



Institute for Habitat Development
Instituti per Zhvillimin e Habitatit

2002

ANNUAL REPORT

RAPORTI VJETOR

Making Cities Work!
Nje hap para te tjereve!

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Co-PLAN, Institute for Habitat Development developed from a support organization for community based neighborhood (housing and infrastructure) development, into a professional NGO working on a range of activities in the fields of neighborhood development, training, and advisory services to municipal and NGO development. Originating since 1995, Co-PLAN team/organization also developed from a small team of 4 young professionals (plus an expatriate advisor) in 1997, to a team with more than 20 professionals from different disciplines. Cordaid, and to a lesser extent Novib and the Netherlands Government, have been the main funding agents of Co-PLAN activities. However, it must be mention that between 20-50% of projects costs are covered by local resources/partners (central and/or local governments/communities).

The environment in which Co-PLAN operates has changed in many ways: (i) Albanian national and local developments are rapid, but in a way the situation in Albania is stabilizing; (ii) Co-PLAN activities and profile have changed, and consequently Co-PLAN moved into other working environments, and works now with other partners; (iii) the priorities of donors have changed. The last point deserves a special explanation. As mentioned above Cordaid and Novib have been supportive funding agencies, and have announced like other donor organizations, that they will reduce their support and eventually will bring their backing to an end. Cordaid has suggested that the last step of support will focus on institutional development; setting up a training and resource center.

Co-PLAN reaction to the forthcoming end of Cordaid and Novib finance has been constructive. Indeed, for Co-PLAN it is a challenge that after many years of support, it will be more self-reliant, and generate necessary funding from alternative/local sources, in order to keep achieving its own mission: promoting good/participatory governance. The changes bring about uncertainties, and this is a motive for Co-PLAN to reflect and reorganize to the new conditions. This report shows the efforts done during 2002, and in addition, includes outcomes of the latest international external evaluation and internal organizational reflection. Further, the report shows the activities during 2002, and to certain extent advise/plan on Co-PLAN future activities and organization. Last but not least, the report is seen as a moral obligation to Co-PLAN towards the wide public and donors in terms of transparency and commitment toward local development.

Besnik Aliaj
Executive Director



Annual organizational reflection
Reflektimi i pervitshem i organizates



Annual evaluation of staff
Vleresimi i pervitshem i stafit



Projects and Budget Planning
Planifikimi i projekteve dhe i buxhetit



Professional updating and training
Trajnimi dhe kualifikimi profesional





WB President and Prime Minister visit
Presidenti i BB, Kryeministri, Kryetari
Qarkut/Bashkise vizitojne projektin



PM, Minister and Mayor at conference
Kryeministri, Ministri dhe Kryetari Bashkise
ne konferencen e CoPLAN



Opposition Leader visits pavilion
Lideri opozites viziton ekspoziten



Tirana Mayor & local CBO signs agreement
Kryetari Bashkise dhe Komuniteti
nenshkruajne marrveshje bashkepunimi



Co-PLAN, Instituti per Zhvillimin e Habitatit eshte nje institucion i formuar fillimisht si nje organizate mbeshtetese per iniciativa te permiresimit te kushteve te jeteses ne nivel lagjeje. Me vone ai u trasformua ne nje institut profesional jo-qeveritar, qe operon ne nje sere aktivitetesh ne fushen e zhvillimit ne nivel komuniteti, dhe organizon trajnime e sherbime konsulence ne nivel bashkie apo te sektorit jo-qeveritar. Co-PLAN e ka origjinen ne vitin 1995, kohe kur numeronte jo me shume se 4-5 profesioniste te rinj (plus nje keshilltar te huaj). Pas regjistrimit zyrtar ne Gjykatën e Tiranës ne vitin 1997, Co-PLAN numeron aktualisht rreth 20 profesioniste nga disiplina te ndryshme. CORDAID, dhe ne nje nivel me te ulet NOVIB e Qeveria Holandeze, kane qene financuesit kryesore te aktiviteteve te Co-PLAN. Sidoqofte, duhet vecuar fakti se 20-50% te koston se projekteve mbulohe nga kontributet lokale (qeveria qendrore/vendore, apo vete komunitetet lokale).

Ambienti ne te cilin operon Co-PLAN ka ndryshuar ne shume aspekte. Se pari, zhvillimet ne nivel kombetar/lokal jane mjaft te shpejta, por ne pergjithesi situata ne vend ka qene duke u stabilizuar. Se dyti, aktivitet/profili i Co-PLAN ka evoluar duke perfshire fusha te tjera veprimi, gje qe e ka cuar organizaten drejt partnereve te rinj. Se treti, prioritetet e donatoreve qe mbeshtesin Co-PLAN kane ndryshuar. Pika e fundit meriton nje shpjegim te vecante. Sic u permend me siper, agjensite mbeshtetese CORDAID dhe NOVIB, si shume donatore te tjere, kane deklaruar se do te reduktojne mbeshtetjen e tyre duke synuar largimin perfundmitar ne nje afat te afert. CORDAID ka sugjeruar qe hapi i fundit per mbeshtetjen e Co-PLAN para largimit, do te fokusohet ne ceshtje te zhvillimit institucional, duke asistuar Co-PLAN ne themelimin e nje qendre trajnime dhe asistence.

Reagimi i Co-PLAN ndaj largimit te pritshem te partnereve strategjike ka qene konstruktiv. Ne te vertete, Co-PLAN e konsideron kete si nje sfide qe do t'i jape me shume pamvaresi per te gjeneruar financim alternativ, ne menyre qe te vazhdoje te punoje per permbushjen e objektivit kryesor: promovimin e nje qeverisje te mire. Ndryshimet sjellin pasiguri, por ky eshte nje motiv me shume per Co-PLAN qe te reflektoje dhe riorganizohet per t'iu pershtatur kushteve te reja. Ky raport ilustron perpjekjet qe jane bere gjate vitin 2002, dhe perfshin rezultatet e vleresimit te pavarur nderkombetar te Co-PLAN si dhe reflektimin e brendshem te organizates. Raporti deshmon per aktivitetet gjate vitit 2002, dhe rekomandon aktivitetet e ardhshme te organizates. Se fundi, Co-PLAN e shikon kete dokument si nje obligim moral dhe ligjor transparence ndaj opinionit, perfutuesve dhe donatoreve.

Besnik Aliaj
Drejtor Ekzekutiv

NEWS 2002

There are several events on 2002 to be emphasized for Co-PLAN. Below are some of most important ones:

1. Since May 2002, a clear division is undertaken between the strategic decision-making and the executive line of the organization. This is not only a guarantee for the internal democracy and public transparency of the organization, but also completes legal obligations of Co-PLAN according to the new NGOs law approved by the Albanian Parliament. Nowadays, Co-PLAN has a reputative **Leading Board**, with no conflict of interests over implementation, which hires/fires the director and the Executive Board. In addition, the internal democracy is strengthened by the role of internal and/or external (in)formal advisors that support organization in its performance.

2. The new adjustments are followed by changes in form/content. The legal reconfirmation of Co-PLAN by the Court of Tirana brought a 'small' but meaningful change of its **name**. Since June 2002 Co-PLAN is called: **Institute** (instead of 'Center') **for Habitat Development**. This is justified by the solid increase of qualified professional staff from 4 to 20 full time experts, as the increase of experience, curriculum, services and geographic expansion.

3. By early 2002, Co-PLAN entered procedures for receiving an ISO (International Standard Organization) Certificate. This is a firm step towards the high performance and full financial/organizational transparency at international standards. Working towards receiving an **ISO Certificate**, not to mention the annual external financial auditing by KPMG, are good investment of Co-PLAN for its future accountability and performance.

4. Networking in Albania, in the region and wider is another crucial achievement of Co-PLAN during 2002. An informal round table with consolidated Albanian NGOs has been initiated, in order to deal with the growing organizational and institutional concerns of NGO sector. In the meantime CSDnet (Civil Society Development Network in Participatory Governance in Balkans) has been established. After 7 years lobbying ENHR (European Network of Housing Research) was convinced to entrust Co-PLAN the organization of its own annual international conference in Tirana. This is an investment for the country's image.

TE REJAT E 2002

Ka nje sere ngjarjesh qe jane per t'u theksuar rreth Co-PLAN gjate 2002-it, ne kuader te perpjekjeve te vazhdueshme nga ana e tij per t'u konsoliduar si nje organizate e vertete profesioniste:

1. Ne Maj 2002, eshte realizuar nje ndarje perfundimtare midis vendim-marrjes strategjike dhe veprimtarise ekzekutive te organizates. Kjo perben jo vetem nje garanci me shume per demokracine e brendeshme dhe transparencen publike te organizates, por kompletion te gjitha detyrimet ligjore te Co-PLAN ne lidhje me ligjin e ri per OJF-te miratuar nga Parlamenti Shqiptar. Tashme, Co-PLAN ka nje **Bord Drejtues** te ri me reputacion, i cili jo vetem nuk ka konflikte interesash me zbatimin e perditeshem, por edhe emerion Drejtorin dhe Bordin Ekzekutiv. Ne vazhdim demokracia e brendeshme pasurohet nga kontributet e keshilltareve te brendshme dhe atyre te jashtme te cilet kontribuojne me tej per performancen kualitative te organizates.

2. Ndryshimet e reja ne strukture sollen ndryshime ne forme/permbajtje. Rikonfirmimi ligjor i Co-PLAN ne Gjykatën e Tiranës, ka sjelle ndryshime te 'vogla' por domethenese te emrit te tij. Qe nga Qershori 2002, Co-PLAN quhet: **Instituti** (ne vend te 'Qendra') **per Zhvillimin e Habitatit**. Kjo eshte me se e justifikueshme po te kihet parasysh rritja solide e stafit profesional nga 4 ne 20 punonjes me kohe te plote; pasurimi i experiences, kurrikules, sherbimeve dhe shtrirja gjeografike e aktiviteteve te organizates.

3. Ne fillim te 2002, Co-PLAN nisi procedurat per marrjen e **Certifikates ISO** (Organizate e Standartit Nderkombetar). Ky eshte nje hap i sigurte drejt performances me te mire dhe transparences financiare/organizative maksimale, sipas standarteve nderkombetare. Duke punuar per Certifikaten ISO, dhe auditimin financiar nga KPMG, Co-PLAN ben nje investim te konsiderueshem per besueshmerine e tij.

4. Krijimi i rrjeteve te bashkepunimit ne Shqiperi, rajon, dhe me gjere eshte nje tjetër arritje e Co-PLAN per 2002. Eshte iniciuar nje tryeze informale me OJQ-te me te konsoliduara ne vend, me qellim qe te trajtohen shqetesimet ne rritje per aspektet organizative/institucionale. Njekohesisht, eshte themeluar CSDnet (Rrjeti i Zhvillimit te Shoqerise Civile per Qeverisjen me Pjesmarrje ne Ballkan). Se fundi, pas 7 vjetesh lobim, ENHR (Rrjeti Europian per Studimet e Strehimit) i besoi Co-PLAN organizimin e konferences nderkombetare se saj te pervitshme ne Tirane. Kjo shihet edhe si nje investim serioz per imazhin nderkombetar te vendit.

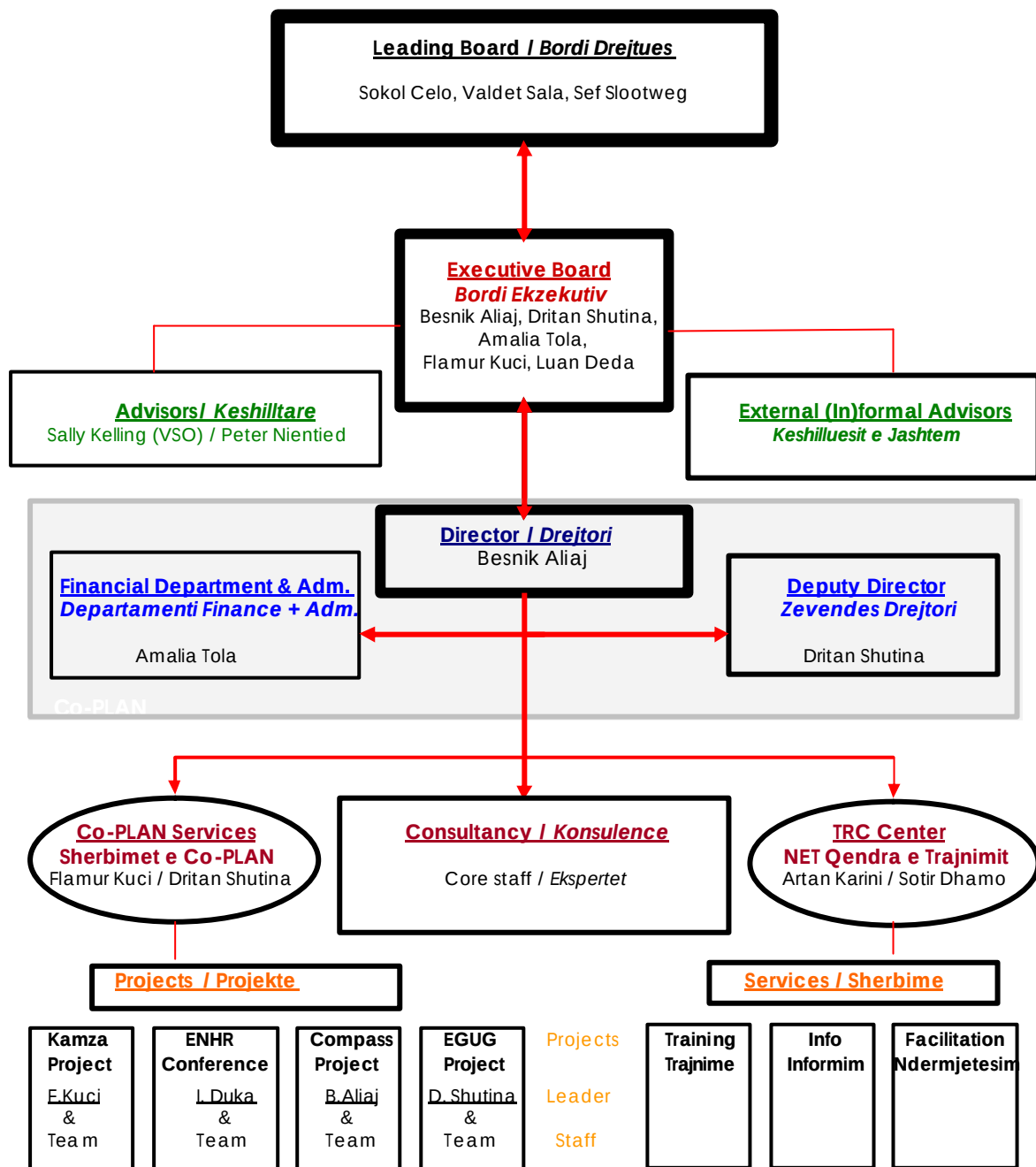


Fig.1: The Organizational Chart of Co-PLAN 2002
Skema Organizative e Co-PLAN 2002



Sokol Celu

Director of the Leading Board
Drejtor i Bordit Drejtues

Eshte diplomuar ne Fakultetin e Shkencave te Natyres ne Degen Matematike Speciale, dhe ka punuar fillimisht si pedagog prane Universitetit te Tiranës e atij Bujqesor. Eshte specializuar per matematike ne Gjermani dhe me vone ka kryer studime pasuniversitare ne sferen e administrim biznesit. Qe nga 1995 eshte angazhuar me GTZ (Kooperimi Teknik Gjerman) si koordinator projektesh. Ka nje eksperience solide si expert ne ceshtjet e zhvillimit organizativ dhe institucional, dhe eshte konsulent i jashtem per nje sere organizatash zhvillimi te huaja dhe vendase qe operojne ne Shqiperi. Eshte ekspert i certifikuar ne moderim, trajnim dhe vleresim projektesh. Keshilltar i jashtem i Co-PLAN qe nga viti 1999, dhe Anetar i Bordit Drejtues me 2002.



Valdet Sala

Member of the Leading Board
Anetar i Bordit Drejtues

Eshte Drejtore Programi ne Fondacionin SOROS (Shoqeria e Hapur per Shqiperine). Eshte diplomuar ne Fakultetin e Shkencave te Natyres ne Degen e Fizikes Speciale. Eshte specializuar ne SHBA per Administrimin dhe Menaxhimin e Bibliotekave. Ka qene sekretare ne Komitetin Qendror te Rinise. Me vone ka qene Drejtore e Bibliotekes Kombetare. Eshte themeluese e Shoqates "Refleksione". Eshte anetare dhe bashkautore ne shume artikuj te botuar ne lidhje me dhunen, trafikun dhe ceshtje te tjera te gruas shqiptare. Ka perfaqesuar levizjen e gruas ne shume konferenca kombetare e nderkombetare. Kryetare e Bordit te Fondacionit Shqiptar te Shoqerise Civile. Anetare e Bordit Keshellimor te Co-PLAN qe nga viti 1999.



