

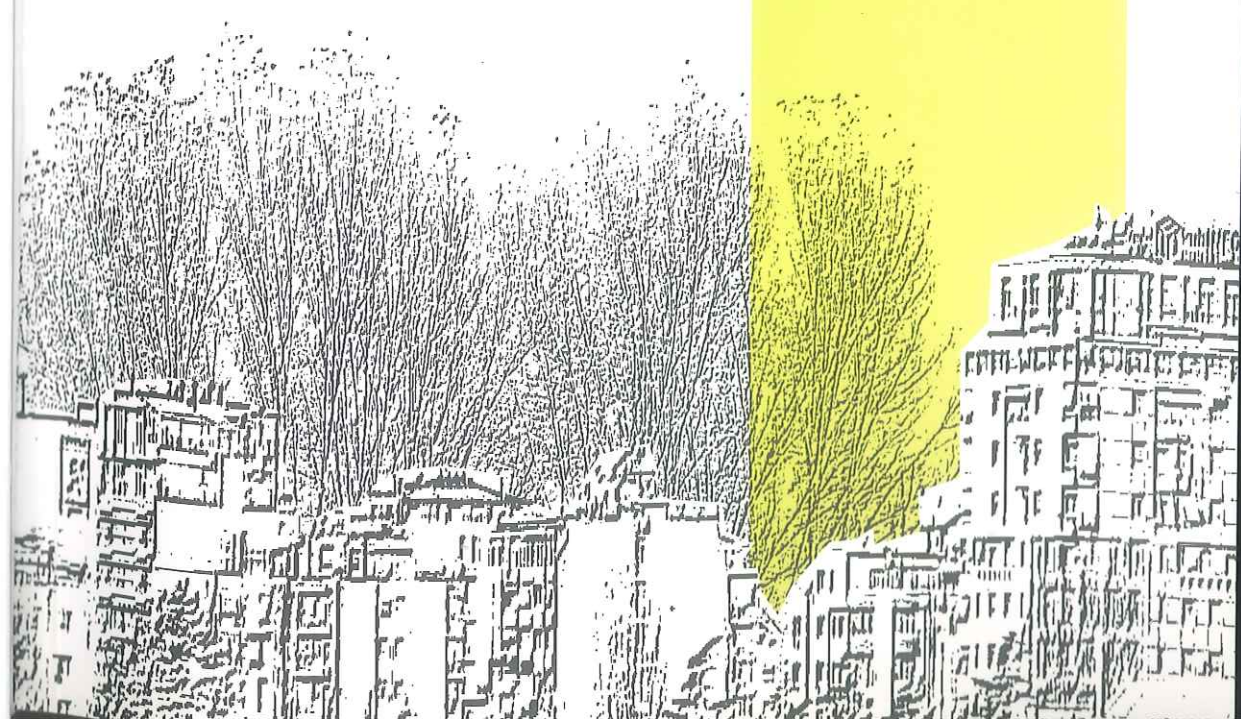
INSTITUTE FOR HABITAT DEVELOPMENT
INSTITUTI PER ZHVILLIMIN E HABITATIT

ANNUAL REPORT 2008

2008 RAPORT VJETOR



INSTITUTE FOR HABITAT DEVELOPMENT
INSTITUTI PER ZHVILLIMIN E HABITATIT





ANNUAL REPORT 2008

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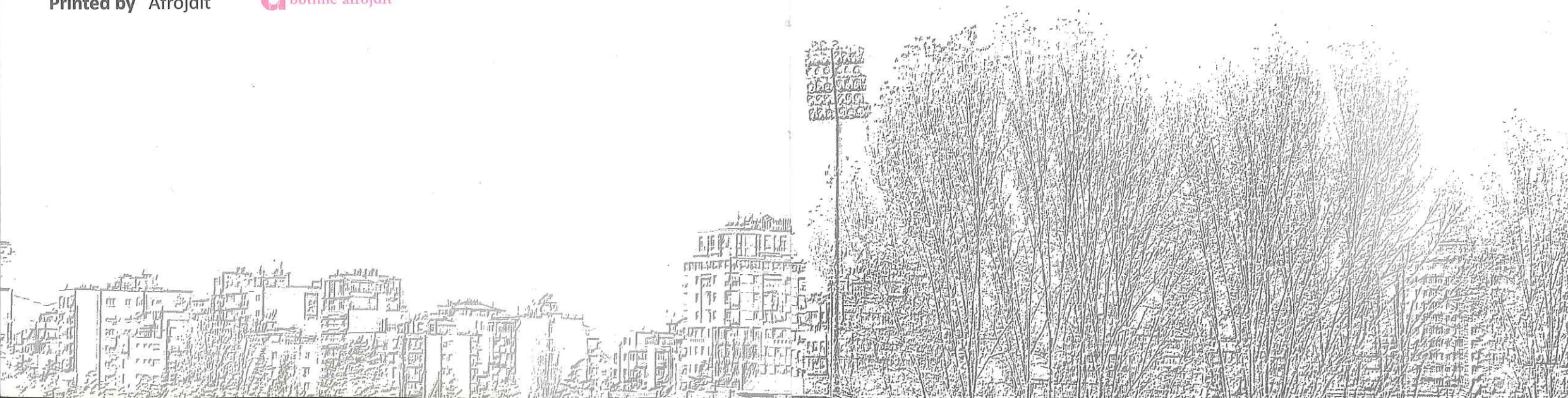


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UNIVERSITETI POLIS



Dear Friends,

Co-PLAN presents to you herein an overview of its annual work and achievements. Like in past years, the 2008 Annual Report outlines the activities and projects implemented by Co-PLAN as well as key events that occurred throughout the year.

At the organizational level, 2008 witnessed a number of important transformations with regard to Co-Plan's mission of insuring the implementation of effective public policy. Co-Plan's affiliation with Polis University was strengthened. Co-Plan extended its expertise beyond the field of urban planning to include municipal financial management and scientific research, while also publishing policy papers related to land and asset-management, regional development, and solid waste management. At the same time, 2008 was a particularly challenging year due to various difficulties associated with changes in supporting policies from the international donor community and alterations to foreign aid models in Albania.

Nevertheless, these difficulties were expected and effectively managed due to the efforts of the leaders and staff of Co-PLAN, bringing the organization into 2009 ready to face emerging challenges.

It is with great pleasure that I present the 2008 Annual Report so that you may familiarize yourself with our work. I hope you enjoy the reading!

Dritan Shutina,
Executive Director



Major Events of the Year

Co-PLAN as a Scientific Research Institute

As of 2008, Co-PLAN is part of the International School of Architecture and Urban Development Policy at Polis University. This partnership is institutionalized through a partnership agreement signed by Co-PLAN and Polis University on October 1, 2008. Co-PLAN is the core of the Scientific Research Institute (which is comprised of a total of four institutions), thereby guaranteeing an integration of theory and practice for the university.

For Co-PLAN this marks an evolution of the organization's form, structure, goals and outreach efforts. In its thirteen years of existence, Co-Plan has grown from being a development organization to be a scientific research institute.

Indeed Co-PLAN engaged in various forms of scientific research from the outset, at which time Co-PLAN developed a series of instruments for analyzing rapid urban transformations in Albania and especially in Tirana. Since that time, Co-PLAN has extended its expertise, providing consulting services such as socio-economic and impact assessments, project and organizational evaluations, and policy analysis amongst other activities. Urban planning and development and, more recently, regional development continue to form Co-PLAN's foundations, even more so now in light of the organization's scientific research priorities. In such a context, it is crucial to call attention to the Albanian Excellence Award presented to Co-PLAN in 2007 for its scientific contributions to the field of urban and regional planning.

Co-Plan's association with an academic institution has benefited both Co-Plan and Polis University; for Co-PLAN this development allowed the organization to become involved in a greater variety of projects, thereby strengthening Co-Plan's research profile. For Polis University, this partnership integrates theory and practice for many key issues in the field of regional and urban development. Furthermore, this association promises to foster a connection between scientific research and academic publications, thereby contributing to the production and dissemination of knowledge to the next generation and researchers.



The Environmental Agenda of Co-PLAN

In line with its philosophy of using environmental protection as a tool of sustainable development, Co-PLAN remains devoted to further research and action in this field.



Co-PLAN's good reputation stems in part from its work with regional and local governments on governance issues, including planning. It is therefore appropriate to build on this strength and focus on regionally- and locally-oriented projects in the field of environmental protection. Solid waste management, sustainable energy and sustainable transport are the primary issues tackled by Co-PLAN.

"Environmental Protection and Promotion of Sustainable Development in Albania"

Under the rubric of the "Making Policies Work" program and with the support of Open Society Institute (OSI) and the Hanns Seidel Foundation, Co-PLAN worked with the Ministry of Environment, Forest and Water Administration (MEFWA) and the Institute for Democracy and Reforms (IDR) to jointly organize a national workshop entitled "Environmental protection and promotion of sustainable development in Albania" on December 5, 2008. This gathering of experts was attended by representatives of the MEFWA, a number of professionals working on local and regional environmental planning issues, research and scientific institutions, representatives from local government, environmental organizations and members of the business community, media and civil society.

