.al.eu.org or stop by ANTTARC's office at Rruga Mustafa Matohiti #16, 1st floor.

NEW ORT E-MAIL ADDRESSES:

To contact any of the ORT staff, please use our new e-mail addresses listed below:

Country Director

Juliana Hoxha
director@demnet.albnet.net

Program Advisor

Claudia Janiszewski
advisor@demnet.albnet.net

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Elira Zaka
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Finance Officer

Liliana Dango
finance@demnet.albnet.net

Administrative Assistant

Elona Kapexhiu
guest@demnet.albnet.net

The ORT Democracy Network Program
is located at:

• **Rruga Mustafa Matohiti #16**
Tirana, Albania
Tel: (355-42) 47601
Fax: (355-42) 47602

NOTE: Effective March 1, 2000,
ORT will re-locate offices to:
Rruga Ismail Qemali 32/1
3rd floor



ORT/USAID DEMOCRACY NETWORK PROGRAM **SOCIAL SERVICES & CAPACITY BUILDING GRANT FUND**

With additional funding from USAID, ORT Democracy Network Program is pleased to announce the Social Services & Capacity Building Grant Fund for Albanian NGOs. The Grant Fund is designed to help build the capacity of NGOs providing Social Services.

Possible projects could include community kindergartens, provision of counseling services to women, development of small business opportunities, community cleanup campaigns, enhancement of a community's water supply or conflict resolution workshops. Additionally, projects that build coalitions among NGOs or between them as well as staff development enabling the NGO to serve a broader section of the community will be encouraged.

A review committee composed of ORT and a Board of international donors will review all proposals received in February and March 2000. A standardized, weighted scoring system will be used to evaluate each submitted proposal.

Specific eligibility criteria will be available at the ORT office for all interested NGOs.

Application Information

NGOs interested in participating in the ORT/USAID Social Services & Capacity Building Grant Fund may receive an application as of January 14, 2000 from the ORT DemNet office (3rd floor), at Rruga Mustafa Matohiti, #16, Tirana. For further information, please contact Ms. Elira Zaka, ORT Program Assistant, at tel/fax: 47601 or 47602.

All proposals must be submitted in English. Proposals may be submitted at anytime. However, only those received before February 18, 2000 and March 17, 2000 will be reviewed in the same month. Grants will be awarded on March 1 and April 1, 2000. ORT staff will be available to work with NGOs in developing their ideas and assist them in the application process.

Public information meetings reviewing grant criteria and proposal formats will be held at the ORT office at the following times:

January 20 – 2:00pm January 25 – 2:00pm

ORT/USAID DEMOCRACY NETWORK PROGRAM **SOCIAL SERVICES & CAPACITY BUILDING GRANT FUND**

Eligibility Criteria

Following ORTs experience over the past four years, as well as its existing criteria for its grants program, ORTs DemNet project proposes that Albanian NGOs that meet the following criteria may apply for a grant.

- The organization should be legally registered as an Albanian non-profit, non-governmental organization for at least one-year from the date of application.
- The organization is neither a branch of a political party nor engaged in any political activities.
- The organizations sole purpose is not strictly focused on religious activities.
- The organization is willing to contribute at least 15% of the total budget, in-kind and/or in cash.

NGOs submitting an application are required to submit the relevant documents demonstrating their organizational eligibility. **Proposals that are not accompanied by such documents – statute, bylaws and registration information, etc. will not be considered.** Projects should be of duration of no more than 6 months.

Project Selection Criteria

The Review Committee will review submitted projects in February and March 2000. While many NGOs may meet the Eligibility Criteria stated above, submitted projects will be chosen based on how closely they meet the following criteria:

- | | | |
|---|---|------------|
| • | Relevance of Project to the Existing Mission of the NGO | 10% |
| • | Demonstrated Impact in Providing Services to Clients, Members or Communities | 30% |
| • | Previous Experience in the Proposed Sector | 15% |
| • | Established Links with Member/Clients or Other Beneficiary Groups in the Targeted Areas | 10% |
| • | Demonstrated Capacity to Manage Comparable Grant Funds | 10% |
| • | Demonstrated Success in Managing Outreach Activities | 10% |
| • | Replicability of Project Activities by Other Organizations and/or in other Regions | 15% |

WORK PLAN

I. GRANTS PROGRAM

Public Policy Grants

During the first six months of the workplan, ORT will continue to focus on the monitoring and evaluation of the previous public policy grants. ORT will continue to provide tailored technical assistance to its grantees for them to achieve their policy goals. As part of the agreement ORT will conduct mid-point and final evaluations to determine whether the subproject is being implemented as planned (status of inputs and outputs) and whether subproject activities are likely to result in subproject purpose achievement or subproject impact. The ORT PMU Advisor will be responsible for the monitoring and evaluation system in conjunction with the local staff.