Sef Slootweg

Member of the Leading Board
Anetar i Bordit Drejtues

Lindur ne Rotterdam Holande. Studioi Gjeografi Sociale dhe Planifikimin Urban/ Rural ne Universitetin e Nijmegen. Studiuës shkencor prane institutit ekonomik te ketij universiteti gjate viteve 80-te. Gjate viteve 1985-1991, punoi me 'Workgroup 2000' dhe nga 1991-1995 prane RIGO nje studio konsulence ne Amsterdam. Fushat e tij kryesore te interesit jane: politikat inovative per ekonomine ne nivel lageshe; rinovim urban; strehim social; metoda te pjesmarrjes se publikut; asistence ndaj emigranteve; kujdesi per moshat e treta; dhe procesi i tranzicionit ne Europen Lindore. Themelues i Fondacionit "Crossover", ku punoi gjate 1990-95 duke synuar shkembimin e eksperiencave te politikave te strehimit ne vendet e Europes Lindore dhe Perendimore. Gjate 1995-2001, punoi ne Shqiperi duke bashke-themeluar Co-PLAN si agjensi konsulence me reputacion ne fushen e politikave/praktikave urbane. Me vone punoi me SNV, fillimisht si Koordinator Programi ne Fier, dhe aktualisht si keshilltar per qeverine lokale ne Cotonou, Bénin (Africe) Eshte diplomuar si arkitekt/urbanist prane Universitetit Politeknik ne Tirane. Ka kryer studimet pasuniversitare per manaxhim urban ne Holande, si dhe disa specializime te tjera profesionale ne Danimarkë, Norvegji, USA dhe Itali. Specialist ne ceshtjet e zhvillimit urban dhe te shoqerise civile duke perfaqesuar Shqiperine ne mjaft takime nderkombetare. Pedagog ne Universitetin Politeknik dhe ne Akademine e Arteve te Bukura, Tirane. Sekretar i Shoqates se Arkitekteve te Shqiperise dhe anetar i Bordit te Fondacionit Shqiptar te Shoqerise Civile. Anetar i Rrjetit European per Kerkimet e Strehimit dhe Zhvillimit Urban. Ekspert ne ceshtje te zhvillimit organizativ dhe institucional dhe eksperience intensive pune ne Shqiperi dhe Kosove.



Besnik Aliaj

Executive Director
Drejtor Ekzekutiv

Graduated in the Faculty of Natural Sciences, profile of Special Mathematics, and have been lecturing initially at the University of Tirana and University of Agriculture of Tirana. Specialized in Germany for mathematics, and later undertook postgraduate studies in the field of business administration. Since 1995 is involved with GTZ (German Technical Cooperation) as projects coordinator. He has a solid experience as expert on issues of organizational and institutional developments, and actually acts as an advisor for several foreign and local development agencies operating in Albania. Certified expert on moderation, training, and project evaluation. External advisor of Co-PLAN since 1999, and Director of the Leading Board in 2002. Project director of SOROS Foundation (Open Society Foundation) for Albania. Graduated in the profile of Special Physics by the Faculty of Natural Sciences, Tirana. Specialized in USA for the administration and management of libraries. Former secretary of the Youth Central Committee, and latter director of the National Library of Albania. Founder of the 'Refleksione' NGO. Member and author of several published articles against violence, trafficking and other related issues of the Albanian woman. Represented women movement in many national and international conferences. Chairwoman of the Leading Board of the Albanian Civil Society Foundation. Member of the Advisory Board of Co-PLAN since 1999, and of the Leading Board in 2002.

Born in the Netherlands and raised in Rotterdam. Studied Social Geography and Town and Country Planning at the Nijmegen University. Researcher at the Economic Institute of the same institution by the early eighties. Between 1985 and 1991, worked for Workgroup 2000, and from 1991 till 1995 at RIGO research and advice BV in Amsterdam. Main fields of interest: innovating policies on neighbourhood economy, urban renewal, social housing, civil participation methods, immigrant assistance, care for the elderly and the transition process in Eastern Europe. Founded in 1990 "Crossover" a foundation promoting until 1995 exchange of experience between East and West on housing policies. Between 1995 and 2001, worked in Albania and prepared Co-Plan as an independent leading Albanian Consultancy in the field of urban policy practice. Since 1999, joined SNV, the Dutch development organisation, first as Program Coordinator in Fier, Albania, and since 2001 as senior advisor on local governance in Cotonou, Bénin (West Africa).

Graduated as architect and urban planner at Polytechnic University of Tirana. Postgraduate studies on urban management in the Netherlands, and several professional specializations in Denmark, Norway, USA and Italy. Expert on issues of urban and civil society development, representing Albania in several international meetings. Lecturer at Polytechnic University and Academy of Fine Arts, Tirana. Secretary of the Albanian Association of Architects, and member of the Leading Board of Albanian Civil Society Foundation. Member of ENHR (European Network of Housing Research). Expert in the issues of organizational and institutional development, and intensive working experience in Albania and Kosovo.

The External Advisories

Co-PLAN has also an informal Advisory Structure that changes and evolves over time depending on the problematique and actions the organization deals. Some of Co-PLAN (in)formal external advisors have been and/or are:

Sokol Celo (GTZ)
Sef Sloatveg (SNV)
Ilir Fico (ACSF)
Milva Ekonomi (INSTAT)
Agron Lufi
(POLYTECHNIC UNIVERSITY)
Leonora Zaloshnja
(NATIONAL PLANING
INSTITUTE)
Gavrosh Andoni (LAWYER)
Valdet Sala
(SOROS FOUNDATION
ALBANIA)
Adriaan Hartkoorn
(MUNICIPALITY OF
ROTTERDAM)
Artan Hoxha (ISB)
Arben Bakllamaja (WORLD
BANK)
Sally Kelling (VSO)
Fatos Hodaj (ALBANIAN
ASOCIATION OF
MUNICIPALITIES)
Genc Myftiu (SEDA)
Eglantina Gjermani (WOMAN
CENTER)
Peter Nientied (DBR)
Michael Hoffman
(CARTER CENTER)

Keshilltare te Jashtem

Co-PLAN ka gjithashtu nje strukture keshilluese qe evolon dhe ndryshon nderkohe ne varesi te problematikes dhe veprimeve te organizates Disa nga keshilluesit e jashtem te Co-PLAN jane treguar me siper:

Mission Statement

Co-PLAN is a professional non-governmental organization originating in 1995, registered by the Court of Tirana in 1997, and reconfirmed in 2002. Co-PLAN works in the field of community based habitat development contributing to sustainable development and strengthening civil society. The organization provides assistance to communities, local governments; national and international organizations with regard habitat management/development. Co-PLAN aims to enhance environmental, social and economic conditions in Albanian living centers; promoting local resources mobilization and civil society development. Co-PLAN undertakes project preparation and implementation, carries out policy and sector studies, supports institution-building activities and organizes several events that mobilize public opinion and disseminate knowledge and innovative approaches in habitat development, planning and management.



Co-PLAN 2002

The international external evaluators describe Co-PLAN as: ... *a major player in the field of urban development of Albania ... a unique and capable organization for delivering the promised services ... an organization that has proven to be established, reliable, professional, and effective working under the prevailing difficult situation of Albania. Co-PLAN staff is young, energetic and enthusiastic and have sufficient capabilities and knowledge to deliver high standard results...*

Misioni i Organizates

Co-PLAN eshte nje institut profesional jo-qeveritar, qe e ka origjinen ne vitin 1995, regjistruar nga Gjykata e Tiranës me 1997, dhe rikonfirmuar me 2002. Co-PLAN punon ne fushen zhvillimit te qendrave te banuara me pjesmarrjen e komunitetit, duke kontribuar per zhvillime te qendrueshme dhe forcimin e shoqerise civile. Organizata jep asistencë per komunitetet, qeverite lokale; the strukturat ne nivel kombetar dhe nderkombetar, ne fushen e zhvillimit/manaxhimit te vendbanimeve. Co-PLAN synon te influencoje permiresimin e kushteve ambientale, sociale dhe ekonomike ne qendrat e banimit ne Shqiperi e me gjere ne rajon. Per kete qellim, organizata ndermerr hartimin dhe zbatimin e nje sere projektesh; kryen studime sektoriale dhe te politikave perkatese; mbështet forcimin institucional dhe organizon nje sere aktiviteteesh per sensibilizimin e publikut dhe shperndarjen e njohurive bashkekohore si dhe te metodave inovative per zhvillimin, planifikimin dhe manaxhimin e vendbanimeve.

Visioning / Vizioni

Co-PLAN Strategy	Strategjia e Co-PLAN
1. Utilize qualified staff to explore the emerging market and to face the growing competition. 2. Develop a clear plan in order to confront future shortage of donors funding by minimizing the costs through more efficient use of assets and human resources.	1. Shfrytëzo kualifikimin e stafit per te eksploruar tregun dhe per te perballuar konkurrencen ne rritje. 2. Nderto nje plan te qarte me qellim qe te perballohet reduktimi i fondeve nga donatorët duke minimizuar kostot si rrjedhoje e perdorimit me eficient te asetëve dhe burimeve njerezore
Main Directions	Drejtimet Kryesore
1. Participatory development projects (Co-PLAN); 2. Profiled advisory services and technical assistance (Co-PLAN); 3. Organizational and institutional capacity building services (NET – Training and Resource Center)	1. Projekte zhvillimi me pjesmarrje (Co-PLAN); 2. Sherbime konsulence dhe asistencë teknike e profilat (Co-PLAN). 3. Trajnime ne fushen e zhvillimit organizativ dhe institucional (NET – Qendra e Trainimit dhe Informimit).
Priorities of Geographical Coverage	Prioritetet e Mbulimit Gjefrafik
1. Albania; 2. Albanian speaking regions; 3. Balkan region and nearby developing countries.	1. Shqiperia; 2. Rajoni shqipfoles; 3. Rajoni Ballkanik dhe vendet ne zhvillim ne afersi te rajonit.
Main Mottos	Motoja Kryesore
1. Always one-step ahead others! 2. Making Cities Work!	1. Gjithmone nje hap para te tjereve! 2. Qytetet motorre te zhvillimit ekonomik!

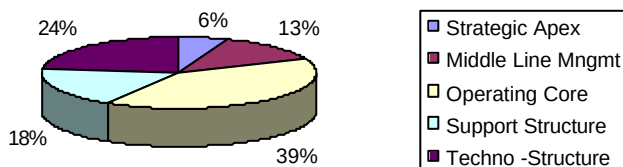
Vleresues nderkombetare e cilesojne Co-PLAN si: ... nje aktor kryesor ne fushen e zhvillimit urban ne Shqiperi, ... nje organizate e afte dhe e vecante qe garanton me kualitet sherbimet e premtuara, ... nje organizate qe ka vertetuar se eshte e mireformuar, e besueshme, profesionale dhe efektive edhe pse punon ne nje ambient mjaft te veshtire. Stafi i Co-PLAN eshte i ri, energjik dhe entuziast dhe ka kapacitete/njohuri te mjaftueshme per te siguruar produkte me standart te larte ...

Organizational Development

The external evaluation mission identifies Co-PLAN in this way:

1. Co-PLAN quality and reputation is good. Co-PLAN life is not threatened, although its size can be reduced due to changed donor priorities.
2. Co-PLAN has systems and procedures in place and works on further improvement. There is a systematic approach to building professional capacities of the core staff through attendance in masters programs. Co-PLAN is not centralized, although it has a 'strong director'.
3. Co-PLAN cooperates and is active in networking. Institutional needs are more important than personal relationships. Trust in partners is very critical for Co-PLAN.
4. Co-PLAN has been encouraged by its strategic partner/donor, Cordaid, to 'grow up' and become independent. Co-PLAN is aware of its role in society and of its identity. It has a strategy.
5. Business is not yet a significant contributor to Co-PLAN's financial sustainability.
6. Co-PLAN works actively with the media sector, searches publicity to raise debate and awareness of urban development issues, and to publicize.
7. Co-PLAN works on longer-term strategies, and works on diversification of funding.
8. Co-PLAN works with communities for specific purposes, and utilizes community contributions. Co-PLAN does not work with volunteers in the office. Co-PLAN does work with students, to train them and make use of their efforts.
9. Independently by its efforts, Co-PLAN remains donor dependent. However, in Co-PLAN field of activities, not very funding possibilities can be expected the coming years from (local) governments. Co-Plan is oriented towards donors that will stay for a long time to come.

Fig.2: Organizational Time Management
Manaxhimi i Kohes



Round table with local NGOs
Tryeze e rrumbullaket me OJQ-te

Key Elements

- Co-Plan helps to create best practices and models in local and urban development and supports organizations through projects, training, technical assistance, studies and institutional improvement.
- Key values of Co-Plan are: quality of work, commitment, result orientation, client satisfaction, collaboration, openness
- Core competencies of Co-Plan are in the fields of municipal and institutional development, civic society development, urban and regional planning, community development, housing and basic infrastructure and municipal services and environmental management.
- Co-Plan develops partnerships to generate benefits of collaboration for clients and target groups.



Assisting municipal projects
Asistence per projektet e bashkise

Elemente Kyc

- Co-PLAN ndihmon ne krijimin e 'Praktikave me te Mira' dhe modeleve ne zhvillimin lokal dhe urban, dhe mbështet organizatat permes projekteve, trajnimeve, asistences teknike, strudimeve dhe permiresimeve institucionale.
- Vlerat kryesore te Co-PLAN jane: kualiteti i punes, angazhimi, orientimi nga rezultati konkret, satisfaksioni i klientit, bashkepunimi dhe qenia i hapur ndaj te tjereve.
- Kompetencat kryesore te Co-PLAN jane: ne fushen e zhvillimit institucional dhe bashkiak; te zhvillimit te shoqerise civile; te planifikimit dhe zhvillimit urban; zhvillimit komunitar; strehimit, infrastruktures baze dhe sherbimeve bashkiake; si dhe te manaxhimit te ambientit.
- Co-PLAN zhvillon partneritete per te gjeneruar perfitim reciprok nga kooperimi si per klientet ashtue edh eper grupet perfituese.



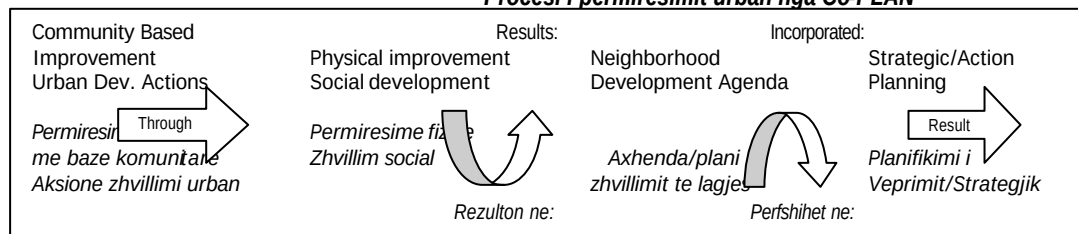
Community meeting
Takim me komunitetin

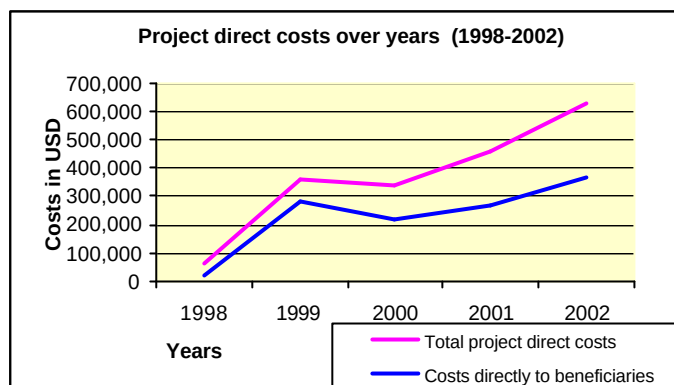
Zhvillimi i Organizates

Misioni i pavarur i vleresimit te Co-PLAN e vlereson ate ne kete menyre:

1. Kualiteti/reputacioni i Co-PLAN eshte i mire. Ekzistenca e Co-PLAN nuk kercenohet nga ndonje rrezik, edhe pse madhesia e tij mund te reduktohet ne te ardhmen per shkak te ndryshimit te prioriteteve te donatoreve.
2. Co-PLAN ka ngritur sisteme dhe procedura dhe punon per permiresimin e tyre te metejshem. Organizata ka nje metode sistematike per konsolidimin e kapaciteteve te berthames kryesore te stafit (10-12 eksperte), permes pjesmarrjes ne programe kualifikimi 'master'. Co-PLAN nuk eshte i centralizuar, edhe pse ka nje drejtor 'karizmatik'.
3. Co-PLAN eshte aktiv ne bashkepunimet ne rrjet. Nevojat institucionale jane me te rendesishme se marrdheniet personale. Besimi tek partneret eshte thelbesor per te.
4. Co-PLAN eshte inkurajuar nga partneri/donatori strategjik, Cordaid, te jete i 'pavarur'. Co-PLAN eshte i ndergjegjshem per rolin dhe identitetin e tij ne shoqeri. Per kete gje organizata ka nje strategji te qarte.
5. Biznesi nuk eshte ende nje kontribues domethenes per qendrueshmerine financiare te Co-PLAN.
6. Co-PLAN punon aktivisht me sektorin e medias, dhe e perdor publicitetin per te promovuar debat dhe sensibilizim per ceshtje te zhvillimit urban. Ne vazhdim Co-PLAN publikon mjaft botime per kete qellim.
7. Co-PLAN punon me strategji afatgjate, dhe logjiken e diversifikimit te burimeve te financimit.
8. Co-PLAN punon me komunitetet per qellime specifike, duke perdorur kontributet e tyre. Co-PLAN nuk punon me sistem vullnetarësh, por ai bashkepunon me studente, duke i trajnuar ata e duke bere efektive kontributin e tyre.
9. Pavaresisht nga perpjektjet, Co-PLAN mbetet ende i varur nga financimet e donatoreve. Por, ne fushen e aktiviteve te Co-PLAN nuk priten mundesi te medha financimi ne vitet qe vijne nga qeveria qendrore/lokale. Ne kete menyre orientimi i Co-PLAN nga donoret do te vazhdoje per nje periudhe te konsiderueshme.