The conference opened a debate on achievements in the field of environmental protection and the environmental future of the country and government. Co-PLAN made a presentation on solid waste treatment and disposal policy issues, describing the environmental and health impacts of current solid waste policy, appropriate responses and their respective costs, and the territorial level of management at which such issues are best addressed. Co-PLAN also raised the issue of service standards.



Study on the Efficient Use of Energy in Residential Buildings

In February 2008 Co-PLAN, in cooperation with the municipality of Tirana, held a workshop at which findings and recommendations stemming from a study on the efficient use of energy in residential buildings were introduced to local and international actors operating in related fields.

While the Ministry of Transportation, Telecommunications and Public Works has already initiated the elaboration and approval of the law on "Mandatory Co-ownership in Residential Buildings," in holding this round table discussion, Co-PLAN sought to explore dimensions of this issue not addressed by the law by introducing the findings of its recent survey on energy consumption in residential buildings and related maintenance in the Tirana region and, in particular, the views of actual citizens regarding maintenance of shared residential spaces.

Even so, legal responses respond to only one side of the issue and taken alone do not constitute an effective response to the challenges arising in the Albanian housing sector. It is thus essential to provide citizens with information on their rights and obligations in relation to different administrative and bureaucratic bodies and to further assess current capacities in order to better implement the law.

The main finding coming out of the round table was that initiatives aiming at energy efficiency in residential buildings are an indispensable component of the maintenance of shared residential spaces, as they directly impact quality of life and bring tangible benefits.



Management and Maintenance of High-Rise Multi-Family Residential Buildings in Transition Countries

In order to strengthen capacities and extend cooperation between Albanian actors dealing with environmental issues and urban development in Albania, a two-week long course entitled "Management and Maintenance of High-Rise Multi-Family Residential Buildings in Transition Countries" was organized by Co-PLAN and the Institute for Housing and Urban Development Studies (IHS) in Holland. The event was sponsored by the Dutch Ministry of Housing, Environment and Spatial Planning and brought together representatives from Co-PLAN,



Polis University, the municipalities Tirana and Fier and the Albanian Ministry of Public Works and Transport. Participants exchanged ideas and experiences related to the management of residential building maintenance based on comparable situations in other transition countries. Practices proven in other countries will be implemented in Albania in order to increase efficiency and insure effective solutions to similar challenges.

Beyond Strategies

The rapid and far-reaching political, economic, and social transformations that Albania faced after 1990 profoundly affected urban and rural territories, introducing persistent hurdles to sustainable development. These changes were contemporaneous with decentralization, a process that concludes the delegation of competencies to the local and regional level, opening a new phase of consolidation. These developments require local governments to strengthen their role in territorial administration and promote economic development.

Indeed, the challenge of improving local governance can no longer be addressed merely through legal reforms, which are nearly complete; instead, spaces must be created and tools developed to increase revenues at the local level.



Development strategies have been designed and are in the process of being designed by many local governments in response to these complex problems. However, implementing strategies to meet local economic development goals requires capital investment at levels that are often beyond the reach of local governments. On the one hand, the need for further economic development requires consolidation of urban services in order to attract businesses, but on the other hand, a tumultuous economic climate is generating ever less investment revenue. In order to break this vicious circle, local governments must adopt modern instruments capable of improving local revenue management and must put the municipality at the center of urban transformation.

These were the key issues articulated by Co-PLAN at a November 2008 urban forum entitled "Beyond Strategies: How to bring together urban and financial management at the local level."



Beyond Decentralization

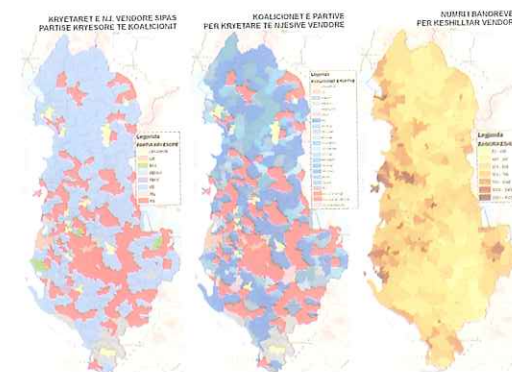
Regional development is a topic that has only recently garnered the attention of central authorities, experts, and researchers in Albania. This is due to the fact that, both worldwide and in Europe in particular, the growth of service and economic regions has arisen only in recent decades. With the Albanian government aspiring to EU integration and undertaking necessary reforms, the consideration of regional development issues has become a necessity.

From a perspective of policy analysis and scientific inquiry, over the past two years Co-PLAN has initiated research into territorial reform and regionalization in Albania.

Thus, a round table organized at the end of 2008, "Beyond Decentralization: The Regionalization of Albania and its Effects on Territorial Organization," aimed to alert relevant institutions (and governmental actors in particular) to the necessity of territorial reform and to present a number of regional development scenarios based on proposed territorial reorganizations of the country. Likewise, Co-PLAN released a policy document entitled "Regionalization of Albania versus territorial reorganization." This document was delivered to the Albanian Council of Ministers and relevant Ministries as well as other organizations dealing with issues related to regional development and territorial reform.

Both the elaboration and implementation of regional strategies and policies are certain to soon become priorities for the Albanian state as the best means of bringing Albania in line with existing EU structures.

QARQET 2008 - PREFEKTURAT 1930



Board Meeting of the Institute for International Urban Development (IIUD) in Albania

The staff of IIUD has been involved in urban development issues in Albania since 1996 at which time IIUD helped to establish and subsequently coordinate assistance from the United States Agency for International Development (USAID) and the World Bank, coalescing in the now complete Urban Land Management Program. Since 1996, IIUD has continued to collaborate with Co-PLAN on a number of research projects, and the two organizations presented a co-authored paper on urban land use and land markets at the 2007 World Bank Urban Research Symposium.

Each year, IIUD convenes a board meeting in one of the countries in which it operates. In October of 2008, IIUD's board traveled to Albania for a visit organized in cooperation with CO-PLAN, whose mission of promoting sustainable urban and regional development by enabling good governance and empowering civil society and community participation is consonant with the aims of IIUD. The visit allowed for the mutual exchange of experience and expertise between the two organizations and for site visits to urban projects in Tirana, Bathore, Durrës, Shkodër and Berat. IIUD board members Roger Kallman, Ted Raymond and Clemens Sels presented some of their current projects at a forum held at Polis University in Tirana. Staff and board members also met with Prime Minister Sali Berisha and the mayors of Tirana and Berati, Edi Rama and Fadil Nasufi, respectively.



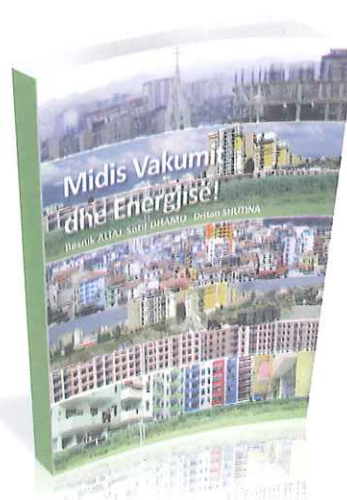
Co-PLAN and its Partners

Co-PLAN's continued contributions to national development are possible thanks to the significant support of the organization's strategic partners. Thirteen years of collaboration and partnership have led to the successful application of methodologies and practices capable of empowering our communities, putting them on the path to sustainable development.

We hereby would like to extend our appreciation to Cordaid, the Embassy of the Kingdom of the Netherlands, NOVIB, IHS, OSI and the Open Society Foundation of Albania (OSFA), the European Commission, the World Bank, the United Nations Development Program (UNDP), the Austrian Development Agency (ADA), USAID, the Swiss Agency for Development and Cooperation (SDC), and the Regional Environmental Center (REC).

2008 Publications

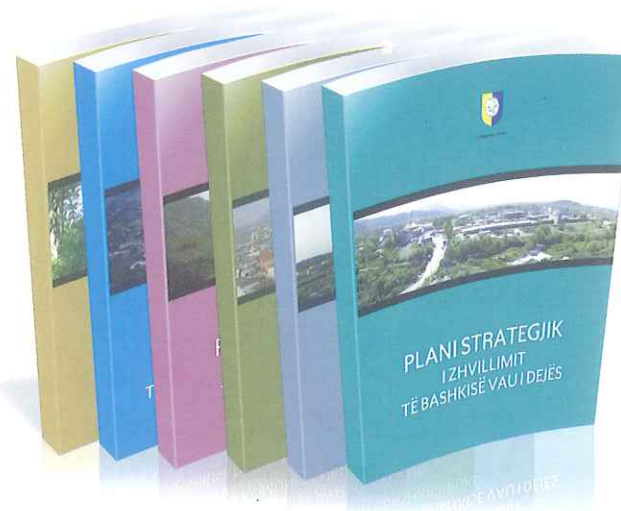
"Between the Vacuum and Energy!" it's a book that, through the experience of Co-PLAN and its local and international partners, attempts to structure and document three important phases of urban developments and urban governance in Albania. The book delineates the philosophy of Co-PLAN that looks urban planning not as simply technical matter but, above all, as an endeavor to improve the skeleton of our society, alongside changes of the status-quo, whereas the whole society is transforming and evolving. Special attention is given in the book to Co-PLAN experience in the framework of "Enabling Good Urban Governance" program that was also the motive of writing the book.