IDG/NGO Development and Sustainability Program

ANTTARC, ORT's partner, will provide training and technical assistance to the four selected IDG Albanian NGOs (Albanian Foundation of Disability Rights, Dairy Entrepreneurs National Association, Regional Development Foundation in Elbasan, and Regional Development Foundation in Tirana). ANTTARC and ORT will develop the Memorandum of Understanding during August 1999, and four NGOs will sign the MOU in September 1999.

ANTTARC will develop a Training and Technical Assistance Needs Assessment tool to assess all organizational development needs including board development and strengthening, organization structure development, staff training, and policies and procedures development. This assessment will be conducted by a team comprised of the ORT OD Advisor, the ANTTARC training consultants assigned to the selected NGO, Executive Director of ANTTARC and IDG Program Coordinator of ANTTARC. The assigned training consultants will prepare four reports on the results of this Needs Assessment, in order to further develop technical assistance programs tailored to the specific needs of the NGOs.

ORT and ANTTARC Training Consultants will develop a rigorous evaluation and monitoring plan for IDGs including baseline indicators to evaluate and measure the progress. ANTTARC will work closely with the board of directors on the preliminary phase of institutional development. Therefore, the next step is the recruitment of new board members according to the international standards. Based on the particularity of the NGOs, board members from different sectors were recruited and selected with the assistance of the ANTTARC training consultant.

Training Consultants will develop a rigorous evaluation and monitoring plan for IDGs including baseline indicators to evaluate and measure the progress.

ANTTARC will work closely with the board of directors on the preliminary phase of institutional development. Therefore, the next step is the recruitment of new board members according to the international standards. Based on the particularity of the NGOs, board members from different sectors were recruited and selected with the assistance of the ANTTARC training consultants.

The selected board members will participate in a Board Retreat in October 1999, where they will receive extensive training in NGO development and sustainability; leadership; strategic planning; board; management; team building; program design; strategic fundraising; financial management; public relations. This training will be provided in an environment that supports team development.

During the Retreat, participants will receive technical assistance in developing various fundamental documents for the organization such as Mission Statement and Vision Statement, Mid and Long-term Objectives, Bylaws, Strategic Plan for Fundraising, Strategic Plan for Public Relations, Strategic Plan for Cross-Sector Collaboration, and other documents related to the Board functioning.

To evaluate the progress of organizational development, a pre-post evaluation will be developed and administered focusing on topics to be addressed during the Board Retreat as well as a satisfaction survey focusing on training content, training methods, and training consultants' preparedness and responsiveness.

After the Board Retreat, training consultants will provide on-site technical assistance to four IDGs to prepare the budget based on their specific needs for organizational development and their funding resources. Training consultants will also provide assistance in developing a recruitment plan for additional executive staff when needed and then participate in the selection process based on very rigorous and standard procedure and selection criteria for each position in the organization. On-going on-site technical assistance will be provided during the period covered by the IDG to each of four NGOs in order to implement the strategic plans developed during the Board Retreat. Training consultants assigned to four NGOs will participate in the most important events organized by the NGOs.

The executive staffs of the four IDGs will participate in an intensive training (retreat format) where they will work on developing various organizational policies, procedures and forms needed. After the staff retreat, ANTTARC training consultants will provide on-site technical assistance to implement policies and procedures developed and monitor and evaluate development of the organization.

To evaluate the organizational development, a checklist of indicators will be completed and questionnaires covering the topics to be addressed during the Retreat will be administered to each participant at pre-post and follow-up intervals. In addition, participants will complete satisfaction surveys, focusing on training content, training methods, and trainers.

ANTTARC will continue to provide on going on-site technical assistance to the four IDGs in order to ensure the proper implementation of the policies and procedures developed during the retreat and ensure the organizational development and success during the period covered by this grant and after.