Fig.3: The urban upgrading process of Co-PLAN
Procesi i permiresimit urban nga Co-PLAN





Explanatory note:

Total project direct costs: The direct costs of Co-PLAN projects over years 1998-2002

Costs directly to beneficiaries: Part of the direct project costs, which has been going directly to beneficiaries.

The difference between two graph lines shows the part of the project running costs for Staff, office maintenance, service and operational costs, transport, communication, etc.

Shpjegim:

Totali i kostove direkte per projektet: Kostot direkte te projekteve gjate 1998-2002

Kostot direkte per perfituesit: Ky grafik paraqet kostot direkte te projekteve te Co-PLAN te cilat jane shpenzuar drejtpersdrejti per perfituesit.

Differenca ndermjet dy grafiqeve paraqet kostot operative per projektet si: personelin, mirembajtje zyre, furnizim me elektricitet/uje, transport, telekomunikim, etj.

Projects run by Co-PLAN in 2002, respective project direct costs and sources of funding:

Projektet e zbatuara nga Co-PLAN ne vitin 2002, respektivisht kostot direkte te projekteve dhe burimet e financimit:

Donors proj. no. <i>Nr. projektit nga donatori</i>	Co-PLAN proj. no. <i>Nr. projekti nga CoPlan</i>	Co-PLAN projects 2002 <i>Projekte te Co-PLAN 2002</i>	CORDAID <i>Holande</i>	NOVIB <i>Holande</i>	PCU <i>Ministri</i>	UN- <i>Habitat</i>	OSFA <i>Soros</i>	Other <i>Te tjere</i>	Total
C-432/10010 S; ULMP 021/2 CS; ULMP 026/1 CS; ULMP 031 CS; 080203; BPAX- 503001-262	P0101-00; C0101-00; C0110-00; C0202-00; P0102-00; C0112-00; P0205-00; P0203-00; P0101-20; P0208-00	Passage to an influencing civil society / <i>Kalim drejt shogerise civile me influence</i>	48,277	24,402	32,839		7,306	79,478	192,302
C-432/8052; ALB-037-00-001	P0001-00; P0001-15	Empowering local governance and community based initiatives in the Municipality of Kamza / <i>Fuqizimi i autoriteteve ne Bashkine Kamez</i>	63,431	45,319					108,750
ALB-037-00-004	P0201-00	Compass Project / <i>Projekti Kompas</i>		255,389					255,389
432/10016; 432/10021	P0202-00; P0202-50	Enabling Good Urban Governance / <i>Mundesimi i qeverisjes se mire urbane</i>	50,780					2,864	53,644
C400-10020 OBMO-15602	P0204-00 C0203-00	Training Consulting / <i>Trajnim Konsulence</i> - Financial Management course for Cordaid partners in Albania - Consultancy for Urban Planning in Kosovo	16,314			1,413			17,727
			178,802	325,110	32,839	1,413	7,306	82,342	627,812

Note: Other – represents other income generated by Co-PLAN as bank interest, positive result from exchange rates, etc.

Shenim: Kollona Te tjera – paraqet te ardhura te gjeneruara nga vete Co-PLAN si interes bankar, te ardhura nga kembimet valutore, etj.



Newspaper front pages showing heavy protests of illegal settlers in Bathore
Banoret e Bathore protestojnë dhe kërkojnë legalizim të banesave.

A Passage to a Stronger Civil Society!

This is the main program of Co-PLAN, and is financed by Cordaid (the Netherlands), - the main and strategic partner/donor for the development of Co-PLAN. The overall objective is: civil society qualitatively influencing the living environment. Specific objectives are: (i) to establish a functioning example of community based urban development in Bathore area and other neighborhoods that request such service; (ii) to strengthen Co-PLAN institutional capacity to network/disseminate key issues in urban management/development; (iii) to establish Co-PLAN as mature organization that has the operational capacity to act as a change agent in urban development in Albania.

The following are the main achievements for each of the three objectives.

Objective 1: Strengthening civic society through Community-Based Development

(i) Local CBO-s are consolidated and recognized as partners in neighborhood development of Bathore. They are expanding the influence in larger geographical area using the community center as a meeting venue. CBO's are also increasing their activities in issues such as women, children and youth. A newsletter is published on quarterly bases and its board is local. More support is needed before it will become fully sustainable.

(ii) Most of the houses in project areas have direct access to roads (unimproved) and basic infrastructure improvements. This experience served to test a model for the solid waste management system in Kamza and was used to build a system of indicators that were used in the Strategic Planning for Kamza Municipality.

(iii) The Municipality of Kamza was supported by Co-PLAN to formulate a local agenda containing main priorities for future development of Bathore. This is an important step for the creation of a community participation model at local governments level. More must be done to incorporate this model as part of the municipality practice.

(iv) Co-PLAN undertook social-economic and environmental studies in Bathore and the results of these studies were made available to all NGOs working in the area. Training was also delivered to Co-PLAN staff related to gender issues, in order to implement the project in more sensitive way with this respect.

(v) A number of municipalities forwarded requests for assistance to Co-PLAN. In Korca, Co-PLAN supported the municipality in formulation of a housing strategy. In Lushnja, Co-PLAN is supporting the municipality for the formulation of a regulatory plan; and in Shkodra the formulation of a priority development area. In Tirana has been assisted both; regulatory plan and legalization of illegal settlements. In Elbasan community based neighborhood improvements have been undertaken as well.



Plan approved by authorities
Plan i aprovuar nga Bashkia



CBO Meeting
Takim i perfaqesise se komunitetit



Partnership Agreement
Marveshje bashkepunimi

Objective 2: Networking and Dissemination

(i) A considerable number of students/professionals use Co-PLAN resource materials. Students are involved in research studies through an internship program.

(ii) Urban Forums are organized in 5 cities, as in Korca, Fieri, Peshkopia, Kruja and Rreshen. Forums provided an opportunity to local authorities and other development actors to openly discuss the most pressing issues.

(iii) New publications are produced as: i) "Action Planning" a professional book for urban planning students/specialists; ii) "Administrations in Transition" a translation from the original of European Institute of Public Administration as support to public servants and institutional reforms;

(iv) Co-PLAN is part of important international networks such as ENHR European Network for Housing Researchers and CSD-Net Civil Society Network in Participatory Governance in Balkans. This is providing an opportunity to the organization to network and promote its experience in urban/community management approach. Co-PLAN is coordinating on May, 2003 the ENHR International Conference, *Making Cities Work* that will be held in Tirana.

(v) In Albania, Co-PLAN has been active in discussing with government a poverty reduction strategy, and in an anti-corruption initiative of civil society networks. Co-PLAN is also a driving force behind the NGO-Round Table on donors' pullout and generation of local resources.



Discussing the future
Planifikimi i te ardhmes



Opening public spaces
Hapja e hapësirave publike



Investing in infrastructure
Investime ne infrastrukture

Objective 3: Strengthen Co-PLAN Organizational Capacity

See previous description of the organization.



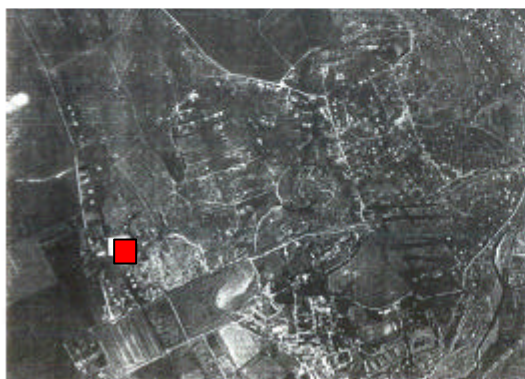
Before and ...
Para dhe ...



... after the project
... pas projektit



Community center
Qendra e komunitetit



1994



1999

Aerial view of Bathore Neighborhood / Pamje ajrore e Bathores - 1994 and 1999

Kalim drejt nje shoqerie me te konsoliduar civile!

Ky eshte programi kryesor i Co-PLAN, dhe financohet nga Cordaid (Hollande). Objektivi i pergjithshem eshte: vlerat e shoqerise civile influencojne ne menyre cilesore ambientin ku jetojme. Objektivat specifike jane: (i) te krijohet nje shembull funksionues per zhvillimin urban me baze komunitare ne zonen e Bathores dhe lagje te tjera qe kane nevoje per kete sherbim; (ii) te fuqizohet kapaciteti institucional per te punuar ne rrjet dhe shperndare informacion per ceshtje kyce te zhvillimit/manaxhimit urban; (iii) te konsolidohet Co-PLAN si nje organizate e pjekur qe ka kapacitet operacional per te vepruar si nje faktor reformues per zhvillimin urban ne Shqiperi. Me poshte spjegohen disa nga arrijtet kryesore per sejcilin nga objektivat:

Objektivi 1: Fuqizimi i shoqerise civile permes zhvillimit me baze komunitare.

(i) Perfaqesite e komunitetit jane konsoliduar dhe njohur si partnere te zhvillimit te lagjes se Bathores. Ata po zgjerojne influencen e tyre ne nje zone me te gjere, duke e perdorur qendren e ndertuar komunitare si nje vend-takimi. Perfaqesite komunitare jane bere me aktive edhe ne ceshtjet e grave, femijve dhe te rinjve. Cdo 4 mujor publikohet gazeta e lagjes, e cila ka nevoje per mbeshtetje deri sa te behet e pavarur.

(vi) Shumica e banesave ne zonen e projektit kane akses tek hapësira publike e re dhe permiresimet ne infrastrukturen baze. Puna e bere ka vlejtur per te eksperimentuar mbi mundesite se si te ngrihet nje sistem i pastrimit te mbeturinave. Per kete qellim eshte pergatitur nje sistem treguesish qe u perdoren ne hartimit e Planit Strategjik Urban te Bashkise Kamez. Banoret jane perfshire ne Projektin e Manaxhimit te Tokes Urbane, te qeverise.

(vii) Bashkia Kamez, u mbeshtet nga Co-PLAN qe te hartonte nje axhende e zhvillimit per lagjen e Bathores. Kjo eshte gje e rendesishme per te krijuar nje model zgjidhje per zonat me ndertimet pa leje, me logjiken e perfshirjes dhe kotributit te komunitetit. Me shume duhet bere per t'a kthyer kete ne pjese te punes se perditshme te Bashkise.

(viii) Co-PLAN ka kryer nje studim social-ekonomik dhe ambiental te lagjes Bathore dhe rezultatet e kesaj pune u jane vene ne dispozicion pushtetit lokal dhe OJQ-ve qe operojne ne zone. Ne vazhdim, per stafin e Co-PLAN eshte organizuar trajnim ne ceshtjet gjinore/ambientale, ne menyre qe keto te reflektohen ne zbatimin e projekteve.

(ix) Nderkohe nje sere bashkish te tjera i kerkuan asistencen Co-PLAN. Ne Korce, Co-PLAN asistoi Bashkine ne hartimin e strategjise se strehimit. Ne Lushnje, eshte punuar per hartimin e planit rregullues te qytetit; ndersa ne Shkoder eshte punuar per formulimin e planit te zhvillimit per nje zone prioritare. Ne Tirane eshte asistuar procesi i hartimit te nje plani te ri rregullues, si dhe ceshtja e legalizmit te zonave me ndertime te paligjshme. Ne Elbasan eshte mbeshtetur permiresimi komunitar ne nje lagje me te ardhura te uleta.



1994 Bathore 2000



Objektivi 2: Bashkepunimi me partneret dhe shperndarja e njohurive bashkekohore

(i) Mjaft profesioniste perdorin asetet/informacionin e Co-PLAN. Studentet angazhohen ne studime profesionale permes programit te praktikave mesimore.

(ii) Forumi Urban eshte organizuar edhe ne 5 qytete te tjera: Korce, Fier, Peshkopi, Kruje dhe Rreshen. Debatet kane mundesuar diksitime midis pushtetit lokal dhe aktoreve te tjere te interesuar per zhvillimin lokal.

(iii) Jane publikuar botime te tjera si: i) 'Planifikimi Urban' nje liber profesional per studentet/specialistet e urbanistikes; ii) 'Administrata ne Trazicion' nje perkthim nga origjinali i Institutit European te Administrates Publike, si mbeshetje per administraten civile dhe reformen institucionale.

(iv) Co-PLAN eshte pjese e rendesishme e rrjeteve profesinale si: ENHR, Rrjeti European per Studimet e Strehimit; dhe CSD-net, Rrjeti i Zhvillimit te Shoqerise Civile per Strehimin dhe Zhvillimin Urban ne Ballkan. Kjo i siguron organizates shanse per te promovuar eksperiencen ne fushen e zhvillimit urban/komunitar. Co-PLAN do te koordinoje gjithashtu edhe konferencen nderkombetare: Qytetet motorre te zhvillimit ekonomik! ne Maj 2003.

(v) Co-PLAN ka qene aktiv ne dikutimin me qeverine te strategjive kunder varferise dhe anti-korrupsionit ne Shqiperi, si pjese e lobeve jo-qeveritare. Co-PLAN eshte gjithashtu nje faktor kyc ne organizimin e nje tryeze informale midis OJQ-ve mbi konsekuencat qe vijne nga largimi i donatoreve dhe mobilizimi i burimeve lokale. Kjo perfshin edhe nje takim me stafin e kryeministrit per kete qellim.



Community actions



Iniciativa komunitare



Garbage collection
Pastrimi mbeturinave



Youth Group in action



Veprimtari e Grupit te Rinjve



Kindergarten / Kopeshti femijeve

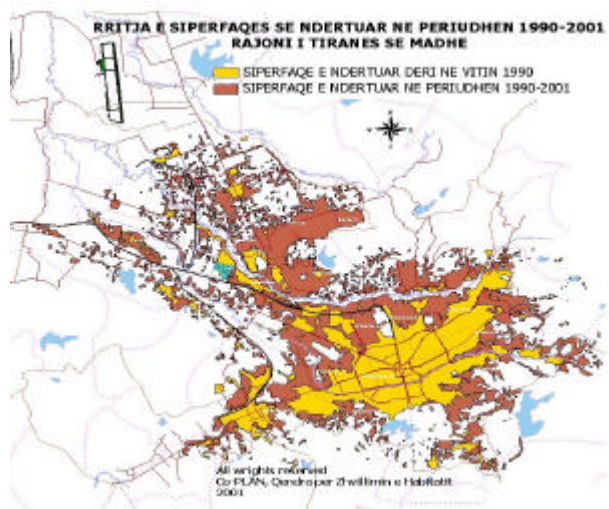
Objektivi 3: Fuqizimi i kapacitetit organizativ te Co-PLAN.
(Shiko pershkrimet e meparshme)

Tirana Region expansion 1990- 1994 / 2001



Source: LMTF, A Preliminary Structure Plan to Greater Tirana Area, 1995

Zgjerimi i Rajonit Tirane 1990-1994 / 2001



Strengthening Authorities and Community Based Initiatives in the Municipality of Kamza, Albania

Initiated in April 2000 as a 3-year project, the strategic objective of project was to strengthen core capacities of municipal staff to undertake responsibilities of managing urban development and providing services in partnership with residents. Established in 1996, the municipality faced tremendous challenges given that most of residents were new migrants to Tirana living in unplanned and severely under serviced settlements. The population increased more than ten fold from 6,000 to over 60,000 from 1990 to 2000. Furthermore, municipal staff lacked the necessary professional skills to undertake their functions.