Manual on capital investment planning: The realization of this manual was enabled through Co-PLAN's involvement throughout 2008 in several projects focusing on the field of municipal financial management. The manual is based on methodologies found to be effective in countries facing comparable circumstances and was created in close collaboration with three municipalities in Albania. The manual provides guidelines for local governments in Albania, helping them to improve planning methodologies by emphasizing the importance of linking investments as foreseen in development strategies and urban regulatory plans (UPs) with necessary financial resources to ensure better implementation of these plans.



Strategic Development Plans. In the frame of the Decentralization and Local Development Program, which is supported by the SDA and implemented by InterCooperation Albania, Co-PLAN has worked in close collaboration with respective local authorities to elaborate and publish strategic development plans for six local governance units in the district of Shkodër. These documents contain a detailed analysis of the current situation in addition to articulating a vision for future development including a mid-term plan of action that aims at successful practical application of this vision. The strategic development plans also provide an impact analysis of proposed developments in territorial management.



Neighborhood Development Agenda for the municipality of Elbasan. This document is based on the city development strategy of Elbasan and the National Strategy for Improving the Living Conditions of the Roma Minority in Albania. The Neighborhood Development Agenda focuses on Elbasan's "5 Maji" neighborhood in which most of the city's Roma population is located. This document provides a model of the process and mechanisms of development at the local level, aiming at an inclusive approach and the integration of the Roma population and neighborhood into the wider city.



The Albanian Leadership Awards

The year 2008 marked the fifth anniversary of the Albanian Leadership awards. The Albanian Leadership Committee selects recipients of the award. Each year the committee confers four awards annually in the following fields: governance; media; the private sector; and civil society. In celebration of its fifth anniversary, the committee conferred a special Peace Award to the President of Republic of Kosovo, Dr. Fatmir Sejdiu.

Members of the Leadership Committee are distinguished figures in the social, economic and political arenas of Albania. In 2008, the following individuals comprised the committee:

Besnik Aliaj (Rector of Polis University); Ermelinda Meksi (Member of Albanian Parliament); Gazmend Oketa (Minister of Defense); Ilir Zhilla (Head of the Albanian Union of Chambers of Commerce); Sokol Balla (Director of Information, Top-Channel); Sotir Dharmo (Member of the Co-PLAN's board of directors); and Valdet Sala (German Agency for Economic Development, Civil Society Project)

2008 Albanian Leadership Awards:

Civil Society: Altin Hazizaj

The Children's Rights Center of Albania

(CRCA) has made remarkable, concrete contributions to the protection and promotion of children's rights, gender equality, and human rights, increasing its influence in the sphere of policy-making. Mr. Hazizaj's television and radio programs have provided a public forum for young and talented people.

Media: Adi Krasta

Adi Krasta is a veteran journalist who has emphasized transmitting values to people. He is well known for consistently preserving high professional and intellectual standards in his capacity as director of several television and radio programs. He has exemplified positive social values in creating opportunities for the exposure of and expression by common people, up and coming talents, and youth across Albania.

Private Sector: Tirana International Airport

As result of extraordinary efforts, Tirana International Airport has become one of the most successful public-private partnerships in Albania, establishing European service and management standards. Beyond its influence on the economic development of the country, Tirana International Airport has promoted an image of Albania to both foreigners and Albanians alike as a dynamic, open, sustainable country, attractive for both domestic and foreign investments.



Governance: the Albanian Postal Service

The Albanian Postal Service is amongst those public institutions that have successfully undertaken far-reaching reforms, thereby improving and expanding the spectrum of services offered, to the benefit of the community. These efforts have improved this institution's public image. The Albania Postal Service is now recognized by a large number of international bodies, which have positively evaluated its achievements with regard to European service standards.



Special Peace Award: Dr. Fatmir Sejdiu, President of the Republic of Kosovo

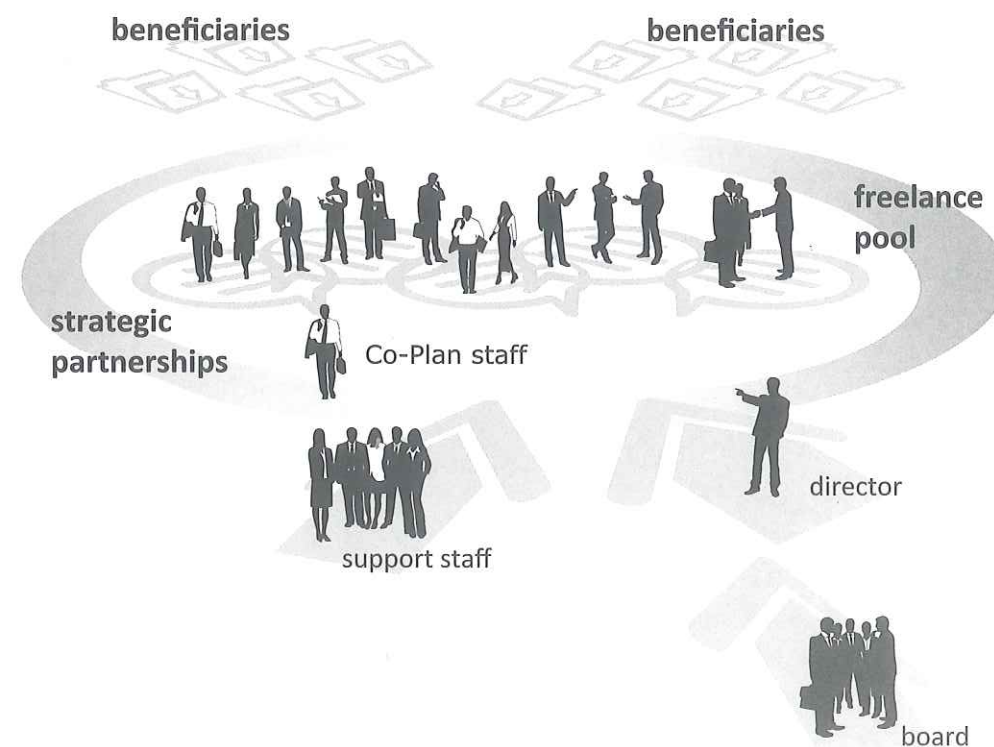
Dr. Fatmir Sejdiu has promoted progressive thinking and political action in Kosovo and throughout the Balkans, focusing on the freedom and independence of Kosovo as a homeland for all people who believe in democracy, human rights and harmony among nations. Dr. Sejdiu became the "Ambassador of Peace" for Kosovo, building consensus in social and political debates within Kosovo and in relationships established with international institutions. He continues to be the most distinguished leader and politician in Kosovo and a favorite political figure and negotiator throughout Albania and the Balkans.





Co-PLAN leaders and staff

Co-PLAN is horizontally structured and is characterized by a minimal level of organizational hierarchy. The organization is led by the Executive Director in periodic consultation with the Board of Directors and the Advisory Board. These structures help the organization to effectively navigate developments both in Albania and the international arena effecting Co-PLAN's future. Co-PLAN's body of experts is at the core of the organization and guarantees successful projects and the accomplishment of positive results by sustaining the reputation and professionalism that Co-PLAN has gained in its thirteen years of existence.



Board of Directors



Sokol Çelo
Chairman of the
Board of Directors

Sokol Çelo is currently completing his PhD studies in International Business at Florida International University, specializing in the institutional aspects of foreign investment in post-communist and transition countries. Mr. Çelo majored in mathematics at the University of Tirana and subsequently earned an MBA as part of a joint program offered by the University of Tirana and Nebraska University. He began his professional career first as a lecturer in mathematics at the University of Tirana and later began to work in the development field, managing projects for German Technical Cooperation (GTZ) and UNDP. He has chaired of the Board of Directors since 2002.



Besnik Aliaj
Member

Besnik Aliaj majored in Architecture and Urban Planning at the University of Tirana and earned his Master's in Urban Management and Development from IHS-Rotterdam and Erasmus University, the Netherlands. In 2007, he earned his doctoral degree from the Polytechnic University of Tirana. After initially working for two years in local government, for the past seventeen years he has worked in the academy at the Polytechnic University of Tirana, the Fine Arts Academy, Polis University and the Technical University of Darmstad, Germany. Mr. Aliaj has worked in the civil society arena for ten years and is a co-founder and former-director of Co-Plan. He is the general secretary of the Albanian Association of Architects and is co-founder of the Institute for Democracy and Reforms (IDR). From 2005 to 2007 Mr. Aliaj advised the prime minister on territorial management issues. More recently, he co-founded Polis University and now serves as the university's rector. He has authored a number of professional publications.