Based on the ORT Subagreement requirement for monitoring and evaluation of IDGs, ANTTARC will assist IDG NGOS to develop by the end of October 1999 baseline reports and indicators for Institutional Development Grant and then will evaluate the progress of organizational development based on these reports.

ANTTARC will also assist IDG NGOS to develop their mid-term and final reports respectively by January 15, 2000 and by June 8, 2000.

Leadership Certificate Program

The Leadership Certificate Program (LCP) is a significant part of the NGO Development and Sustainability Strategy, and it will be an intensive 8 week program consisting of education, training and internships. The LCP is designed to address all areas of NGO development, management and sustainability, each module offered in a sequence that builds upon the prior module. Curriculum and practical experience support both knowledge and skill development, which will be measured by pre and post-test evaluation.

ORT and ANTTARC will establish the selection criteria for participants in this Program by December 7, 1999. The announcement of the Leadership Certificate Program will be advertised through December 20, 1999. ANTTARC, with the assistance of foreign consultants will develop the profile of Program and finalize training modules and sessions, prepare the LCP Training Manual and translate it from English into Albanian. All of the logistic arrangements will be covered by ANTTARC prior to beginning of the Program. Selection of the internship sites in the region for LCP participants will be done prior to March 24, 2000. In addition to identification and selection of internship sites in the region, ANTTARC will identify internship objectives for each participant and develop necessary instruments for achieving objectives and reporting the results of internship. Outside funding must be identified to finance the internships.

ANTTARC will develop an action-plan to implement the Leadership Certificate Program.

Social Service Grants

With additional funding from USAID, ORT will start a new grant program of Social Service Grants for Albanian NGOs. This grant program is designed to provide social services to communities that have been seriously impacted by the recent influx of Kosovar refugees.

For example, possible projects could include community kindergartens, provision of counseling services to women, development of small business opportunities, community cleanup campaigns, enhancement of a community's water supply or conflict resolution workshops. Projects that conduct research or undertake studies on refugee issues as well as projects that strengthen linkages, create alliances or build coalitions among NGOs or between them and government ministries, parliamentarians or the media will be encouraged. The Social Service Grant Program will specifically avoid any proposal to provide typical humanitarian aid assistance, such as food, shelter, clothing and/or medicine.

Types of Grants

ORT will offer three different levels of grants to eligible Albanian NGOs: \$5,000; \$15,000; and \$30,000. Projects should be of duration of more than 6 months. The applications will be accepted, reviewed and approved in 4 grant rounds. The grant program will be announced in October, and the first application deadline would be in mid-November 1999. Starting in November, grants will be issued on monthly basis till February 2000. The proposals will be reviewed by a Review Committee composed of ORT and USAID representatives. A standardized, weighted scoring system will be used to evaluate each proposal.

NGOs submitting an application are required to submit the relevant documents such as documents statute, bylaws and registration information, demonstrating their organizational eligibility.

The Review Committee will consider proposal budgets based on the following:

_ \$5,000	Any registered NGO established for at least one year.
\$5001 _ \$15,000	Any registered NGO established for at least two years.
\$15,001 _ \$30,000	Any registered NGO established for at least three years.

II. TECHNICAL ASSISTANCE & TRAINING

Interaction Forum

A large percentage of the nearly 200 international NGOs who arrived in Albania to assist with the influx of Kosovar refugees sought local NGOs as partners in the delivery of their services yet struggled to find qualified organizations. Similarly, efforts to coordinate the efforts of NGOs, both international and local, often resulted in lopsided representation by international groups. Albanian NGOs commented on the lack of contact they had with international NGOs and vice versa.

While many of the humanitarian aid organizations have left Albania, a significant number remain who want to make the transition from provision of humanitarian aid to refugees to development work with Albanian communities. And, as before, these groups would appreciate finding local NGOs to partner in the implementation of their programs as well as strengthen their capacity.

The Forum will facilitate greater interaction between international and Albanian NGOs. More specifically, the objectives of the Forum are to identify the needs of the Albanian NGOs by sector; and, initiate working relationships between Albanian and international NGOs, by identifying some concrete forms of cooperation. In the longer-term, ORT aspires to further expand its network of Albanian NGOs; provide Albanian NGOs new opportunities to meet donors and develop new skills; and, add to the sustainability of its past and future grants through partnerships with other donor organizations and Albanian NGOs.