Key areas of intervention for the project included:

- (i) Assist municipality to establish an institutional framework and staff requirements;
- (ii) Combine technical assistance and on-the-job staff training on participatory planning, urban management, land registration, municipal finance, budgeting;
- (iii) Initiate pilot activities with local community organizations and the local government on civic participation in urban development;
- (iv) Develop a Strategic Urban Development Plan based on a consultative process;
- (v) Assist Municipality to coordinate/advocate for external programs and resources.

The project assisted the municipality to develop an organization structure to respond to local challenges and increase the level of cooperation with other government agencies. The project established and equipped offices for finance, revenue, land registration and social assistance. Staff training and technical assistance was provided in organizational and project management, as well as computers and relevant software. The municipal staff is more prepared to cope with the new responsibilities under decentralization. They developed capacities on finance and taxation and are capable presenting options and financial implications of decisions to the Mayor/Council. Through on-the-job-training, municipality was able to generate information and data needed for analysis and decision-making including socio-economic surveys as well as maps and technical data on land ownership and occupancy, infrastructure and land use. The municipality provided office space and shared renovation costs. Open public lectures of foreign experts hired to the project were used to invite and impact other institutions.



Community based improvements



Permiresime me pjesmarryen e komunitetit

Strengthening civic participation while drafting the *Strategic Urban Development Plan* was a key project activity. Community meetings were held in each neighborhood to obtain development priorities of residents. Two urban forums with professionals, NGOs, and (local, regional and central) government officials were held to discuss development options of municipality and shape future development, linked to Greater Tirana region. Media programs were also used to promote awareness of the plan including a television program that provided an opportunity for local residents to call into the program.

The program included pilot projects to demonstrate civic involvement in decision-making, the use of partnership instruments and mobilization of community resources through cost sharing and participation in the projects planning. Pilot actions include: improving the main city square; sewerage network in Laknas; community center in Bathore, renewing the football stadium and selected road improvements. Pilot projects were important means to gain trust of residents through tangible improvements, but they must address long-term maintenance. Municipality took a more proactive role in planning and coordinating the activities of multiple NGO organizations working in Kamza.

A major project focus was to develop a Strategic Urban Development Plan, linking community based, municipal and regional level planning for Greater Tirana. The plan outlines current urban conditions/challenges, development priorities and provides development scenarios to incremental actions in land use planning, infrastructure, solid waste management and economic development. The participatory processes of the plan are new in Albania and provide a model for others. The Municipal Council approved the plan. The full plan and a summary brochure are published in Albanian and English, helping to raise the profile of municipality and leverage activities of donor and NGO activities.

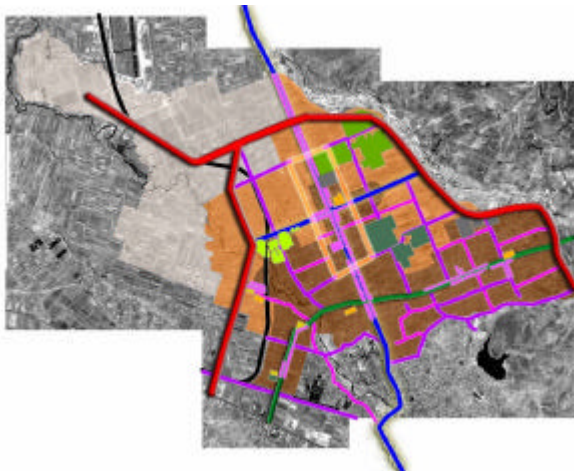
Experts of IHS Institute for Housing and Urban Development Studies, in Rotterdam, the Netherlands backed Co-PLAN staff in implementing the project. The project actively established links to other development programs including the USAID-sponsored Land Registration Program, the World Bank financed Land Management and Infrastructure Program and the GTZ financed Tirana-Durres regional study.



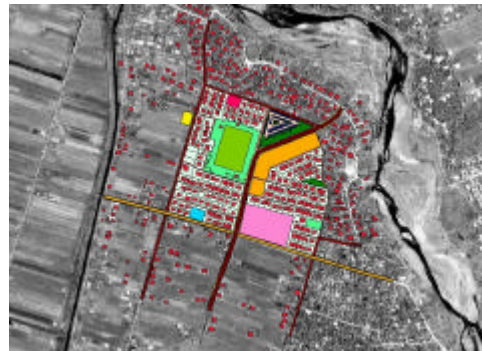
Kamza Center before ...
Qendra e Bashkise para ...



... and after project implementation
... dhe pas zbatimit te projektit



Municipality of Kamza / Bashkia Kamez



Strategic Urban Development Plan
Plani i Zhvillimit Strategjik Urban

Fuqizimi i Autoriteteve dhe Iniciativave me Baze Komunitare ne Bashkine e Kamzes

I filluar ne Prill 2000 si nje program 3-vjecar, projekti ka patur si objektiv strategjik fuqizimin e kapaciteteve thelbësore te stafit bashkiak per te marre persiper pergjegjesite kryesore te manaxhimit te zhvillimit urban dhe sigurimit te sherbimeve publike ne bashkepunim me banoret. E themeluar ne vitin 1996, bashkia ka hasur veshtiresi te konsiderueshme po te kihet parasysh se shumica e banoreve te saj jane vendosur aty vitet e fundit ne menyre informale/paligjshme dhe jetojne ne lagje pa sherbimet/infrastrukturen me minimale. Popullsia nnderkohe eshte 10-fishuar nga 6,000 (viti 1990) ne mbi 60,000 (viti 2000) banore. Nderkohe qe stafit bashkiak i kane munguar aftesite profesionale per te perballuar kete problematike.

Ceshtjet kyc te nderhyrjes se projektit ne fjale perfshijne:

- (i) Asistencen per Bashkine qe te themeloje nje skelet institucional dhe kerkesat ndaj stafit;
- (ii) Kombino asistencen teknike dhe trajnimit te stafit ne pune ne fushat e planifikimit me pjesmarrije, manaxhimit urban, rregullimit te vendbanimeve informale, financat bashkiake, buxhetimin, etj;
- (iii) Inicio aktivite pilot me pjesmarrien e qytetareve dhe te qeverise vendore per te nxitur elemente te shoqerise civile edhe ne ceshtje te zhvillimit urban;
- (iv) Zhvillo nje Plan Strategjik te Zhvillimit Urban bazuar ne nje proces konsultimesh publike;
- (v) Asisto Bashkine te koordinoje dhe mobilizojte gjenerimin e programeve/financave per qellime permiresimi;

Projekti asistoi Bashkine per te zhvilluar strukturat organizative ne menyre qe t'i pergjigjej sfidave lokale ne rritje, si dhe te permiresojte nivelin e kooperimit me agjensi te tjera qeveritare. Projekti themeloi dhe paisi zyrtat per ceshtjet e regjistrimit te tokave/pasurive te paluajteshme; financa dhe te ardhura bashkiake; asistencë sociale; etj. Trajnim i stafit dhe asistencë teknike u realizua edhe ne fushat e organizimit dhe manaxhimit te projektit, si dhe per programe te caktuara kompiuterike. Stafi bashkiak eshte tashme i pergatitur te vete-perballet me pergjegjesite qe vijne nga aplikimi i politikave te decentralizimit. Ata kane zhvilluar kapacitete te mira per financa dhe taksa, dhe jane te afte te prezantojne opsione zgjidhjesh bashke me konsekuencat respektive financiare per vendim-marrije tek Kryebashkiaku dhe Keshilli Bashkiak. Permes trajnimit ne pune, Bashkia ka qene e afte te gjenerojte informacion dhe te dhenat e nevojshme per analize dhe vendim-marje, perfshi studimet social ekonomike, hartat topografike dhe urbanistike, pronesine dhe shfrytezimin e tokes, etj. Bashkia ka vene ne dispozicion hapesirat per zyra dhe ka ndare me projektin kostot e rinovimit te tyre. Me ekspertet e huaj jane organzuar "Leksione Publike" per te influencuar dhe patur nje impakt me te madh me institucione partnere dhe te tjera.



Community meetings

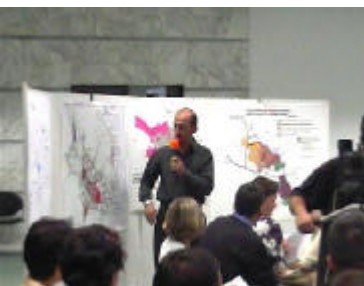


Takime publike

Fuqizimi i pjesmarrjes qytetare gjate draftimit te Planit Strategjik te Zhvillimit Urban ka qene nje nga aktivitetet kryesore te projektit. Ne cdo lagje jane organizuar takime me komunitetin ne menyre qe te thithej opinionin e banoreve per prioritetet/nevojat e zhvillimit. Me tej jane organizuar dy Debate Publike (Forumi Urban) me profesioniste, OJQ, agjensi te qeverisjes vendore/qendrore, autoritete, etj, per te diskutuar opsionet e zhvillimit te bashkise dhe per te draftuar perspektivat e zhvillimit, qe lidhen ngushte me zhvillimin e Rajonit te Tiranës. Me qellim qe te sensibilizohej komuniteti per planin e ri eshte bashkepunuar edhe me median. Ndermjet te tjerash eshte realizuar edhe nje program televiziv ku eshte mundesuar komunikimi i drejteperdrejte i autoriteteve bashkiake dhe banoreve.

Projekti perfshin disa nderhyrje pilot qe demonstrojne angazhimin qytetar ne vendim-marrje; perdorimin e instrumentave te partneritetit dhe mobilizimin e burimeve komunitare permes logjikes se ndarjes se kostove dhe pjesmarrjes qytetare qe ne fazat e planifikimit te nderhyrjeve permiresuese. Nderhyrjet pilot perfshijne: permiresimin e sheshit kryesor te qytetit; rrjetin e kanalizimeve ne Laknas; qendren komunitare ne Bathore; rehabilitimin e stadiumit te futbollit te qytetit; dhe permiresimi i disa rrugeve. Projektet pilot kane qene instrumenta te rendesishem per te fituar besimin e banoreve permes rezultateve te preکشme, por ato duhet te kene ne konsiderate kostot e mirembajtjes sidomos ate afatgjate. Bashkia ndermori nje rol aktiv ne planifikimin dhe koordinimin e aktiviteve te shumta te OJQ -ve qe operojne ne Kamez.

Nje fokus kryesor i projektit ka qene procesi i hartimit te Planit Strategjik te Zhvillimit Urban, duke e lidhur planifikimin ne nivel komuniteti me ate ne nivel bashkie dhe rajoni. Plani analizon kushtet/sfidat aktuale, evidenton prioritetet e zhvillimit dhe siguron skenaret e zhvillimit ne baze te nderhyrjeve graduale ne rritje per planifikimin e perdorimit te tokes; infrastruktures; manaxhimin te mbetjeve te ngurta, dhe zhvillimit ekonomik. Proceset e planifikimit me pjesmarrje jane te reja per Shqiperine dhe perbejne nje model per te tjeret. Keshilli Bashkiak Kamez e ka aprovuar planin. Plani i plote si dhe nje broshure jane publikuar ne versionin Anglisht dhe Shqip dhe jane te vlefshme edhe ne internet. Kjo ka ndihmuar permiresimin e profilin te Bashkise, per te perfutur me shume nga mbeshtetja e donatoreve te tjere dhe sektori i OJQ-ve. Eksperte te IHS, Instituti i Studimeve te Strehimit dhe Zhvillimit Urban, ne Rotterdam Holande, ka mbeshtetur stafin e Co-PLAN ne zbatimin e projektit. Projekti ka krijuar lidhje aktive me programe te tjera zhvillimi, perfshi Programin e Regjistrimit te Pasurive te Paluajtshme, financuar nga USAID; Projektin e Manaxhimit te Tokes Urbane, financuar nga Banka Boterore; dhe Studimin Rajonal per Hapesiren Dures-Tirane, nga GTZ.



Urban Forum



Forumi Urban



Community and Public Administration Together

COMPASS is a project financed by the Dutch Government aiming to support decentralization and civil development in the perspective of participatory good governance. The project is expanded over 3 years and implemented by a coalition of Dutch organizations (VNG, SNV and NOVIB). Co-PLAN stayed in this program on behalf of NOVIB, as a local implementation partner. Before, such role was entrusted to HDPC (a partner of Co-PLAN) but in the last year it was transferred to Co-PLAN. The main role of Co-PLAN was to nationally coordinate the civil society component in cooperation with SNV, and to further create interface with the local government component managed by VNG. In addition, Co-PLAN was responsible for the implementation of the project in two project sites (Kruja and Rreshen), while cooperating with SNV local offices in three other project sites (Korca, Fieri and Peshkopi). In a record time, Co-PLAN mobilised and resolved the inherited problems of the past, and served as a positive factor towards the success of all project. Through the project Co-PLAN could build relation with the MLGD, Ministry of Local Governments and Decentralization; with AAM, Albanian Association of Municipalities; and identified a lot of serious local NGOs and civic initiatives at municipal level. A special partnership was developed with SNV.

The overall objective of the project has been the improvement of the functioning of local government and increased citizen' participation in a selected number of local governments, in order to stimulate social and economic development and democratisation in Albania.

The project' immediate objectives are as follows: i) provision of support to the Albanian government in implementing policies of decentralization and enhancement of capacities to undertake and facilitate democratic and participatory local governance; ii) capacity build up among a selected number of local governments on issues of sound democratic and participatory local governance; iii) develop and undertake a public awareness strategy on democratic and participatory local governance.



Debate among local authorities and residents



Debat midis qytetareve dhe pushtetit vendor



On demand and on the job training



trajtime sipas kerkesave dhe ne pune

Main achievements of the Civil Society Component within Compass are:

- (i) Urban Forums conducted in 5 cities for developing community cooperation skills. Achieved by Co-PLAN with SNV support and in coordination with VNG.
- (ii) 6 Civil Society Training Modules finalised, translated and disseminated: reduced to 4 manuals. Achieved by Co-PLAN/SNV Editorial Board. Published in Albanian and English languages and distributed to all partners.
- (iii) A COMPASS handbook researched, published and distributed as practical manual for general use in decentralised local areas. It includes research findings, definition of civil society, case study and good practice checklist.
- (iv) 5 day residential workshop in Tirana for municipal officers of 5 cities on: How to Cooperate With Civil Society, including follow up action.
- (v) 1 day workshop for Municipal and Civil Society representatives in 5 cities on cooperation methods. Carried out in 5 cities, with support of SNV in its 3 operational sites.
- (vi) 27 LIF projects effectively implemented, supported with training as required, monitored and evaluated. Best Practice Award instituted at national and local levels. Progressively achieved over the year, with final awards. National award presented in an international event, including broadcasting at local and national level.
- (vii) Consensually validated concrete projects funded, implemented, supported with "joined up training", monitored/evaluated in 5 cities. 13 projects implemented under the revised plans in 5 sites. Local fundraising model successfully developed in Peshkopi.
- (viii) Dynamic dissemination strategy, including a tv-program on Compass Project, 5 Urban Forum Debates, two 30 minute COMPASS / Urban Forums documentaries, broadcasted at national and local levels. Extensive media coverage.
- (ix) Programme profile summarising "big picture" achievements of COMPASS published and disseminated.