Sotir Dharmo
Member

Sotir Dharmo majored in Urban Planning at the University of Tirana and earned his Master's degree in Public Administration from Syracuse University, USA. He has attended a number of post-university courses in Europe. Mr. Dharmo has extensive experience teaching in both public and private universities and is co-founder and administrator of Polis University. He has published various articles in newspapers and local journals and has presented papers at several international forums. Mr. Dharmo has long-term experience in public administration and civil society, with a focus on project design and implementation, preparation of regulatory plans and institutional development and organizational strengthening. He has worked at Co-PLAN for nearly five years, also serving on the organization's Executive Board.

Advisory Board



Ferry van Wilgenburg has extensive international experience in the field of urban management, particularly in Asian countries. In the Netherlands, he worked for five years in the city of Rotterdam as the program manager for neighborhood development and as a real estate manager. He now works for a social housing corporation as real estate manager.

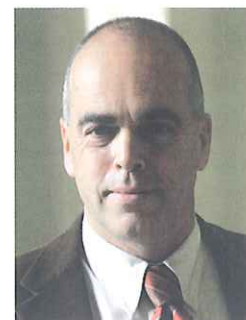


Valdet Sala was a member of the Leading Board from 2002 to 2007 and has been an external advisor to Co-PLAN since 1999. Currently, she manages a GTZ/GOPA program on civil society inclusion. In her professional career, she has held a number of important positions, including Director of the National Library, Director of Programs at the Soros (Open Society) Foundation of Albania and civil society and gender consultant for the Western Balkans with the European Foundation. She has founded three NGOs working in the field of gender issues, published several articles on the topic and has represented the Albanian women's movement in numerous national and international conferences. In 2005, she received the Leadership Award for her distinguished contributions to civil society.



Sef Sloomweg is one of the co-founders of Co-PLAN. He has worked for years for the Dutch research and policy advisory bureau on urban issues and social housing challenges. In 1990, he founded the Crossover Foundation, which facilitates the exchange of experience on housing issues between Dutch and Eastern European housing experts. This experience brought him to Albania where he has explored solutions to the rapid growth of informal settlements in and around Tirana. In 1999, he joined SNV Netherlands Development Organization, which provided him with an opportunity to work in Albania and West Africa.

Peter Nientied is an organization and management consultant and partner at De Boer & Ritsema van Eck (Netherlands). He obtained a Master's (hons.) in Human Geography and Planning and a PhD in Social Sciences from Free University Amsterdam, and a Master's in Public Management from Twente University. He has worked for IHS (Erasmus University Rotterdam) and has carried out development projects, research and consultancy in different countries in Asia, Latin America and Europe. Since 1999, he has worked for the firm of De Boer & Ritsema van Eck, where he specializes in organizational and leadership development and project management. He leads training courses and teaches various Master's degree modules on management and leadership. Mr. Nientied has been associated with Co-Plan since its inception.



John Driscoll is the Director of the International Centre for Local and Regional Development (ICLRD), an applied research center based in Armagh, Ireland. ICLRDR brings together universities, researchers, and policy makers working in the fields of urban planning and local and regional development. He is a Vice-President of the Institute for International Urban Development in Cambridge, Massachusetts, and a research fellow at the Harvard Center for Housing Studies. From 1989 to 2005, he was a senior research associate and lecturer in urban planning at the Center for Urban Development Studies in the Harvard Graduate School of Design.



Co-PLAN's Fields of Expertise

As its mission statement clearly indicates, Co-PLAN is a non-profit organization that contributes to sustainable development by enabling good urban and regional governance, tackling key environmental issues, developing civil society and promoting community participation. Co-PLAN is founded on a philosophy of civic participation and this continues to be an essential principle of the organization.

The expertise and services provided by Co-PLAN target various institutions, regional and local government, civil society organizations and local communities. Co-PLAN specializes in:

- ⇒ Urban Management
- ⇒ Strategic Planning
- ⇒ Environmental Planning and Management
- ⇒ Regional Development
- ⇒ Institutional and Organizational Development
- ⇒ Scientific Research and Analysis

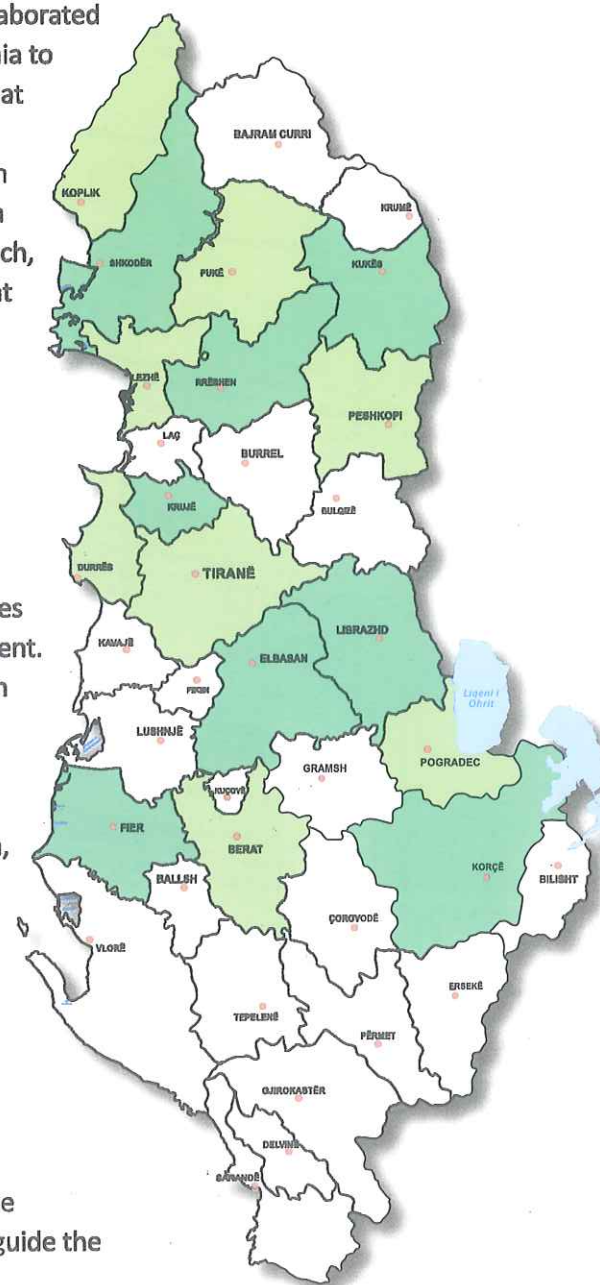
In recent years, Co-PLAN has increased its presence and role in the highest levels of policy-making and has focused on issues related to urban and regional development, legalization of informal settlements, sustainable development and the environment. Beyond this, Co-PLAN is actively committed to recent trends in civil society, embracing lobbying and awareness campaigns in order to foster the autonomy and further strengthen the role of civil society.

Having prepared strategic development and urban regulatory plans for a number of local government units, more recently Co-PLAN has begun to emphasize municipal finance management as a key issue in need of discussion and action in Albania. Successful implementation of strategic documents requires crucial transformations, particularly with regard to municipal finance management, not only in terms of restructuring financial management models but also in terms of establishing a new mentality amongst municipal workers and officials.

For the past several years, Co-PLAN has collaborated with various local governance units in Albania to prepare and implement instruments aimed at improving improve the financial situation at the local level and breaking a vicious cycle in which a lack of investment funds serves as a barrier to local economic development, which, in turn, further negatively effects investment funds.

Focusing on the importance of the financial aspects of local governance, in recent years Co-PLAN has undertaken several projects related to this theme. At the same time, Co-PLAN has strongly supported the development of its own human resources capacities in the field of financial management. In one such effort, Co-PLAN, in collaboration with IHS, organized a two week long course in the Netherlands on municipal finance management and capital investment that was attended by participants from Romania, Lithuania, Serbia, Armenia and Albania.

In recent years Co-PLAN has strengthened its influence in the field of policy- and decision-making. This development has come as a natural consequence of Co-PLAN's maturation as a development organization. From this point forward, Co-PLAN's knowledge and experience will be utilized to insure effective policies and will guide the organization's research activities.



Finances and transparency



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Independent Auditors' Report

To The Executive Director of
Co - PLAN

Tirana, 21 April 2009

We have audited the accompanying financial statements of Co-PLAN Institute for Habitat Development (hereafter "the Organisation" or "Co-PLAN"), which comprise the balance sheet as at 31 December 2008, the income statement and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements on the historical cost basis, following the accrual concept in accordance with the fund-accounting method. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with relevant ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting principles used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

KPMG Albania Sh.p.k., an Albanian limited liability company and a member firm of the KPMG network of independent member firms affiliated with KPMG International, a Swiss cooperative



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Organisation as at 31 December 2008, and of its financial performance and its cash flows for the year then ended in accordance with the fund-accounting method.