The Forum participants will include Albanian NGOs, international organizations, national and international donors operating in Albania and representatives of local government. Media will be also invited.

After the Forum, ORT DemNet will produce a summary report which will be distributed not only to the participants but to the government institutions and media as well.

Public Awareness Campaign

A short-term consultant will travel to Albania in December/January 2000 to work with several NGOs to develop advocacy campaigns for critical sector issues. Eligible NGOs will have completed the ORT advocacy training, and demonstrate the willingness to implement an active campaign with targeted results.

Building NGO Media Relations

Media serves as a key medium for raising public awareness on policies and laws, and it can be especially valuable for issues such as anti corruption, election monitoring, human rights, environment protection, etc. While NGOs struggle to get media attention, the Albanian media sources rarely draw upon or seek out information from the NGO sector. On the other hand, lack of a really independent media makes the NGO sector reluctant to cooperate.

To build this working relation between the NGO sector and media groups ORT will facilitate the collaboration through a new media project called "SPEAR". The media project has shown its understanding of the value in working with NGOs throughout Albania to investigate issues, present innovative ideas to address problems, and engage in a constructive and increased public dialogue around different issues where the Albanian NGOs are working.

This initiative will be combined with training on Public and Media Relations. ORT will work with IREX, another USAID funded project working in the media sector. Participants in the training will be a mix group of NGO representatives and local government officials responsible for public and media relations. The training will not just teach the techniques but will also help to build an understanding and future cooperation among NGOs and local government.

Building NGO Capacity in Financial Management

The improvement of financial management systems, reporting formats and training of finance persons is still a big need in the sector. On the other side is rather difficult to ensure NGO sustainability in financial management. So, those ORT grantees that can afford to hire a professional finance person are facing a great braindrain and those who are small tend to have different persons doing the finance based on the NGO projects.

In response to that, ORT will continue to provide financial management training to its new and old grantees who have new finance personnel. This time, ORT would be able to increase the trainees number due to creation of a team of local trainers in financial management.

After each grant round ORT will organize a group training for its grantees. As in the previous training ORT will assist its grantees to develop a modern fund accounting system, supporting records and receipts, and more accurate and timely reports.

Promotional Materials

ORT will issue every two months a success story report "Road to Success" as a way to share with the NGO sector, donors, government institutions, media and others some of the Albanian NGO achievements resulting from ORT Democracy Network Program interventions. While a simple publication, it should help the NGO sector and the public recognize some achievements of the sector, form conclusions about NGOs' role in public policy and understand the importance of building partnerships in the NGO and other sectors. The report will be produced in English and Albanian.

Increasing NGO Participation in Parliamentary Level

NGO participation in policy formulation marked an increasing role during the process of drafting a new constitution. There are more successful examples of NGOs collaborating with executive power in drafting new laws and reviewing the legislation. This is fruit of the expertise moving from government sector to NGO sector, and also result of training and technical assistance aiming to develop a healthy understanding and collaboration between government and Albanian NGOs.

To increase the NGO participation in decision-making process in the legislative level ORT and International Republican Institute hosted a Program on Public Participation in Parliamentary Procedure for NGOs and deputies.

ORT and IRI will initiate NGO participation by matching select policy-oriented NGOs to upcoming parliamentary commission meetings on pertinent laws being reviewed. In the initial phase, NGO representatives will attend as observers and in later meetings, NGO working on specific legal issues will be encouraged to give brief testimonies on laws in the commission meetings. In support of that, ORT will provide special training to these NGOs on how to prepare and give a testimony, and what a public hearing meeting is and what might be the NGO role in that.

ICNL Collaboration

New NGO Law

ORT will continue to work with the Albanian NGOs, draft law working group and ICNL in lobbying efforts to pass the new draft NGO law. Through press releases, and meetings such as deputies-government officials-NGO round tables, ORT in collaboration with ICNL, will work

together to move the new NGO legislation forward. Once passed, ICNL and ORT will develop a strategy to educate NGOs on the new law and its application.

NGO Handbook

ORT recently issued the NGO Management Handbook. ICNL will jointly develop chapters relating to legal issues such as registration, taxes, employment obligations, etc. to be included in the next ORT handbook.

Code of Conduct

ORT and ANTTARC are developing NGO standards with our IDG partners. We intend to explore the interest of other NGOs to create an NGO Code of Conduct. ICNL has worked with similar initiatives in other CEE countries.