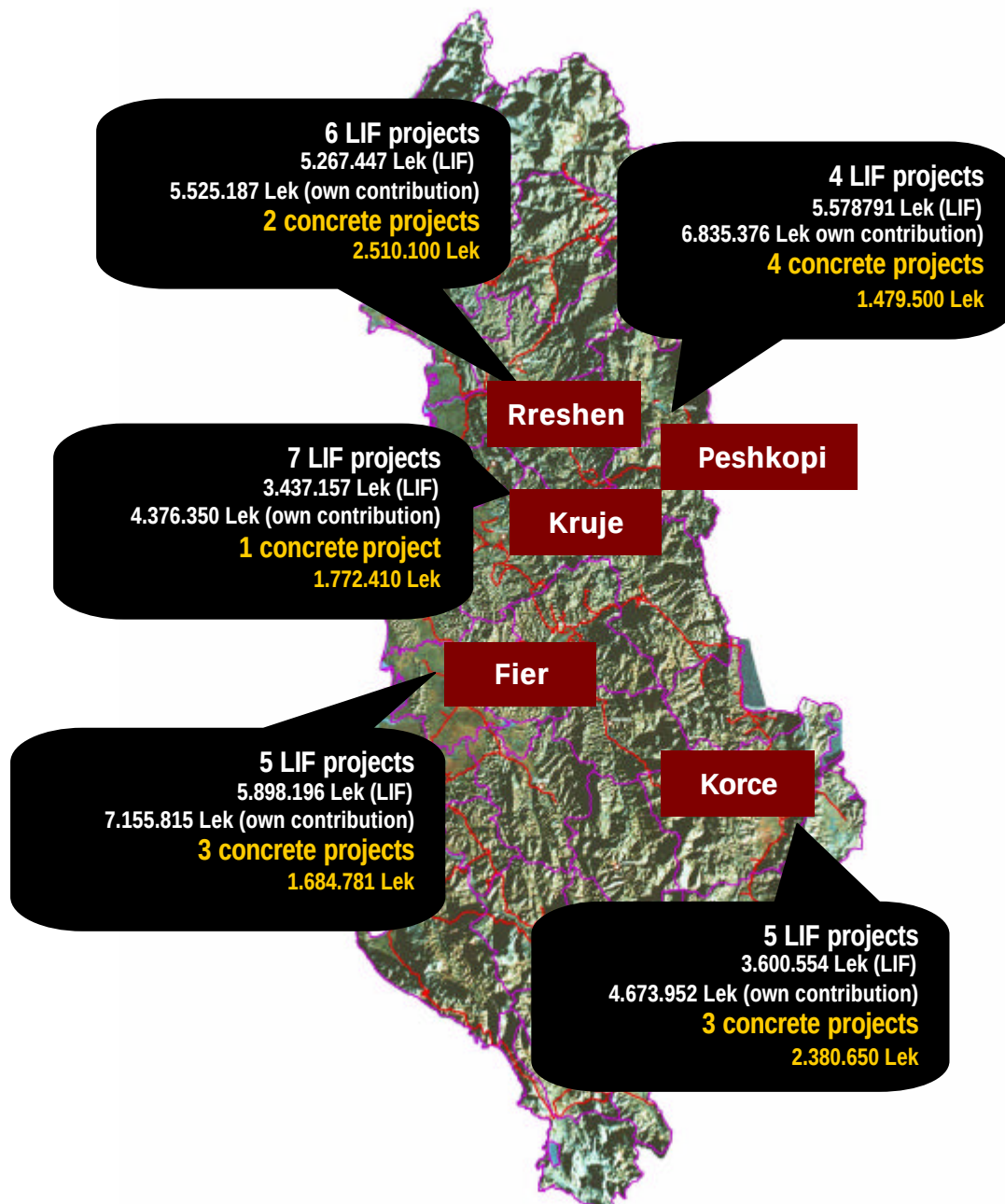
Cultural and sport activities

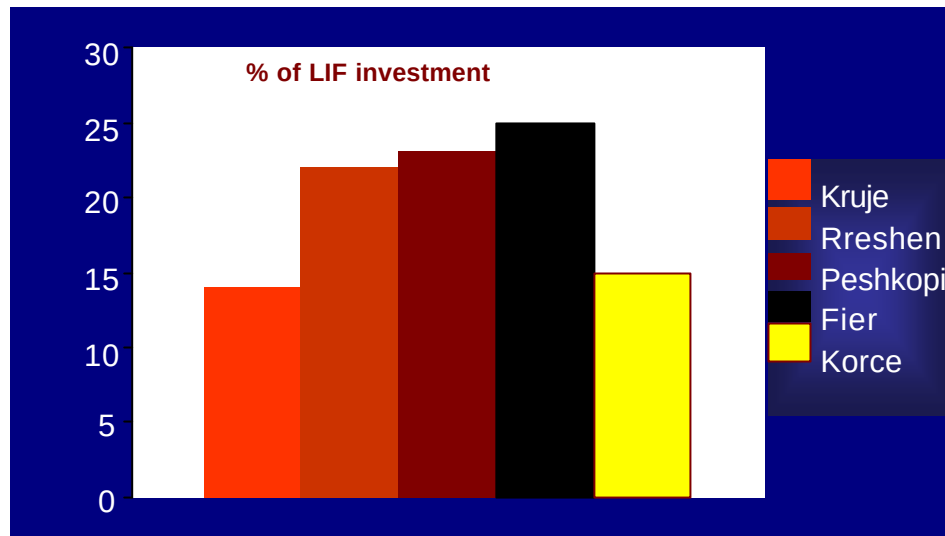


Aktivite sportive kulturore

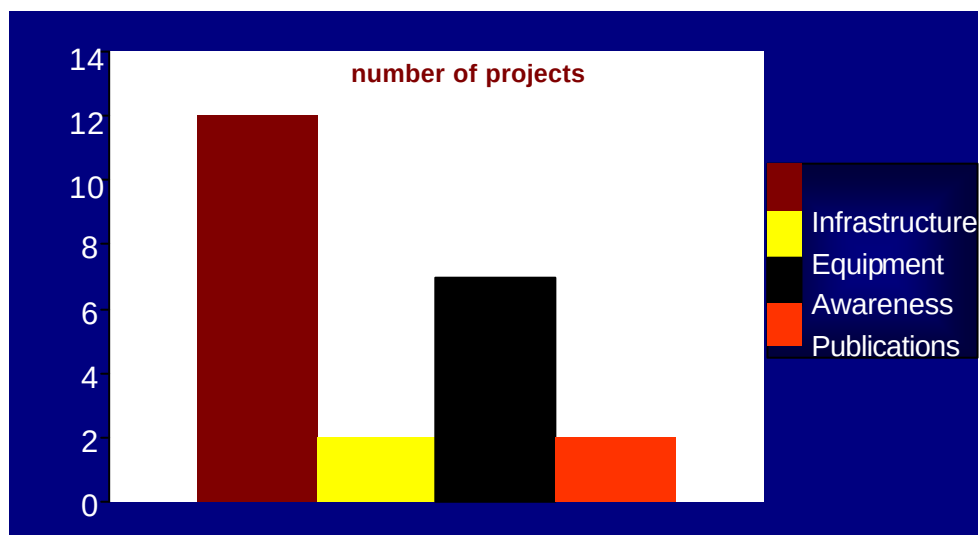
Distribution of LIF and Concrete Projects as per Regions

Shperndarja e Projekteve FIL dhe Konkerete sipas Rajoneve





Perqindja e investimeve sipas rajoneve dhe kategorizimi i projekteve



Manual for administration of LIF funds

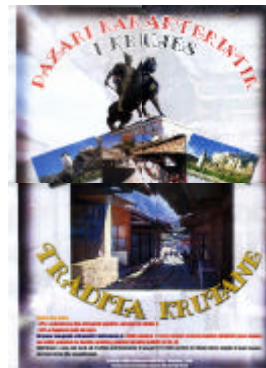
Manual per administrimin e fondeve FIL



Nxitje e turizmit lokal



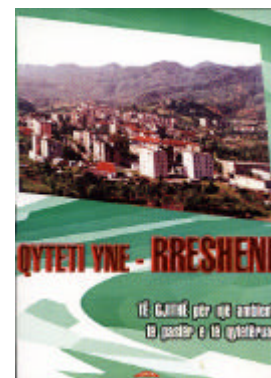
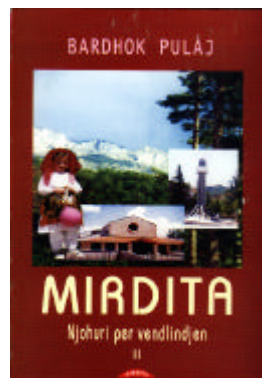
Local tourism promotion



Komunitetet dhe Administrata Publike, se Bashku

"Kompas" është një projekt i financuar nga Qeveria Holandeze, që synon të mbështesë decentralizimin dhe zhvillimin e shoqërisë civile, për kjo në perspektivën e qeverisjes së mirë. Projekti është 3-vjeçar dhe zbatohet nga një koalicion organizatash holandeze (VNG, SNV dhe NOVIB). Në këtë program Co-PLAN përfaqëson organizatën NOVIB, në rolin e partnerit zbatues lokal. Me këtë rol i ishte besuar një partneri tjetër, HDPC-se, por vitin e fundit përgjegjësia u transferua tek Co-PLAN. Roli kryesor i Co-PLAN ishte të koordinonte në nivel kombëtar komponentin e shoqërisë civile në kooperim me SNV, dhe me të njëjtë krijonte një lidhje solide me komponentin e qeverisjes vendore të administruar nga VNG. Me të njëjtë, Co-PLAN ishte përgjegjës për zbatimin e projektit në dy zona (Krujë dhe Rreshen), ndërkohë që duhet të kooperonte me SNV-në në tre zona të tjera (Peshkopi, Korce, Fier). Brenda një kohe rekord Co-PLAN u mobilizua dhe zgjidhi një sërë problemesh të trashëguara nga e kaluara, duke shërbyer si një faktor pozitiv drejt suksesit të plotë të projektit. Përmes këtij projekti, Co-PLAN ndërtoi marrëdhënie të mira me Ministrinë e Pushtetit Vendor dhe Decentralizimit; me SHBSH, Shoqatën e Bashkive të Shqipërisë dhe me SNV-në; si dhe identifikoi një sërë iniciativë serioze qytetare, OJQ, dhe partnere lokale me të cilët mund të punohet në të ardhmen,

Objektivi i përgjithshëm i projektit ka qenë përmirësimi dhe funksionimi i qeverisjes vendore dhe rritja e pjesëmarrjes qytetare në Bashkitë e përzgjedhura nga projekti, me qëllim që të stimulohet zhvillimi dhe demokratizimi social dhe ekonomik. Objektivat imediate të projektit janë: i) sigurimi i mbështetjes për Qeverinë Shqiptare në zbatimin e politikave të decentralizimit dhe rritjes së kapaciteteve për të iniciuar dhe lehtësuar qeverisjen demokratike lokale me pjesëmarrje; ii) ndërto kapacitete për bashkitë e përfshira në projekt për çështje thelbësore të qeverisjes demokratike dhe me pjesëmarrje të gjere; iii) zhvillo dhe inicio strategji të sensibilizimit publik në fushën e qeverisjes demokratike dhe me pjesëmarrje. Projekti është një sërë njohur në nivelin e qeverisjes vendore në Shqipëri.



Local publications

Publikime lokale



Community based improvements in rural areas

Iniciativa komunitare ne zona rurale

Arritjet kryesore te komponentit te shoqerise civile brenda "Kompas":

- (i) *Jane realizuar Forumet Urbane ne 5 qytete per te zhvilluar aftesi bashkepunimi me komunitetin. Realizuar me mbeshtetjen e SNV-se dhe ne koordinim me VNG-ne.*
- (ii) *6 module trajnimi per shoqerine civile jane finalizuar, perkthyer dhe shperndare te permbledhura ne 4 manuale. Realizuar nga bordi editorial Co-PLAN/SNV. Publikuar ne gjuhet Shqip dhe Anglisht dhe shperndare tek te gjithë partneret.*
- (iii) *Nje material permbledhës i Projektit "Kompas" është studiuar, publikuar dhe shperndare si nje manual praktik per perdorim ne zonat e perfshira te projektit e me gjere. Materiali perfshin gjetjet kryesore, perkufizimin e shoqerise civile, raste studimore, dhe listen e kontrollit per praktiket e suksesshme.*
- (iv) *Seminar 5-ditor ne Tirane per punonjesit e bashkive nga 5 qytetet e perfshira ne projekt me teme: Si te bashkepunojme me shoqerine civile!*
- (v) *Seminar 1-ditor per perfaqesuesit e bashkive dhe shoqerine civile ne 5 qytete mbi metodat e kooperimit. Realizuar ne 3 qytete me mbeshtetjen e SNV-se.*
- (vi) *27 Projekte te Fondit te iniciatives Lokale (FIL) zbatuar me sukses, mbeshtetur me trajnime sipas nevojave, monitoruar dhe vleresuar. Cmimi "Eksperiencat me te Mira" organizuar ne nivel lokal dhe kombetar. Realizuar gjate vitit dhe finalizuar ne nje konference nderkombetare, perfshi transmetimin ne televizionet lokale dhe kombetare*
- (vii) *Vleresim konsensual i projekteve konkrete dhe financim i tyre. Mbeshtetur me trajnime plotesuese, monitoruar dhe vleresuar. 13 projekte te zbatuara ne 5 qytete dhe planet te rishikuara me fleksibilitet. Nje model i mobilizimit te financave lokale është realizuar ne Peshkopi me mbeshtetjen e SNV-se.*
- (viii) *Shperndarje dinamike e informacioneve dhe eksperiencave, perfshi nje program televiziv mbi Projektin Kompas, dhe 2 dokumentare (mbi projektin dhe Forumin Urban) trasmetuar ne nivel lokal dhe kombetar. Mbulim i gjere i medias per problematiken dhe aktivitetet e projektit.*
- (ix) *Nje profil i programit qe permbledh "panoramen e pergjithshme" te arritjeve te Projektit Kompas është publikuar dhe shpendare.*



Upgrading initiatives in main cities



before... ... and after project

Iniciativa permiresuese ne qytetet kryesore



Opening ceremony



Ceremonia e hapjes

Enabling Good Urban Governance (EGUG)

EGUG is a project financed by Cordaid and the Dutch Embassy. The overall goal is to address articulated urban issues in Albania through upgrading the current capacities of the key stakeholders involved in urban management through training activities. The starting point is the knowledge that is present, and from these contemporary planning techniques is introduced. The rationale is to modify the approach/philosophy of development planning to market conditions, decentralized decision-making, and to instituting good urban governance structures. The target group at municipal level included the staff of urban planning, public services, municipal finance and revenue, economic development, municipal councilors, etc. Some of the specific objectives of the of the First Phase of EGUG are:

1. Provide beneficiaries with contemporary development planning concepts, tools and techniques;
2. Enable beneficiaries to acquire the necessary knowledge in development planning and replicate this knowledge in the municipalities they represent;
3. Strengthen institutional capacities of the stakeholders in improving their human and organizational performance, by helping them take the initiative to include human resource development in their agendas;
4. To help beneficiaries better understand the role of urban management from multiple perspectives, which include (physical) urban planning, municipal finance, economic development, public services, etc
5. To promote exchange of information and sharing of experiences among Albanian municipalities through creating partnerships and networks.
6. To strengthen the capacities of AAM (Albanian Association of Municipalities), which under the assistance of Co-PLAN can act as educator/ facilitator of training transferring know-how to multiple ranges of stakeholders.



Training

Trajnim



Site visit

Vizite ne terren



Workshop

Seminar



Training at IHS, Hollande



Trajnim ne IHS, Hollande



Local trainers empowered



Aftesimi i trajnuesve lokale

The main achievements of the EGUG Project, Phase One are:

1. Training of Trainers Courses organised for 12 Co-PLAN Staff;
2. Design and implementation of a Participatory Planning and Urban Management training for 25 participants from Kamza Municipality, Tirana County, National Planning Institute, Ministry of Territorial Adjustments and Tourism, and Co-PLAN. Training was organized in three components. In the first module, participants were introduced to the core subjects of urban management and action planning as well as analysis of the current situation in Albania. In the second one, participants were introduced to a very broad array of themes related to urban management through thematic blocks, such as: participatory planning, land management and regularization, urban finance, local economic development, urban management and institutional development, as well as 'Training of Trainers' and knowledge dissemination. The third module, which is under way, provides participants with the opportunity to further elaborate/disseminate their Action Plans through small workshops and thematic debates conducted in their work environment.
3. Training Needs Assessment for Local Government is a study that Co-PLAN and AAM are implementing together. The study has the objective not only to produce a training list, but also to strengthen the capacity of the organizations to evaluate and develop capacity-building programs itself.
4. Design and deliver Action Planning Workshop for 14 major municipalities. Around 55 participants from 14 biggest country' municipalities were trained on participatory urban planning concepts and instruments. Conceptual and practical understandings of participatory action-planning techniques were provided. The products of the training were the real action plans participants developed for their municipality.