Other Matters

This report is intended solely for the information and use of the Organisation's management and the donors of the Organisation. It is, therefore, not appropriate to rely on the contents for any other purposes and it should not, therefore, be further distributed without our prior written consent.

KPMG Albania Sh.p.k.

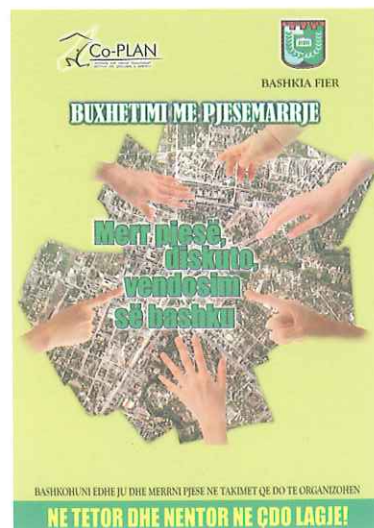
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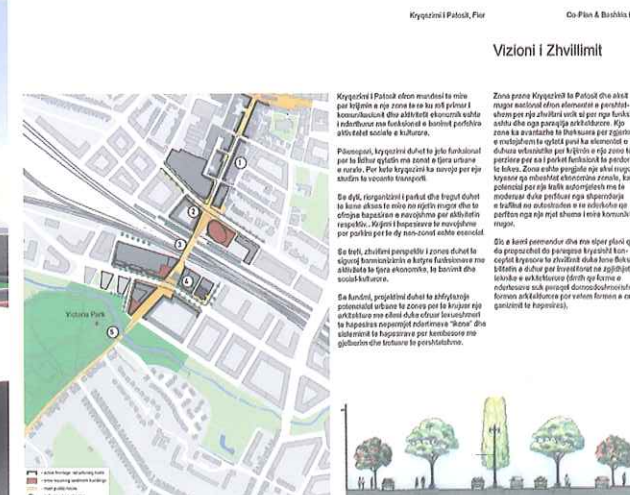
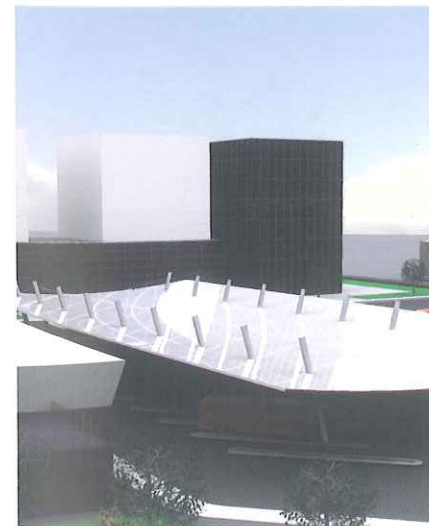


Co-PLAN Projects and Programs in 2008

- 1 "Making Policies Work"
- 2 Extension of "Enabling Good Urban Governance II"
- 3 Elaboration of strategic development plans and territorial management instruments (including urban regulatory plans for Vau i Dejës and Koplik) for six local governance units Local Governance Units in the Shkoder region
- 4 Implementation of an urban regulatory plan promoting the development of the "Parku" area as an economic development generator for the city
- 5 Assistance to the municipality of Kukës in formulating a fundable proposal for the construction of a new industrial market through a participatory process
- 6 "Network of the Open Society in Albania (NOSA): Enabling good governance through better local financial management practices"
- 7 Research trip to the Czech Republic for representatives from the municipalities of Durrës, Lezhë, and Fier
- 8 "Steps toward Urban Rehabilitation and Community Integration in an Informally Developed Neighborhood"



- 9 "Steps towards Urban Rehabilitation and Integration of Këneta, an Informal Development in Durrës"
- 10 Environmental Rehabilitation of the area between the Skanderberg loop and the "Liri Gero" and "8 Shkurti" housing blocks through community participation
- 11 Local Government Information Network (LOGIN)
- 12 Technical assistance and training for the improvement of public services delivery at the local level
- 13 Sustainable Mobility in Tirana (MO.S.T)
- 14 Baseline study for the Approved Projects in the "Support Program for Strengthening Local Governance in the Dibër district of Albania"
- 15 Socio-demographic and economic survey in the municipality of Sukth
- 16 "Meeting Demand: Capital investment programs as a vital element of municipal financial management in selected Central and Eastern European Countries"



1 Making Policies Work

Implementation period: December 2007 - December 2010

Donor: OSI, Budapest

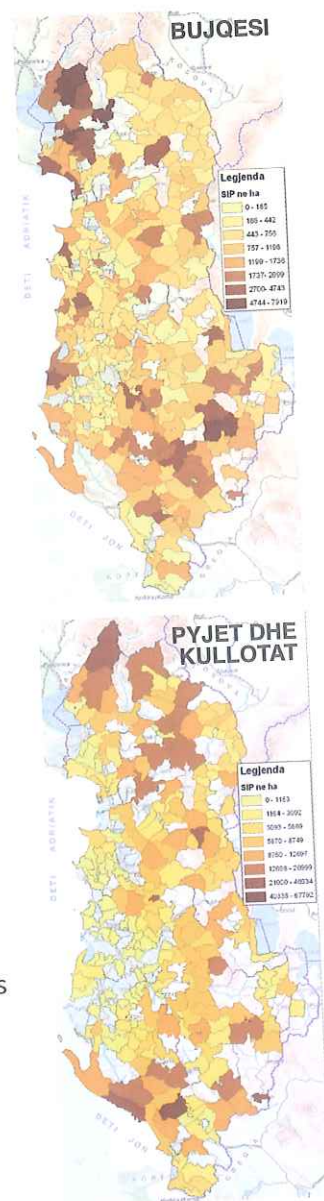
Fund: For 2007-2008, \$ 65,000 - HRGGP, OSI \$ 111,880 - Co-PLAN

Implemented in: Applied policy research at the national level

In 2007, Co-PLAN initiated a three-year program entitled "Applied Policy Research – Making Policies Work (MPW)." With this program, Co-PLAN has two aims: first, to strengthen internal research capacities; and second, to apply policy study findings in order to impact public policy development. This project was motivated by an absence of sound policy alternatives and a situation in which political debates have been, at times, unproductive and in which decisions frequently have been ad-hoc. In 2007-8, MPW sought to influence policy-making in Albania through the development of three areas of applied policy research, namely:

- Regional development in Albania and its effects on territorial reorganization
- Transfers of state property to local governments
- Disposal and treatment of solid waste in urban areas

All three themes are politically sensitive, governmental priorities, and are publicly debated and connected to the issues of decentralization, strengthening of government at the local level, and the establishment of healthy central-local relationships. In 2007-8, the Co-PLAN team was trained in conducting professional policy research, prepared and submitted three policy briefs to interested parties, and held public discussions on policy study findings. Various stakeholders have expressed interest in becoming more closely involved in the development of such policy research and other initiatives contributing to the sustainability of pre-existing programs.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Strengthen Co-PLAN's internal capacity to conduct policy research, while broadening the organization's research agenda

- Three studies were prepared by the staff of Co-PLAN with the following titles: (i) "Regionalization of Albania and its Effects on Territorial Reorganization"; (ii) "Why the Process of State Property Transfer to Local Government is Bound to Fail"; and (iii) "Disposal and Treatment of Solid Waste in Urban Areas: A Missing Experience"
- Four Co-PLAN experts were directly involved in the policy research process
- Eleven Co-PLAN experts participated in a total of eight professional training courses abroad (topics included municipal finance, housing, territorial administration, and the EU Seventh Framework Programme) and participated in a conference on solid waste management in Berlin
- One Co-PLAN expert worked with a team assessing opportunities for regional development support from the Swiss Development Agency in northern Albania
- Six project proposals were prepared as part of this program, three of which have been approved by donor agencies: OSI approved LOGIN, and the Dutch Embassy approved the Empowering Environmental Local Governance Performance (EELGP) program. Furthermore Co-PLAN was part of the Regional Environmental Ambassadors (REA) proposal approved by Dutch Embassy in Beograd
- Co-PLAN subscribed to three international journals (Local Government Studies, European Urban and Regional Studies, and Waste Management and Research), acquiring back issues from the past twenty years
- The Co-PLAN/POLIS library acquired twenty-two books on regional development, sustainable planning, housing and real estate, environmental planning, and solid waste management

Objective 2

Extend Co-PLAN's network of partners and stakeholders from the political and academic domain to related policy fields, to further disseminate knowledge generated by Co-PLAN, to impact policy-making, and to extend the recognition of Co-PLAN as a think-tank and policy-making institution