Team work



Pune ne ekip



Awarding the qualified staff



Dhenia e certifikatave te kualifikimit



Public Debating



Dabate publike

Promovimi i Qeverisjes se Mire Urbane (EGUG)

EGUG eshte nje projekt i financuar nga Cordaid (Holande) dhe Ambasada Holandeze. Qellimi i pergjithshem i projektit eshte te trajtojte ceshtjet kryesore te zhvillimit urban te Shqiperise, duke permiresuar aftesite profesionale te aktoreve kyc te angazhuar ne manaxhimin urban permes nje sere aktivitetesh trajnuese. Si pike niseje kane sherbyer njohurite qe ekzistojne, dhe me pas eshte kaluar ne teknikat e planifikimit bashkekohor. Llogjika e projektit eshte qe te modifikojte metodat/filozofine e planifikimit te zhvillimit ndaj kushteve te tregut, vendim-marrjes se decentralizuar, dhe institucionalizimit te strukturave te qeverisjes se mire urbane. Grupi qe eshte synuar ne nivel lokal perfshin specialiste si urbaniste, financiere, ekonomiste, keshilltare te zgjedhur, administatore lokale, etj. Objektivi i fazes se pare te EGUG ka te beje me nje sere aspektesh te ngritjes se kapaciteteve per perfituesit e programit, si per stafin edhe per institucionet e perfshira:

1. T'u jepet perfituesve koncepte, mjete dhe teknika bashkekohore te planifikimit te zhvillimit;
2. T'i mundesoje perfituesit te marrin njohurite e nevojshme per planifikimin e zhvillimit dhe te zbatojne njohurite ne bashkite nga vijne;
3. Te fuqizojte kapacitetet institucionale ne permiresimin e performances humane dhe organizative, duke i ndihmuar qe te ndermarrin iniciativa qe e perfshijne konceptin e zhvillimit te burimeve njerezore ne axhendat e tyre;
4. Te ndihmoje perfituesit te kuptojne me mire rolin e manaxhimit urban ne nje perspektive te gjere, e cila perfshin planifikimin urban, financat bashkiake, zhvillimin ekonomik, sherbimet publike, etj.
5. Te nxise shkembimin e informacionit dhe shperndarjen e eksperiences midis bashkive te vendit permes krijimit te rrjeteve te partneritetit;
6. Te fuqizojte kapacitetet e SHBSH (Shoqata e Bashkive te Shqiperise), e cila mund te sherbeje si nje qender per edukimin/lehtesimin e trajnimit, duke transferuar njohuri ne nivele te ndryshme te aktoreve te interesuar.



Exchanging visits



Diskutim ne grup



Group discussion



Forum for dialogue



Forum per diskutime



Group discussions



Dikutim ne grup

Arritjet kryesore te Projektit EGUG per Fazen e Pare jane:

1. Organizimi i Kursit "Trajnim i Trajnuesve" per 12 specialiste te Co-PLAN;
2. Hartimi dhe zbatimi i nje trajnimi mbi "Planifikimin me Pjesmarrje dhe Manaxhimin Urban" per 25 pjesmarres nga Bashkia e Kamzes, Qarku Tirane, Instituti i Urbanistikes, Ministria e Rregullimit te Territorit dhe Turizmit, dhe Co-PLAN. Trajnimi u realizuar ne tre komponente, nje nga te cilat do te perfundoje gjate 2003-it. Moduli i pare i sherbeu pjesmarresve per te prezantuar subjekte thelbeshore si manaxhimi urban dhe plani i veprimit, si dhe analiza e situates aktuale ne Shqiperi. Moduli i dyte sherbeu per t'i prezantuar pjesmarresve nje bllok te gjere temash te lidhura me manaxhimin urban, planifikimin me pjesmarrje, manaxhimin e tokes, rregullimin e vendbanimeve pa leje, financat urbane, zhvillimin ekonomik lokal, zhvillimin institucional, si dhe "Trajnimin e Trajnuesve" dhe shperndarjen e njohurive. Moduli i trete, i cili eshte ne proces per t'u zbatuar, i siguron pjesmarresve mundesine per te perpunuar dhe shperndare me tej konceptin e Planit te Veprimit permes seminareve me te vogla dhe debateve tematike te cilat do te zbatohen ne ambientet e tyre te punes.
3. Vleresimi i Nevojave te Trajnimit per Qeverine Vendore eshte nje studim qe Co-PLAN dhe AAM po e zbatojne se bashku. Studimi ka objektiv qe jo vetem te prodhoje nje liste trajnimesh, por sidomos te perforcoje kapacitetet e organizatave per te vleresuar dhe zhvilluar vete programe te forcimit profesional.
4. Projektimi dhe zbatimi i seminareve te Planifikimit te Veprimit per 14 bashkite kryesore. Rreth 55 pjesmarres nga 14 bashkite me te medha te vendit, u trajnuan per instrumentat dhe konceptet baze te planifikimit urban me pjesmarrje. Seminari krijoi mundesi per te kuptuar ne menyre konceptuale dhe praktike, menyren se si realizohet planifikimi i veprimit me pjesmarrje. Produkti i ketij trajnimi ishin planet e verteta te veprimit qe u relaizuan nga pjesmarresit ne Bashkite e tyre.



Site visits



Vizite ne terren



Final ceremony



Ceremonia e mbylljes se projektit

Other Projects and Consultancy Services

1. **NGO assistance for project start up and implementation of Bathore 2&3 area, Municipality of Kamza.** – Assist MTAT, Ministry of Territorial Adjustment and Tourism, County of Tirana and Municipality of Kamza to test with improvement/legalization and social integration options for informal settlements through a loan of the World Bank. Co-PLAN helped to mobilize the project/community and built partnership with authorities for joint actions at cost-sharing principles in the framework of the Urban Land Management Project.
2. **NGO support for rapid social assessment. Pre-feasibility study and concept plan preparation. Community mobilization in Bathore 4 area. Municipality of Kamza Albania.** – The same project as above but extended in the 4th area. Complements previous Co-PLAN interventions financed by Cordaid/Novib (the Netherlands) - Urban Land Management Project.
3. **Preparation, design and supervision of social infrastructure and community infrastructure in Bathore neighborhood, Municipality of Kamza.** – The same project as above (financed by a Japanese Grant). Establish key social infrastructure in the area. Identify local priority and ways how to implement it.
4. **Defining the housing problem in Korca Municipality and proposing solutions.** – Service provided on behalf of Municipality of Korca and MTAT, Ministry of Territorial Adjustment and Tourism, aiming to address housing problem, especially for homeless and low-income people. The first municipal policy documented as such in Albania.
5. **Community participation in waste management.** – This is a project financed by REC, Regional Environmental Center, focused on finding community based and sustainable options for complex environmental problems - solid waste management in the informally developed and under-served areas.
6. **Translation of selected publication into Albanian language.** – A joint project financed by NISPAcee and Co-PLAN/Cordaid, aiming to disseminate European knowledge/experience in Albania, on the transition and modernization of respective public administrations of Portugal, Holland, France, Ireland.
7. **Training on financial management for NGOs (Cordaid partners) in Albania.** – This is one of the first services of the NET center, aiming at first Co-PLAN partners in Albania, also financed by Cordaid. The service includes a workshop and on-the job assistance for Albanian NGOs, in order to improve their financial efficiency/sustainability.
8. **Training local authorities and preparing the municipal plan of Peshkopi, Albania.** – This is consultancy service provided on behalf of VNG (Compass Project) to the Municipality of Peshkopi, in order to assist establishing a participatory process and drafting the new city plan. Combined with international expertise provided by VNG.
9. **Assisting urban planning management program in Kosovo.** – This is a follow up service to the partners in Kosova (UNCHS and Ministry of Planning and Environment), with whom Co-PLAN has been working to establish new capacities on participatory urban planning for post-war administration.
10. **Urban Forum: Bridging cooperation between communities and authorities.** – Capacity building expertise combining public sensibilization and dissemination of knowledge. Replicates open public debates (broadcasted on tv) of local authorities/communities discussing on development agendas in 5 cities (Korca, Peshkopi, Fier, Kruja, Rreshen). Jointly financed/supported by: ACSF Albanian Civil Society Foundation, Compass Project and Co-PLAN.
11. **Managing community based needs in the conditions of rapid population migration and urbanization.** – A round table financed/organized jointly with OSFA Open Society (SOROS) Foundation for Albania and Cordaid. The main outcome is the establishment of the CSDnet Civil Society Network on Participatory Governance in Balkans.
12. **ENHR Conference, Tirana 2003: Making Cities Work!** – A project aiming to organize the international conference on housing and urban development in Tirana on behalf of ENHR, European Network for Housing Research. Co-financed by NOVIB, CORDAID, the Dutch Embassy, the USA Embassy, Acer and Co-PLAN.



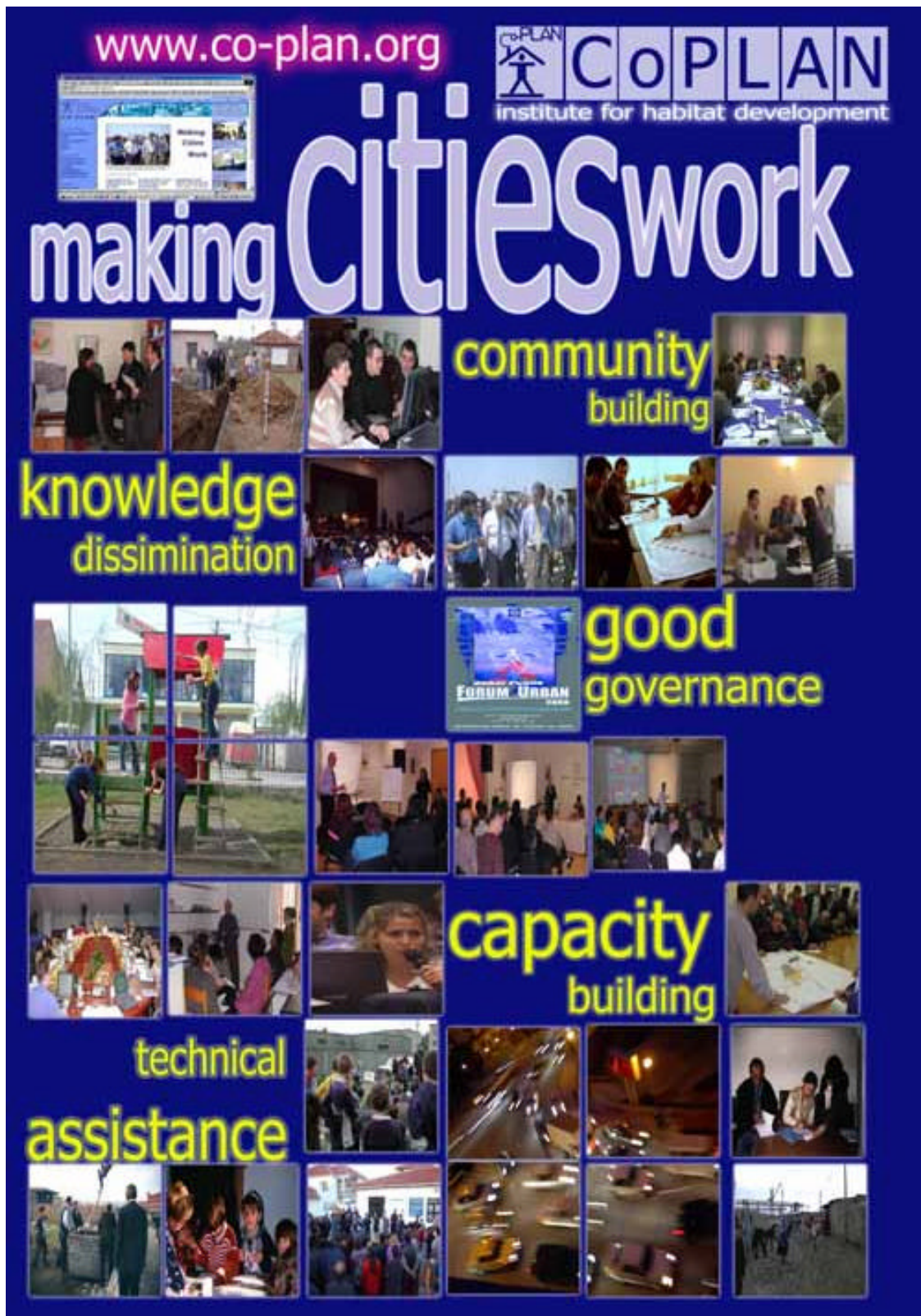
New publication

Projekte dhe Sherbime te tjera Konsulence



Botime te reja

- 1. Assitence per OJQ-te per iniciimin dhe zbatimin e projektit ne zonen 2 dhe 3 te Bathores. Bashkia Kamez.** Synon te asistojë MRRTT Ministrine e Rregullimit te Territorit dhe Turizmit, Qarkun Tirane dhe Bashkine e Kamzes per te testuar permiresimin/legalizimin dhe integrimin social te zonave me ndertime te paligjshme, permes nje kredie te bute te Bankes Boterore. Co-PLAN ndihmoi per te mobilizuar projektin/komunitetin dhe per te ndertuar partneritet me autoritetet per iniciativa te perbashketa dhe ndarjen e kostove (Projekti i Manaxhimit te Tokes Urbane).
- 2. Mbeshtetje nga OJQ-te per nje vleresim te shpejte social. Studim para-fizibiliteti dhe hartim i koncept-planit te hapesirave publike. Mobilizim komuniteti ne zonen e Bathores. Bashkia Kamez.** – Eshte i njejti projekt si me siper por synon shtrirjen e projektit ne nje zone te 4-t te lagjes Bathore. Kjo ploteson me tej punen e nisur me pare nga Co-PLAN dhe te financuar nga Cordaid dhe Novib (Hollande).
- 3. Pergatitja, projektimi dhe supervizioni i infrastruktures sociale dhe komunitare ne lagjen Bathore. Bashkia Kamez.** – I njejti projekt si me siper (financuar nga nje Fond i Qeverise Japoneze): synon te themeloje infrastrukturen kyce sociale ne zone.,identifikojë prioritetin e banoreve dhe si te zbatohet ai.
- 4. Percaktimi i problemit te strehimit ne Bashkine Korce dhe gjetja e zgjidhjeve te mundshme.** – Sherbim i dhene ndaj Bashkise Korce dhe Ministrise se Rregullimit te Territorit dhe Turizmit: synon te trajtojë problemet e strehimit, per familjet e pastreha. I pari document ne nivel bashkie per Shqiperine.
- 5. Pjesmarria e komunitetit ne pastrimin e mbetjeve urbane** – Projekt i financuar nga REC Agjensia Rajonale per Mjedisin, fokusohet ne gjetjen e opsioneve te qendrueshme komunitare per probleme ambientale si pastrimi/perpunimi i mbeturinave ne zonat me ndertime te paligjshme dhe pa sherbime.
- 6. Perkthimi ne gjuhen shqip i publikimeve te caktuara.** – Projekt i financuar nga NISPAcee dhe Co-PLAN/Cordaid, synon te sjelle ne Shqiperi ekperience/njohuri europiane mbi tranzicionin e administrates publike ne Portugali, France, Hollande dhe Irlande duke ndihmuar reformen institucionale.
- 7. Trajnim mbi manaxhimin financiar te OJQ-ve (partnere te Cordaid) ne Shqiperi.** – Nje nga sherbimet e para te qendres NET, qe synon se pari te ndihmoje organizatat partnere te financuara gjithashtu nga Cordaid. Sherbimi perfshin nje seminar dhe asistence ne pune per OJQ-te Shqiptare, per te permiresuar eficencen e tyre finaciare.
- 8. Trajnim per autoritetet vendore dhe hartimi i planit te Bashkise Peshkopi.** – Sherbim konsulence per Bashkine Peshkopi, ne emer te VNG (Projekti Kompas), qe asistoi ngritjen e nje procesi me pjesmarrie per hartimin e planit urbanistik te qytetit. Kombinuar me ekspertize holandeze te siguruar nga VNG.
- 9. Asistence per programin e manaxhimit te planifikimit urban ne Kosove.** – Nje sherbim ne vazhdim te asistences se dhene partnereve ne Kosove (UNCHS dhe Ministria e Planifikimit dhe Ambientit), me te cilet Co-PLAN ka bashkepunuar per te themeluar kapacitete te reja mbi planifikimin urban ne Kosove per administraten e pasluftes.
- 10. Forumi Urban: Nje ure bashkepunimi midis komuniteteve dhe autoriteteve.** – Ekspertize per forcim kapacitetesh dhe sensibilizimin dhe informimin e publikut. Jane organizuar debate publike (edhe ne tv) midis qeverive vendore dhe banoreve per ceshtje jetike te zhvillimit lokal, ne 5 qytete (Korce, Peshkopi, Kruje, Rreshen, Fier). Bashkefinancuar me Fondacionin Shqiptar te Shoqerise Civile dhe Kompas.
- 11. Manaxhimi i nevojave te komunitetit ne kushtet e migrimit/urbanizimit te shpejte te popullsise.** – Tryeze e rrumbullaket e organizuar se bashku me OSFA Fondacioni (SOROS) Shoqeria e Hapur per Shqiperine dhe Cordaid (Hollande). Produkti kryesor eshte krijimi i CSDnet, Rrjeti i Shoqerise Civile per Qeverisjen me Pjesmarrie ne Ballkan.
- 12. Konferenca ENHR, Tirana 2003: Qytetet Motorre te Zhvillimit Ekonomik!** – Nje projekt qe synon te organizoje nje konference nderkombetare ne Tirane per strehimin dhe zhvillimin urban. Bashkefinancuar nga NOVIB, CORDAID, Ambasada Holandeze dhe Amerikane, Acer dhe Co-PLAN.