- Three policy briefs were submitted to the Council of Ministers, the Ministry of European Integration, the Ministry of the Environment, the Ministry of the Interior, the Ministry of Economy, and the Agency for Inventory and Transfer of Public Properties
- Co-PLAN signed partnership agreements with POLIS University, the Ministry of European Integration, and the Ministry of the Environment. Co-PLAN is now one of four entities comprising the Scientific Research Institute of POLIS University
- An eight-person research committee consisting of representatives of academic and government institutions supported the research process
- A six-member group of external experts and representatives of public institutions supported the research process
- Three national conferences/round table discussions were organized in cooperation with the Council of Ministers, POLIS University, the Albanian Association of Municipalities, the Albanian Association of County Councils, the Ministry of European Integration, the Ministry of the Environment, the USAID-sponsored Local Governance Program in Albania (LGPA), and the IDR to publicly discuss each of the subjects
- Three articles were published in the magazines Monitor and Ekselencia Shqiptare



2 Extension of "Enabling Good Urban Governance II"

Implementation period: January 1, 2007 - December 31, 2008

Donor: The Dutch Embassy in Tirana

Fund: € 215,996

Implemented in: Municipalities of Fier and Elbasan

OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1 Institutionalization of the coordination and monitoring of city development strategy implementation

Performance indicators

- Training seminars related to strategic monitoring and evaluation were held in the municipalities of Fier (two seminars) and of Elbasan (one seminar)
- Realization of the strategic monitoring process with the cooperation of the Regional Development Agency (RDA) of Fier, the municipality of Fier, and Co-PLAN

Objective 2 Improvement of local capacities implementing the urban regulatory plan of the city of Fier

Performance indicators

- Continuing on-the-job assistance and coaching of local staff in articulating an urban plan, prioritizing two areas of the city
- A new manual of procedures reflecting the new urban plan was prepared and is now utilized used by the Department of Urban Planning

Objective 3 Strengthen the organizational and institutional management of the municipality through the development of a municipal information system

Performance indicators

- A final document providing institutional analysis of the municipality of Fier was prepared
- Detailed job-descriptions of employment positions within the municipality of Fier were prepared
- An updated manual of procedures based on institutional analysis was prepared for the municipality of Fier

Objective 4 Improve municipal financial management

Performance indicators

- A manual on capital investment planning for local government units was prepared, published, and distributed in Albanian to over one hundred interested parties
- An electronic version of the manual was translated into English and distributed among various donors and international organizations operating in Albania
- The capital investment plan for the municipality of Fier was prepared in close collaboration with the municipality of Fier
- A municipal financial analysis document was prepared for the municipality of Fier
- Two training seminars on municipal financial management and capital investment planning were held, and continuous on-the-job assistance was provided to the municipalities of Fier and Elbasan
- A research trip to the Czech Republic was organized, allowing exchange of experience and creating learning opportunities with regard to financial management at the level of local government
- With the assistance of Co-PLAN, a participatory budgeting process was implemented for the fourth consecutive year in the municipality of Elbasan and for the second year in the municipality of Fier

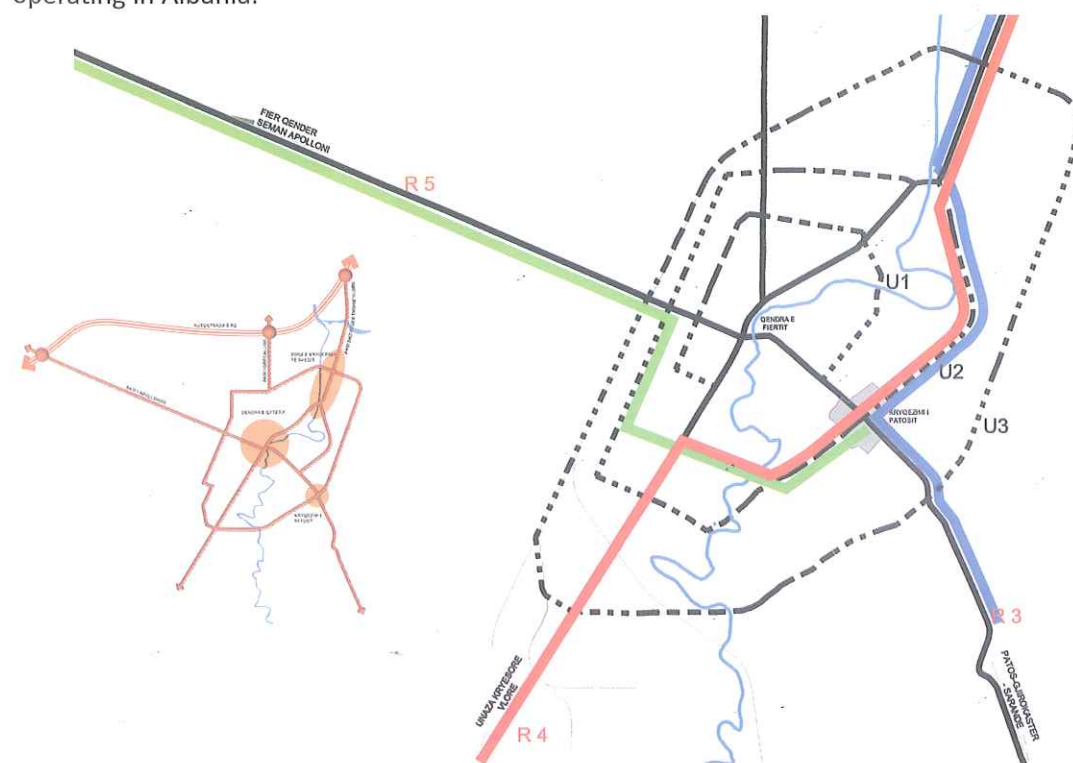
Objective 5 Generation of additional funds and projects, based on the implementation of a City Development Strategy (CDS)

Performance indicators

- Approximately € 1 million was generated, in the form of technical assistance and concrete investments, for both municipalities



The extension of the project "Enabling Good Urban Governance II" (EGUG II) aimed to consolidate good urban governance models established in the original EGUG II program in the municipalities of Fier and Elbasan in the 2003-2006 period. This goal was achieved through the operationalization and implementation of a city development strategy and urban regulatory plan. The year 2008 marked the finalization of this project and efforts focused on the following components: operationalization of an urban regulatory plan (which is an essential tool of sustainable development) in the municipality of Fier; specification through municipal institutional analysis and preparation of a capital investment plan (CIP); and the implementation of a participatory budgeting process. Assistance, elaboration, and monitoring of the city development strategy and continuous support and development of local capacities were an integral part of this work. Another important objective was the generation of funds and projects benefiting the municipalities of Fier and Elbasan. As a result, several projects were generated in cooperation with various donor agencies operating in Albania.



3 Preparation of Strategic Development Plans and Territorial Management Instruments (including Urban Regulatory Plans for Vau i Dejës and Koplik) for 6 local government units in the Shkodra Region"

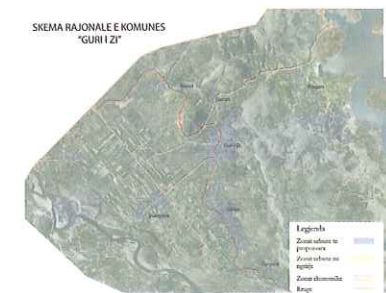
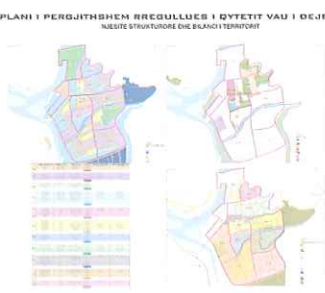
Implementation period: May 2007 - December 2008

Donor: INTERCOOPERATION Albania-Decentralization and Local Development Program

Fund: € 160,796

Implemented in: Municipalities of Koplik, Pukë, Fushë-Arrëz, and Vau-Dejës and the Communes of Guri i Zi and Dajç Bregu i Bunës

The Decentralization and Local Development Program (DLDP) in the Shkodër region was funded by the Swiss Development Agency (SDA) and implemented by Intercooperation Albania. The program provides support to eight local government units in the Shkodër region with the aim of improving of local governance and institutionalizing good management and administration of public services and responsibilities. To this end, six local government units (LGUs) were supported in the preparation of strategic development plans, and two of these LGUs were selected for assistance in formulating urban regulatory plans. Co-PLAN was contracted as the local consultant for these projects and was responsible for coordinating and managing the overall process of product preparation and approval. This process sought to extend public participation in planning processes through the completion of a cycle of four workshops. Cooperation with LGUs was formalized through the establishment of working groups, each assigned with specific and clear responsibilities.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Preparation of six strategic development plans in selected partner LGUs, incorporating public participation in the process

- Six general analysis documents together with a list of the primary development potentials of each LGU were prepared and discussed with respective citizens' groups
- Development objectives and visions for each LGU were articulated, and a number of development scenarios were identified in consultation with citizens' groups
- Twelve workshops with citizens' groups were held
- Approximately one hundred fifty people participated workshops related to each phase of the project
- Twenty-five meetings with the six working groups were undertaken in order to discuss the main components of the strategic development plans
- Twelve maps related to territorial management instruments were prepared and presented to the local actors
- Six strategic development plans were approved by the citizens' groups, Local Councils, and the Shkodër County Council
- Three hundred Albanian copies and one hundred English copies of the strategic development plan documents were designed and published for each partner LGU
- Five hundred Albanian and three hundred English brochures on the strategic development plans were designed and published for each partner LGU

Objective 2

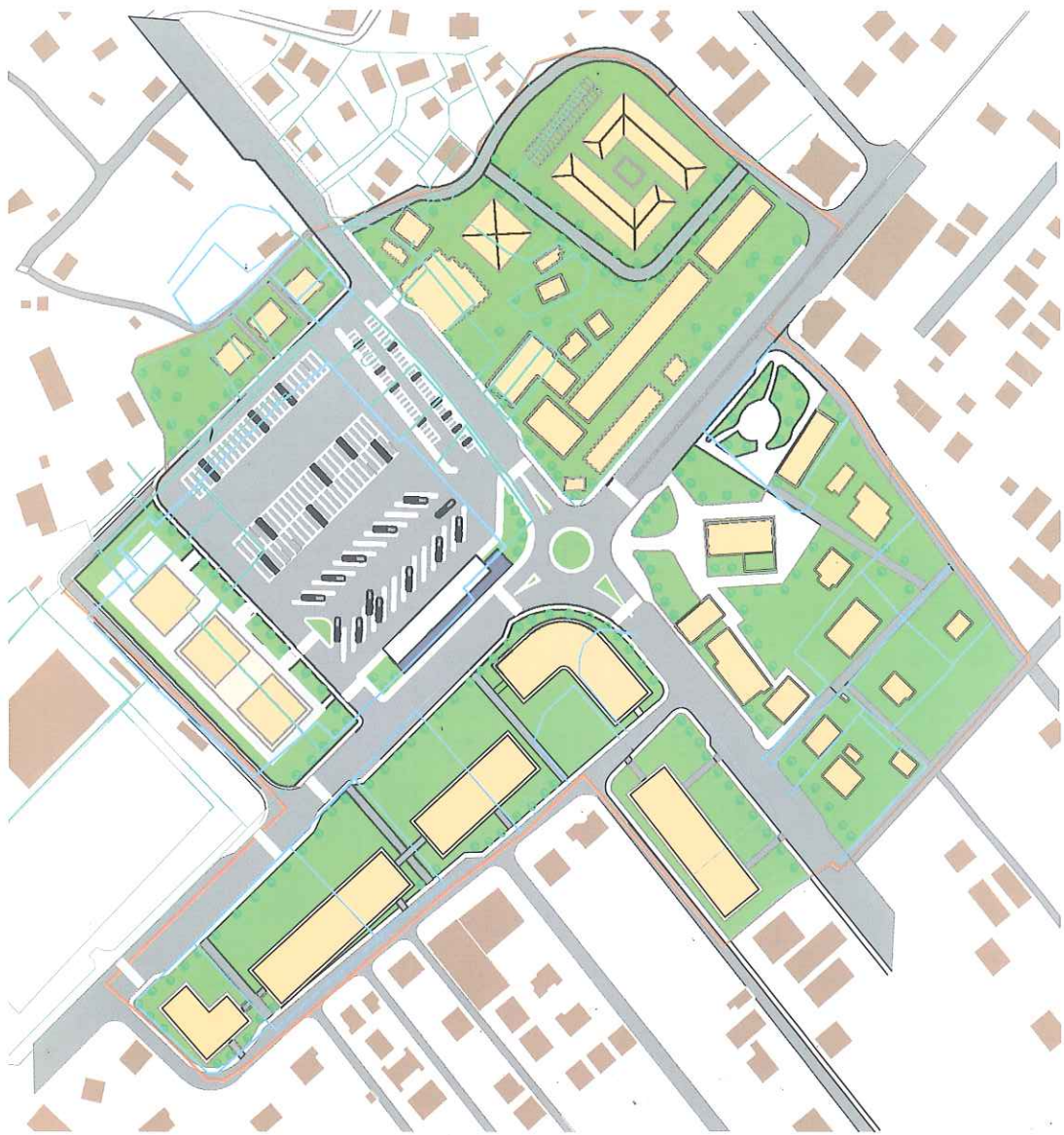
Preparation of UPs for the municipalities of Vau i Dejës and Koplik

- Eight meetings were held with working groups to discuss issues related to the preparation of the UP Terms of Reference
- Thirty-six thematic maps were prepared regarding UP Terms of Reference
- UP Terms of Reference were approved by both municipalities and the Shkodër County Territorial Adjustment Committee
- Six workshops were held during the first three phases of the project in which future urban developments in both municipalities were discussed
- Ten working meetings were organized with the respective working groups to discuss territorial issues related to the new UPs
- Two UPS were finalized, together with project proposals for primary infrastructure networks (water, sewerage, electricity and telephony) as well as environmental impact assessments for both plans
- Thirty-eight thematic maps were formulated and submitted together with the UPs
- Approval of the UPs by the Territorial Adjustment Agencies of both municipalities

4 Implementation of an urban regulatory plan promoting the development of the “Parku” area as an economic development generator for the city

Implementation period: September 2008 - May 2009
Donor: Local governance program in Albania (LGPA) financed by USAID and implemented by ARD, Inc.
Fund: ALL 2,125,000
Implemented in: The municipality of Fier

This project aimed to establish a public-private partnership (PPP) for the redevelopment of the “Parku” area. Through the LGPA program (implemented by ARD, Inc.), Co-PLAN, assisted the municipality of Fier in formulating a fundable proposal for the construction of a bus terminal along with the development of services and residential areas. This redevelopment will stimulate the city’s economy by generating public and private investments and will provide an instrument for the implementation of the UP and city development strategy. The main objectives of the project were: (i) to re-evaluate and improve the development plan by taking into consideration stakeholder concerns; (ii) to conduct and prepare a feasibility analysis; (iii) to assist the municipality in marketing the project and attracting investments; and (iv) to support the municipality with project implementation. In 2008, project activities were primarily focused on the first two objectives as detailed in the performance indicators table.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1
Re-evaluate and improve the development plan by taking into consideration stakeholder concerns

- | | |
|------------------------|---|
| Performance indicators | <ul style="list-style-type: none">• Data gathered regarding infrastructure, property issues, and environmental concerns<ul style="list-style-type: none">i. Thirty interviews conducted with inhabitants of the areaii. Four thematic maps (related to land use, property issues, environmental issues, and infrastructure) are in preparation• A land- and building-ownership map is in preparation<ul style="list-style-type: none">i. Two meetings organized with the chief land owners in the areaii. A field survey was conducted in the area |
|------------------------|---|

Objective 2
Prepare and conduct a feasibility study

- | | |
|------------------------|---|
| Performance indicators | <ul style="list-style-type: none">• Two in-depth interviews were completed with investors interested in the “Parku” area• Potential investors for the bus terminal were identified• Transportation scheme is in preparation |
|------------------------|---|

5 Assistance to the municipality of Kukës in formulating a fundable proposal for the construction of a new industrial market through a participatory process

Implementation period: October 2008 - April 2009

Donor: ARD / USAID

Fund: € 16,555

Implemented in: Municipality of Kukës

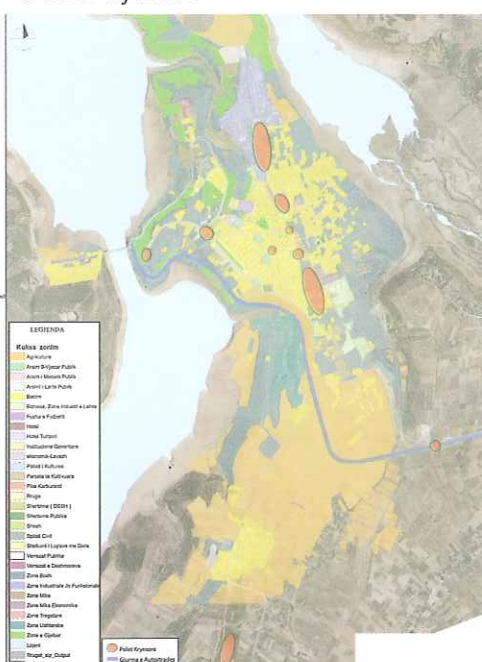
Within the framework of the LPGA program and based on a Memorandum of Understanding signed by USAID and the municipality of Kukës on January 23, 2008, this program will support the preparation of a fundable proposal for the construction of a new industrial market in Kukës. The main purpose of the project is to consolidate a technical and institutional framework that will allow for the relocation of the existing city market to a more appropriate place in order to improve the business climate and develop the local economy. The municipality has identified three potential locations in the city where a new industrial market could be constructed. Co-PLAN is involved in this project as a local consultant, responsible for managing the process and finalizing the proposal. Implementation is structured in close collaboration with the municipality of Kukës, which has established a working group for this purpose.