Tentative Plan for 2003

The end of 2003 will complete most of Co-PLAN ongoing projects/programs financed by its strategic partners/donors Cordaid and Novib. These form the lion's share of the total budget of Co-PLAN. This moment represents a delicate transition for Co-PLAN. Both partners, have been talking clearly lately for the change of their existing policies in Albania and broader, announcing a transitory period of 3 years, toward the so-called full "exit" policies. Such a change will impose new developments within the organization. They will be followed by drastic reformulations and reorganizations of internal structures and external performance to fit with the new environments, including the new financing ways. Co-PLAN understands clearly that donors will not be forever in Albania, and that up to date support given to them aimed to build local capacities able to continue in the future the work initiated by them on developmental issues. This means the local resources will become more important for Co-PLAN future mission. For this purpose since 1995 up to 2002, cost recovery of CoPLAN investment projects has been shifting from 0 to 35-50% of the total projects financing. It is of crucial importance to understand the necessity for CoPLAN and its strategic partners for building together a common integrated plan/strategy to tackle the transitory period. This is urgent, in order to ensure the continuity/sustainability of Co-PLAN as an effective local capacity, which is established by considerable efforts and financing. This guarantees the maintenance of CoPLAN independence after the leave of strategic partners/donors. It is a moral obligation for both partners to ensure that Co-PLAN continues functioning successfully, as it is a question of moral for Co-PLAN to prove its future successful performance on its own! The coming year 2003 will serve as an adjustment period. The tentative plan for 2003 below reflects such concerns/efforts: diversification of donors and mobilization of more local resources.

Plani i Synuar per Vitin 2003

Fundi i 2003-it do te shenoje perfundimin e shumices se projekteve aktuale te Co-PLAN financuar nga partneret/donoret strategjike Cordaid/Novib. Keto te fundit financojne pjesen dermuese te buxhetit total te organizates. Ky eshte nje moment delikat tranzicioni. Te dy partneret kane shprehur qarte se fundi, se do te ndryshojne strategjiine e tyre ne Shqiperi dhe me gjere ne rajon. Ata kane deklaruar nje peridhe tranzitore 3 vjecare drejt largimit te plote. Nje ndryshim i tille do te imponoje ndryshime rrenjesore per organizaten. Keto do te pasohen nga riformulime thelbesore te strukturave te brendeshme dhe performances se jashtme, me qellim pershtatje me ambientin e ri te krijuar, perfshi format e reja te financimit. CoPLAN e ka te qarte se donoret nuk mund te qendrojne perjete ne Shqiperi, dhe ndihma e dhene deri me tani ka synuar ngritjen e strukturave lokale, te cilat duhet te vazhdojne punen e nisur prej tyre ne aspektet e zhvillimit. Kjo do te thote se burimet lokale do te behen gjithnje e me te rendesishme per ardhmen e misionit te Co-PLAN. Per kete qellim, nga 1995 deri 2002, mbulimi i kostove te investimeve ne projektet e Co-PLAN eshte rritur nga 0 ne 35-50% e financimeve totale te projekteve. Eshte teper e rendesishme te kuptohet domosdoshmeria qe CoPLAN dhe partneret e tij strategjike te formulojne se bashku nje strategji/plan te perbashket per peridhjen tranzitore. Kjo eshte urgjente per te siguruar qendrueshmerine/vazhdimesine e Co-PLAN si strukture efektive lokale, e krijuar me mund. Kjo garanton ruajtjen e pavarsise te CoPLAN edhe pas largimit te donatoreve. Eshte detyrim moral i donatoreve te sigurohen qe Co-PLAN do te funksionojte edhe pas largimit te tyre, sikurse eshte nje ceshnje morali per Co-PLAN qe te vertetoje se eshte i afte te funksionojte me sukses edhe ne te ardhmen i pavarur. Viti 2003 do te sherbeje per kete qellim si nje peridhe axhustimi. Plani per 2003-in poshte reflekton kete shqetesim: diversifikimin e donatoreve dhe mbeshtetje me shume ne burimet lokale.

No.	Project /Program Name	Donor	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.	Passage towards more influential civil society / <i>Kalim drejt nje shoqerie civile</i>	Cordaid												
2.	Strengthening authorities and community based initiatives, Kamza Municipality / <i>Fuqizimi i autoriteteve ne Bashkine Kamez</i>	Cordaid, Novib												
3.	Enabling good urban governance / <i>Mundesimi i qeverisjes se mire urbane!</i>	Dutch Government												
4.	Compass Project / <i>Projekti Kompas</i>	Dutch Government												
5.	The ENHR International Conference: Making Cities Work! / <i>Konferenca nderkombetare e ENHR-se.</i>	Different												
6.	Consultancy services to UNDP: Agenda 21 in Ballsh Municipality / <i>Konsulence per UNDP: Axhenda 21 ne Bashkine Ballsh.</i>	UNDP												
7.	Training Course: NGO Financial Mngmnt in Albania & Bosnia / <i>Trajnim: Manaxhimi Financiar i OJQ-ve, Shqiperi -Bosnje.</i>	Cordaid												
8.	Community participation in waste management / <i>Pjesmarria e komunitetit ne manaxhimin e mbetjeve urbane.</i>	REC												
9.	Draft/initiate establishment of NET center (TRC) / <i>Themelimi i qendres NET</i>	Cordaid												
10.	Draft/initiate a follow up project for communities in need (Roma and others) / <i>Inicimi i projektit per komunitetin Roma.</i>	Novib												
11.	Initiate a project on illegal settlement of Durres / <i>Inicimi i nje projekti ne Durres</i>	Austrian Governemnt												
12.	Draft/initiate a capacity building project with Municipality of Tirana / <i>Inicimi i nje projekti ne Bashkine Tirane</i>	EU												

Strategic Planning 2003-2006

Below is a scenario up to the end of 2006, picturing Co-PLAN as a successful development NGO and key actor in Albanian society. This goes parallel with mobilizing the necessary funds for development projects. In addition, Co-PLAN aims delivering also high quality advisory services and training. Donor diversification, mobilization of local resources at greater share, and public transparency, are three high priorities for Co-PLAN in the coming 3-4 years.

Activity / Aktiviteti	Year / Viti 2002	Year / Viti 2006
Development projects / Projekte Zhvillimi	75%	50%
Advisory services and technical assistance/ Sherbime konsulence dhe asistence teknike	15%	20%
Training, facilitator role, lobby & advocacy / Trajnim, rol lehtesues, lobim e avokatesi	5%<	20%
Studies / Studime	-	5%
Other / Tetjere	5%<	5%<

The strategic vision of Co-PLAN for 2003-2006 is summarized below in bullet points and in the table:

- Co-PLAN helps to create best practices and models in local and urban development and supports organizations through projects, training, technical assistance, studies and institutional improvement.
- Key Co-PLAN values are: work quality, commitment, result orientation, client satisfaction, collaboration, openness.
- Core competencies of Co-PLAN are in the fields of: i) municipal and institutional development, ii) civic society development, iii) urban and regional planning, iv) community development, v) housing and basic infrastructure, vi) municipal services and vii) environmental management.
- Co-PLAN develops partnerships to generate benefits of collaboration for clients and target groups.
- Co-PLAN develops a Network for Exchange and Training (NET), beyond the function of a mere training and resource center, transforming it into a platform for interaction between government, business and civic organizations, a center for exchange and innovation, a forum to discuss and work on national development.
- Co-PLAN works in Albania and/or other Albanian speaking areas, as well as wider in the Balkan's region.
- Co-PLAN develops research skills, and produces publications, maintaining its culture a 'learning environment' and strengthening competencies in cross cutting issues. Action research, leading to case studies and best practices, is also important for developing local training, undertaking regional studies and regional networking.
- Co-PLAN elaborates emerging complementary national/international partnerships, in order to better lobby/impact in favor of developmental issues, including national/regional perspective towards full integration with EU.

Item / Fusha	Year / Viti 2002	Year / Viti 2006
Professional core staff (experts) / Stafit profesional kryesor (expertet)	8	10
Support staff / Stafit mbeshetetes	2	4
Project staff / Stafit projektit	10	6
Main income from / Te ardhurat kryesore nga	Develop, projects, advisory services Projekte zhvillimi, sherbime konsulence	Development projects, training, advice Projekte zhvillimi, trajnime konsulence
Training and Resource Center (NET) / Qendra e Trajnimit/Informacionit (NET)	Not applicable Ende e paktivizuar	Fully activated E aktivizuar plotesisht
Donors / Donatoret	Cordaid, Novib, various others / Cordaid, Novib dhe te tjere	EU, bilateral, Cordaid, Government EU, Ambasadat, Cordaid, Qeveria
Co-PLAN profile / Profili i Co-PLAN	NGO/community development/planning, municipal issues; publicity, networking, Zhvillim komuniteti, planifikim, OJQ, pushtet vendor, publikime, network .	Development NGO and high quality training/advisory services OJQ zhvilluese dhe sherbime trajnimi konsulence kualitative

Planifikimi Strategjik 2003-2006

Tabela e pare majtas parashikon nje skenar deri ne vitin 2006. Skenari jep panoramen e nje strukture jo-qeveritare te suksesshme, dhe te nje aktori kyc ne sferen e zhvillimit ne vend. Kjo lidhet me nevojën për mobilizimin e fondeve të nevojshme për projekte zhvillimi. Ne vazhdim, Co-PLAN synon gjithashtu që të japë shërbime kualitative konsulence dhe trajnimi për palet e interesuara në fushën e qeverisjes urbane dhe zhvillimit institucional. Diversifikimi i donatoreve, mobilizimi i burimeve/mjeteve lokale në një nivel më të lartë, dhe transparenca publike janë tre prioritetet kryesore për Co-PLAN gjatë 3-4 viteve të ardhshme.

Strategic Donors / Partners:	Donatore / Partnere Strategjike:	Other Partners:
1. CORDAID (www.cordaid.nl) Cordaid forms together with Memisa, Mensen in Nood and Vastenactie one of the biggest international development organizations. Supported by half a million people in Holland, it is working with more than thousand partners worldwide for an existence with dignity for poor people and those who are deprived of their rights. 2. NOVIB (www.novib.nl) NOVIB is the Netherlands Organization for International Development Co-operation. With over forty years of experience and with thousands of projects in the Third World, NOVIB has evolved a way of working that is called the 'NOVIB Method'. Operates in Holland and 100 other countries. 3. IHS (www.ihs.nl) The Institute for Housing and Urban Development Studies is an independent international institute of more than 40-years existence, offering post-graduate education, research and advisory services in the fields of Housing, and Urban and Environmental Management.	1. CORDAID Cordaid se bashku me Memisa, Mensen in Nood dhe Vastenactie formon nje nga organizatat me te medha nderkombetare te zhvillimit. E mbeshketur nga gjysem milion njerëz ne Holande, Cordaid punon me mbi nje mije partnere ne mbare boten, per nje ekzistence me dinjitet per njerëzit ne nevojë dhe per ata qe u jane mohuar te drejtat. 2. NOVIB NOVIB është Organizata Holandeze për Kooperim dhe Zhvillim Nderkombetar. Me mbi 40 vjet eksperience dhe mijra projekte ne vendet ne zhvillim, NOVIB ka zhvilluar nje menyre pune qe njihet se "Metoda Novib". Organizata është e pranishme ne Holande dhe 100 vende te tjera. 3. IHS Instituti për Studimet e Strehimit dhe Zhvillimit Urban është nje organizem i pavarur nderkombetar mbi 40-vjecar, qe ofron edukim pasuniversitar, kerkim shkencor, dhe shërbime konsulence ne fushen e strehimit dhe manaxhimit urban e ambiental.	Other Partners: 1. The Royal Dutch Embassy in Tirana. 2. AAM, Albanian Association of Municipalities. 3. Municipality of Tirana. 4. ULMP, Urban Land Management Project, the Ministry of Territorial Adjustment and Tourism of Albania. 5. The World Bank Mission in Tirana. 6. ENHR, European Network of Housing Research 7. OSFA, SOROS Foundation in Albania. 8. UN Habitat Program and Ministry of Environment and Planning and in Kosova. Partnere te Tjere: 1. Ambasada Holandeze ne Tirane. 2. SHBSH, Shoqata e Bashkive te Shqiperise. 3. Bashkia Tirane 4. PMTU, Projekti I Manxhimit te Tokes Urbane, Ministria e Rregullimit te Turizmit dhe Turizmit ne Shqiperi. 5. Misioni i Bankes Boterore ne Tirane. 6. ENHR, Rrjeti European per Studimet e Strehimit 7. OSFA, Fondacioni SOROS ne Tirane. 8. Programi Habitat i OKBse dhe Ministria e Ambientit dhe Planifikimit ne Kosove.

Vizioni strategjik i Co-PLAN për 2003/6 është përmbledhur në tabelën e dytë majtas e më poshtë me pika:

- Co-PLAN ndihmon për të krijuar shembuj/modele pune për zhvillimin lokal/urban dhe ndihmon organizatat e ndryshme përmes projekteve, trajnimeve, asistencës teknike, studimeve e përmirësimeve institucionale.
- Vlerat kyçe të Co-PLAN janë: kualiteti i punës, angazhimi, orientimi drejt rezultatit, kënqesia e klientit, bashkëpunimi, si dhe qenia e hapur dhe e drejtepërdrejtë ndaj të tjerëve.
- Specialitet i Co-PLAN janë: i) zhvillim institucional/bashkiak; ii) zhvillim shoqërisë civile; iii) planifikim urban/rajonar; iv) zhvillim komuniteti v) strehim e infrastrukturë vi) shërbime publike vii) manaxhim ambiental
- Co-PLAN zhvillon partneritete në favor të klienteve dhe grupeve në nevojë për të cilat punon.
- Co-PLAN zhvillon Rrjetin për Shkëmbim dhe Trajnim (NET), përtej funksionit të një qendre thjeshtë trajnuese dhe informuese, duke synuar t'a transformojë atë në një platformë ndërveprimi midis qeverisë, biznesit dhe organizatave qytetare; një qender shkëmbimi/inovacioni, një forum ku punohet në favor të zhvillimit të vendit.
- Co-PLAN punon në Shqipëri dhe/ose vende të tjera ku flitet shqip, si dhe me gjuhë në rajon.
- Co-PLAN zhvillon aftësi studimore e publikon botime, për të ruajtur kulturën e 'ambientit ku mesohet' dhe për të fuqizuar kompetencat në çështje ku ndërthuren shumë problematika zhvillimi. Studimet gjenerojnë veprim konkret, dhe çojnë drejt rasteve studimore e praktikave me të mira, janë gjithashtu të rëndësishme për të zhvilluar trajnime lokale, dhe për të ndermarre studime dhe rrjete rajonale bashkëpunimi.
- Co-PLAN është i hapur ndaj partneriteteve kombetare/nderkombetare, me qëllim që të llobojë/ndikojë me mirë në favor të çështjeve të zhvillimit, përfshi perspektivat kombetare/rajonale drejt integritetit Europian.

Some Indicators of Co-PLAN Work

1. Pioneering pragmatic and realistic urban planning in Albania, bridging partnerships between communities and authorities, especially in the case of illegal settlements of Albania, including community-based upgrading/improving living conditions, as well as their integration with the rest of urban living centers. The approach tested first at small scale in the 30 hectares Breglumasi neighborhood of Tirana Municipality 1995/97, and later applied at larger scale, first in the 250 hectares Bathore neighborhood and latter at municipal scale (Kamza and Tirana) between 1998-2002. Legalization of informal settlements put into political agenda.
2. Co-PLAN wins the international prize of UNDP 1998: *Best Practices of the World!* for its own intervention in the illegal settlement of Breglumasi, Tirana Municipality. Selected as one of 20 worldwide best experiences in the field of community based urban planning and development (www.sustainabledevelopment.org/blp).
3. The development project of Co-PLAN in the informal settlement of Bathore, Kamza Municipality Albania, visited by the Albanian Prime Minister Pandeli Majko (1999) and the President of the World Bank Mr. J. Wolfensohn, whom boosted it: *A "Best Practice" to be shown in other countries!*
4. Establishment of *Urban Forum*, an (in)formal coalition of (non)governmental organizations, both Albanian and foreigner ones, interested on issues of urban/regional development in Albania. Annual debates organized in capital Tirana (since 1997), and 10 other cities of Albania (since 2000). A national/public debate opened already on issues of urban development. More than 50 TV debates broadcasted at local/national televisions, and several articles/books published. The debate brought at international level via professional conferences.
5. Alliances established with CBOs, NGOs, civic initiatives and local governments (mainly through AAM Association of Albanian Municipalities) in favor of the promotion of decentralization and democratization of powers towards local communities/governments. Creation of a model of work on participatory/democratic governance, via specifically designed/implemented programs. (Urban) development issues transformed in a political priority at the highest political levels. Aspects of civil society and local governance diffused/integrated in a working model.
6. Initiating (in)formal national/regional networks like: i) the Round Table of Albanian NGOs, or ii) CSDnet, Civil Society Development Network on Participatory Governance in Balkans, not to talk for the distinguished role played within ENHR, European Network of Housing Research. Acting as facilitator to promote cooperation/ exchange among local organizations/institutions in the conditions of donors exist, and problems raising like mobilization of local resources, local ownership, transparency, legitimacy, and other concerning issues.

"The strength of this project is the partnership between Government and NGOs and the people, and so far as the World Bank is concerned being able to be partners with all of you is the best thing that we can do ... and I look forward to talking about this project in other parts of the world as an example of the very best practice that exists today."

James D. Wolfensohn, World Bank
President

July 19, 1999, Bathore Albania

"Good governance is crucial necessity in every country, so that funds destined to poverty alleviation and social improvement have the maximum effect"

World Bank news release
Mr. Wolfensohn visit to Albania
July 19, 1999



Disa Tregues te Punes se Co-PLAN

1. Themelues te planifikimit realist/pragmatic urban ne Shqiperi, duke ndermjetesuar bashkepunimin midis komuniteteve dhe autoriteteve, vecanerisht ne rastin e zonave me ndertime informale. Ketu perfshihen nisma me pjesmarrjen e komunitetit per permiresimin e kushteve te jeteses, dhe integrimin e tyre me zonat e tjera urbane. Metoda eshte provuar fillimisht ne shkalle te vogel ne nje zone 30 hektare te lagjes Breglumasi ne Tirane 1995/1997; dhe me vone ne shkalle me te gjere – fillimisht ne 250 hektare te lagjes Bathore dhe me vone ne gjithe territorin e bashkise (Kamez dhe Tirane) gjate 1998/2002. Legalizimi i zonave me ndertime informale tashme eshte vendosur ne axhenden politike te qeverise.
2. Co-PLAN fiton cmimin nderkombetar te UNDP: Eksperienat me te Mira ne Bote ne 1998! per nderhyrjen social-urbanistike ne lagjen me ndertime informale Breglumasi, Tirane. Seleksionuar si nje nga 20 praktikat me te mira boterore ne fushen e planifikimit/zhvillimit urban me baze komuniteti (www.sustainabledevelopment.org/blp).
3. Projekti zhvillues i Co-PLAN ne lagjen me ndertime informale te Bathores Kamez, vizitohet nga Kryeministri Shqiptar (1999) Pandeli Majko, dhe nga Presidenti i Bankes Boterore, Z. J. Wolfensohn, i cili e komentoi praktiken e Co-PLAN si: Nje eksperience model qe eshte per t'u treguar edhe ne vende te tjera!
4. Themelimi i Forumit Urban si nje koalicion informal organizatash (jo-)qeveritare, shqiptare e te huaja, qe interesohen per zhvillimin urban/rajonar ne vend. Debate te pervitshme jane organizuar ne Tirane qe nga 1997, dhe ne 10 qytete te tjera te Shqiperise qe nga viti 2000. Nje debat publik/kombetar eshte hapur mbi ceshtje te zhvillimit urban. Me shume se 50 emisione televizive jane transmetuar nga televizionet lokale/kombetare, dhe jane botuar nje sere artikujsh/librash profesionale. Debatu eshte bere edhe nderkombetar permes konferencave.
5. Krijimi i aleancave me shoqata komunitetare, OJQ dhe qeverite vendore (permes ShBSH, Shoqata e Bashkive te Shqiperise), ne favor te decentralizimit/demokratizimit te pushtetit drejt njesive te qeverise dhe komuniteteve lokale. Eshte krijuar nje model pune per qeverisjen me pjesmarrje, permes projekteve te hartuara ne menyre specifike per kete qellim. Aspekte te shoqerise civile dhe qeverisjes vendore jane integruar/nderthurur.
6. Iniciimi i rrjeteve (in)formale kombetare/rajonale si: i) Tryeza e rrumbullaket e OJQ-ve Shqiptare; ose ii) CSDnet, Rrjeti i Zhvillimit te Shoqerise Civile per Qeverisjen me Pjesmarrje ne Ballkan; pa folur per rolin e vecante si anetar i ENHR-se, Rrjeti European i Kerkimeve te Strehimit dhe Zhvillimit Urban. Luajtja e rolit te lehtesuesit per promovimin e bashkepunimit/shkembimit midis organizatave/institucioneve lokale ne kushtet e largimit te donatoreve, dhe problematikes ne rritje si: mobilizimi i burimeve lokale; pronesia lokale, transparencja, legjitimiteti dhe ceshtje te tjera te rendesishme per sektorin jo-qeveritar.



"Avantazhi i ketij projekti eshte partneriteti midis Qeverise, OJQ-ve dhe njerezve, dhe per aq sa eshte e preokupuar Banka Boterore, aftesia e te qenurit partnere me te gjithe ju eshte gjeja me e mire qe mund te bejme ne ... dhe une jam optimist te flas per kete projekt ne vende te tjera te botes si nje shembull i praktikave me te mira qe ekzistojne sot"

James D. Wolfensohn,
President, Banka Boterore
19 Qershor 1999, Bathore

Albania

"Qeverisja e mire eshte nje nevojë thelbësore per cdo vend, keshtu qe fondet e destinuar per eliminimin e varferise dhe permiresimet sociale kane efekt maksimal"

Njoftim shtypi i Bankes Boterore
Mr. Wolfensohn visit to Albania



On the job and on demand basis training



Trajnime ne baze nevojash dhe ne

pune

NET - Network for Exchange and Training

NET promotes values of participatory governance through organizational/institutional capacity building for civic initiatives and (non)government agencies serving as a focal point for exchange, networking and policy making, both locally and regionally. NET, is established as a Co-Plan affiliated center, but over time will have considerable involvement of partner organizations/individuals; promoting good organizational and institutional capacities and disseminating know-how expertise.

The specific objectives are: (i) To strengthen civil society and the entire democratic structures assisting the NGO sector and other civic initiatives, as well as government and private sector in terms of institutional modernization; (ii) To serve as a forum which facilitates the discussion and share of information over issues of concern for civil society, and to a broader target group, including central/local governments, private organizations, university, research institutions, and international donors; (iii) To guarantee long term institutional/financial sustainability of NET as a self sustainable and fully independent organization.

In terms of sustainability, NET' activities and services will have a real impact on the Albanian social system only if general public and political stakeholders (Government, Parliament) will be an integral part of the new vision of the civil society. NET will not provide training in pure business issues. However, this sector is not excluded as long as development issues, like SME-development, credit programs, employment, etc., are concerned. Contacts with private sector representatives will be developed also for the purpose of information exchange and where appropriate for common lobbying.

Training will be available on annual calendar basis, but specifically designed curses on demand basis will also be available. For more information please contact Co-PLAN.

Developing Training Curricula

1. Organizational Development
2. Human Resource Development
3. Project and Program Management
4. Project Cycle Management
5. Networking and Public Relations

Available Training Courses:

1. ID/OS, Institutional Development and Organizational Strengthening.
2. FinMan, NGO Financial Management.
3. PSOM, Professional Secretary and Office management;



Practical workshops and round tables



Workshope praktike dhe tryeza te rumbullakta

NET – Rrjeti per Shkembime dhe Trajnim

NET promovon vlera te qeverisjes me pjesmarrje permes ngritjes se kapaciteteve organizative/institucionale te shoqerise civile dhe agjensive (jo)qeveritare, te cilat mund te sherbejne si pika referimi per shkembim informacioni/eksperience, per bashkepunim dhe per hartimin e politikave ne nivel lokal dhe rajonal. NET u themelua si nje qender ne varesi te Co-PLAN, por ai synon me tej angazhim te konsiderueshem te organizatave/individive partnere, ne menyre qe nxiten aftesite organizative dhe institucionale dhe te sigurohen ekspertize/njohuri bashkekohore ne kete fushe.

Objektivat specifike te NET jane: (i) Te fuqizohet shoqeria civile dhe gjithe strukturat demokratike duke asistuar sektorin e OJQ-ve dhe iniciativat e tjera qytetare, perfshti qeverine dhe sektorin privat ne aspekte te modernizimit organizativ. (ii) Te sherbeje si nje forum i cili lehteson diskutimin dhe ndarjen e informacionit per ceshtje qe lidhen me shoqerine civile, duke pershire me gjere qeverine, pushtetin lokal, sektorin privat, universitetin, institucionet kerkimore-shkencore dhe donatoret nderkombetare qe operojne ne vend. (iii) Te garantoje qendrueshmerine afatgjate institucionale/financiare te NET si nje strukture e pavarur dhe e vetefinancueshme.

Ne lidhje me qendrueshmerine, aktivitetet dhe sherbimet e NET do te kene nje impakt te vertete per shoqerine shqiptare, vetem nese opinionin publik dhe aktoret kyc (Qeveria dhe Parlamenti), jane pjese integrale e vizionit te ri te shoqerise civile. NET nuk do te siguroje trajnim ne ceshtje te mirefillta te biznesit. Sidoqofte, ky sektor nuk perjashtohet nga aktiviteti i qendres, ne se do te kene te bejne me ceshtjet te tilla si zhvillimi i SME-ve, programet e kreditimit/punesimit, etj. Kontaktet me perfaqesuesit e sektorit privat do te zhvillohen gjithashtu me qellim qe te sigurohet shkembimi i informacioneve dhe atje ku eshte e mundur edhe per qellime lobimi.

Trajnimet do te realizohen ne baze te nje kalendari te pervitshem te paraplanifikuar, por do te kete edhe kurse te dizenuara ne menyre te posacme ne baze te nevojave/kerkesave. Per me shume informacion jeni te lutur te kontaktoni Co-PLAN.

Kurrikulimi i trajnimeve qe po pergatiten:

1. Zhvillim Organizativ/Institucional;
2. Manaxhimi i Burimeve Njerezore;
3. Manaxhim Projekti/Programi;
4. Manaxhimi i Ciklit te Projektit;
5. Networku dhe Marrdheniet Publike

Kurse trajnimi te vlefshme qe tani:

1. ID/OS, Zhvillimi Organizativ dhe Fuqizimi Institucional
2. FINMan, Manaxhimi Financiar i OJQ-ve.
3. PSOM, Sekretaria Profesionale dhe Manxhimi i Zyres



Institute for Habitat Development
Instituti per Zhvillimin e Habitatit

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NET

Network for Exchange and Training
Rrjeti per Shkembime dhe Trajnim

SERVICES OFFERED BY CO-PLAN

Co-PLAN offers its services on urban management and planning, local economic development, housing, housing finance, informal settlements, municipal services and environmental management, regional development, etc. The expertise is given in several forms as below:

1. Development projects;
2. Consultancy and advise services;
3. Training and capacity building expertise;
4. Research and monitoring;
5. Public sensibilization campaigns;
6. Professional publication / library.

SHERBIME TE CO-PLAN

Co-PLAN ofron sherbimet e tij ne manxhim dhe planifikim urban, zhvillim ekonomik lokal, strehim, financa, disiplinimi i zonave informale, sherbime publike, manaxhim ambientel dhe zhvillim rajonal. Ekspertiza jepet ne forma te ndryshme sic pershkruhet me poshte:

1. Projekte zhvillimi;
2. Sherbime keshillimi dhe konsulence;
3. Trajnime/ ekspertize ne ngritjen e kapaciteteve;
4. Studime, kerkim shkencor dhe monitorim;
5. Fushata publike te sensibilizimit;
6. Botime dhe llibrari profesionale.

SERVICES OFFERED BY NET

NET offers expertise on institutional development, public management, resource mobilization, civic society, facilitator role in organizational development, community development, social planning and social studies. NET functions as a training centre for specific (on-the-job and on-demand) courses and workshops offered to the target groups and clients, including coordinated studies.

The curricula is developing, but actually are available:

1. ID/OS, Institutional Development and Organizational Strengthening Course;
2. FINman, NGO Financial Management Course
3. HRM, Human Resource Management Course
4. PSOM, Professional Secretary and Office Management.
5. CBO, Community and Community Based Organizations.

SHERBIME TE OFRUARA NGA NET

NET ofron ekspertize ne zhvillim institucional, manaxhim publik, mobilizim burimesh/financash, rol lehtesues per shoqerine civile ne zhvillim organizativ, zhvillim komuniteti, planifikim dhe studime sociale. NET funksionon si nje qender trajnimi per kurse dhe seminare praktike (ne pune ose sipas kerkesave/nevojave) specifike kundrejt grupeve te synuara dhe klienteve, perfshi ketu edhe realizimin/koordinimin e studimeve.

Kurrikula eshte ne proces formimi, por aktualisht jane te vlefshme keto kurse:

1. ID/OS, Zhvillim Institucional dhe Fuqizim Organizativ;
2. FINman, Manaxhimi Financiar i OJQ -ve;
3. HRM, Manaxhimi i Burimeve Njerezore;
4. PSOM, Sekretaria Profesionale dhe Manaxhimi Zyres;
5. CBO, Komuniteti dhe Organizatat e Komunitetit.

FOR READERS OF ANNUAL REPORT - *PER LEXUESIT E RAPORTIT VJETOR*

(Please read, comment, underline services you wish and mail it back! -

Lutemi lexoni, komentoni, zgjidhni sherbimet qe deshironi dhe postojeni perseri tek ne kete flete. Ne se deshironi mund te shtoni me shume flete!)

How do you find the Annual Report of Co-PLAN? Is it clear and readable/trasparent? Please comment if possible?

Si ju duket Raporti Vjetor i Co-PLAN? Eshte informues, i qarte, dhe i lexueshem/trasparent? Lutemi komentoni!

Are you interested for more information about Co-PLAN and NET? What type of information? Please comment!

A jeni te interesuar per me shume informacion mbi Co-PLAN dhe NET? Cfare lloj informacioni deshironi? Komentoni!

(Emerging) Professional Partnerships of Co-PLAN

INTRAC, United Kingdom

IHS Rotterdam & MDF, Ede, THE NETHERLANDS

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Graduate School of Design
Harvard University, USA

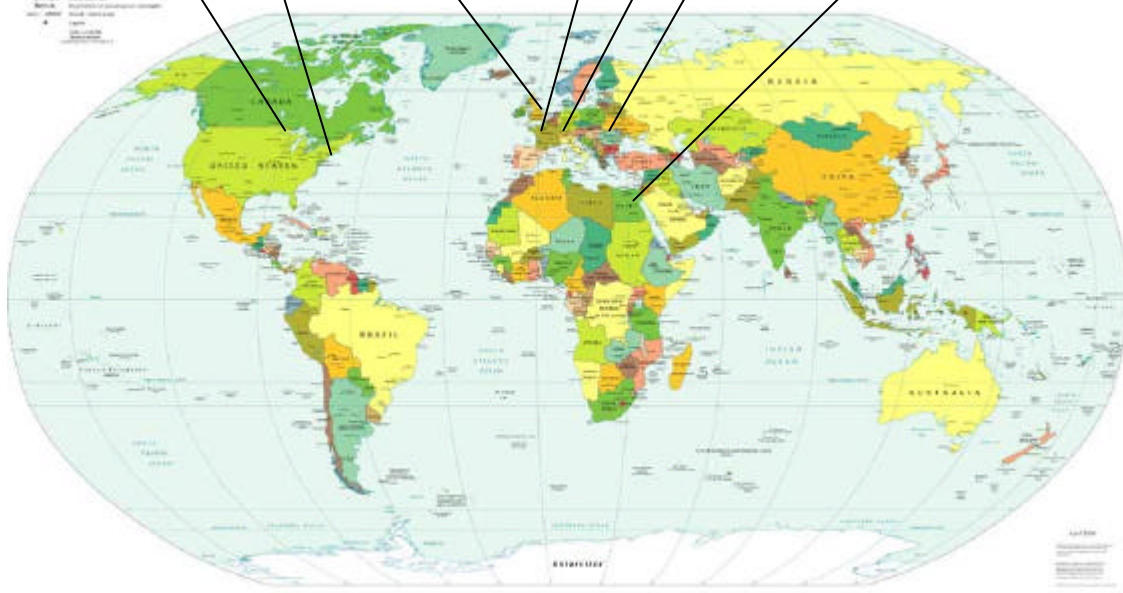
Trafico & Stadland, AUSTRIA

Land Tenure Center
Wisconsin University, USA

IHS Romania, Bucharest

Urban Training and Studies Institute
MHUUC, Cairo Egypt

Political Map of the World, April 2000



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