Shpërndarja e Funksioneve



Polet Kryesore





OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Prepare a general evaluation of the three relocation sites and determine the most feasible option

Performance indicators

- Two hundred fifty questionnaires were completed by tradesmen in the existing industrial market, customers, and inhabitants of Kukës in order to identify perceptions and opinions of stakeholders regarding the construction of a new industrial market
- A final report prepared by a local organization and submitted to Co-PLAN, summarizing the findings and outcomes of the survey
- Forty representatives from local businesses expressed their willingness to participate in the preparation of the proposal
- A draft evaluation document regarding the three selected areas has been prepared and is ready to be discussed with the Kukës municipality and other interest groups

Objective 2

In collaboration with local representatives, prepare and design an architectural model of the new industrial market for the site that is ultimately chosen

Performance indicators

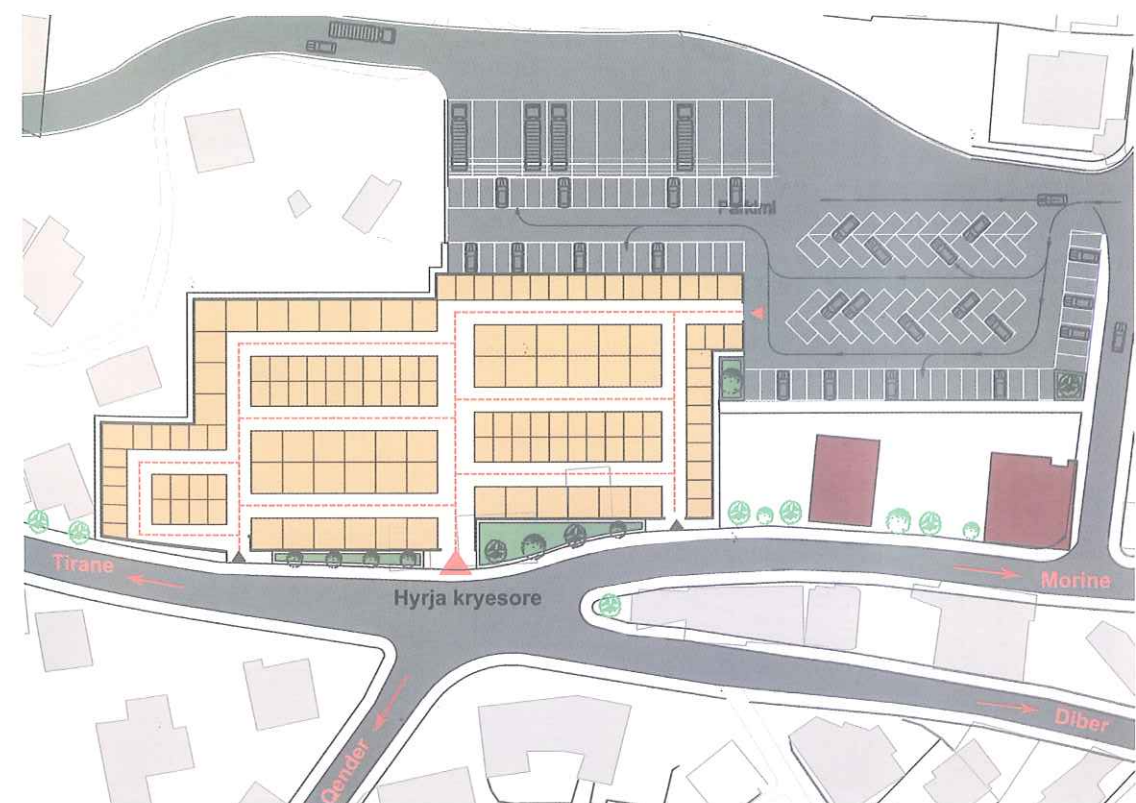
- Three visits to the potential sites to identify elements to be considered in designing the model
- Two meetings with the working group were organized in order to discuss potential urban and regional issues that will orient the process of model preparation
- Cartographic and photographic materials were obtained to aid in preparation of the model

Objective 3

In collaboration with local representatives, prepare a feasibility study for the proposed architectural model

Performance indicators

- The Director of Public Services, Director of Transportation, Director of Traffic Police, the Water and Sewer Enterprise, Altelekom Kukës, and the Electricity Distribution System Operator (OSSH) office of Kukës were contacted in order to identify their official opinions and suggestions related to this project
- A preliminary database was established, necessary for the preparation of the feasibility study



6 "Network of the Open Society in Albania (NOSA): Enabling good governance through better local financial management practices"

Implementation period: January - December 2008

Donor: OSFA/OSI

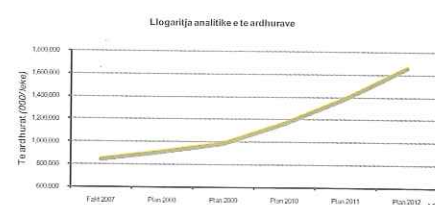
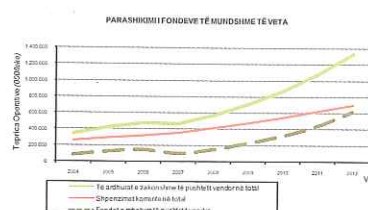
Fund: USD 75,015

Implemented in: The municipalities of Durrës, Lezhë, and Fier

Numerous municipalities in Albania have developed strategic development plans, and some even more than one. Irrespective of the type, quality, or timeframe of individual plans, most are never (fully) implemented. Meager finances and outdated financial management policies, coupled with increasing responsibilities and competencies negatively affect municipalities' ability to implement the plans. As a consequence, at the local level the greatest challenge lies in putting these plans into practice.

In 2008, Co-PLAN worked with the municipalities of Durrës and Lezhë, both of which participate in the Developing Enterprises Locally through Alliance and Action (DELTA) program. Co-PLAN assisted both municipalities in prioritizing and funding their investments. In both municipalities, the project focused on formulating balanced capital investment plans and budgets and on developing annual budgets on a participatory basis. This approach was also the focus of assistance to the municipality of Fier in implementing its own participatory budgeting process.

Despite formulating the CIP, it is still important that implementation of annual investments outlined in the CIP, together with local expenditures, are monitored by a third party. For this reason, Co-PLAN saw fit to train local organizations and NGOs on monitoring annual budget implementation in accordance with the CIP. In its entirety, this package fosters local fiscal autonomy and compatibility in the framework of fiscal decentralization.



Indeksi	2008	2009	2010	2011	2012
Indeksi i përgjithshëm	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të shërbimeve	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të tregëtisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të ndërtimit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të industrisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të bujqësisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të energjisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të transportit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të komunikimit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të shërbimeve të tjera	100.00	100.00	100.00	100.00	100.00

Indeksi	2008	2009	2010	2011	2012
Indeksi i përgjithshëm	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të shërbimeve	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të tregëtisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të ndërtimit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të industrisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të bujqësisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të energjisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të transportit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të komunikimit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të shërbimeve të tjera	100.00	100.00	100.00	100.00	100.00

Indeksi	2008	2009	2010	2011	2012
Indeksi i përgjithshëm	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të shërbimeve	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të tregëtisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të ndërtimit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të industrisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të bujqësisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të energjisë	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të transportit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të komunikimit	100.00	100.00	100.00	100.00	100.00
Indeksi i sektorit të shërbimeve të tjera	100.00	100.00	100.00	100.00	100.00

OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Strengthen local capacities to prepare CIPs, focusing on financial management and exploring alternative ways of enhancing financial resources.

Performance indicators

- Three training seminars related to the Law on Loans to Local Government, revenue collection, levying of taxes, and new practices of municipal finance were conducted in the municipalities of Durrës and Lezhë
- The municipalities of Durrës, Fier, and Lezhë and approximately seventy representatives participated in these training seminars
- On-the-job assistance was provided to approximately eighteen municipal staff members from the departments of taxation, finance, urban planning, public services, and strategic monitoring from both Durrës and Lezhë
- Preparation of a methodology for streamlining revenue collection by local government

Objective 2

Prepare a feasible CIP for the local government

Performance indicators

- Preparation of a methodology for the implementation of CIPs at the local level
- Preparation of a methodology for the prioritization of CIPs
- Preparation of CIPs for the municipalities of Lezhë and Durrës
- Preparation of a manual on the implementation of CIPs at the local level

Objective 3

Train local teams to carry out participatory budgeting

Performance indicators

- Preparation of a methodology document for the implementation of a participatory budgeting process in the municipality of Lezhë
- Approximately three hundred fifty citizens took part in the process
- Preparation and distribution of 2,000 leaflets and 500 posters aimed at informing and sensitizing citizens to these issues
- Nine projects proposed by residents were expected to be financed in the 2009 municipal budget, amounting to a total of 30.5 million lek

Objective 4

Train local organizations and NGOs to monitor budget investments and implement CIPs

Performance indicators

- Preparation of four seminars aimed at training local organizations and NGOs in monitoring budget investments and implementing CIPs
- Thirty-three organizations and NGOs from the municipalities Lezhë, Durrës, and Fier were trained
- Fifty-seven participants attended training seminars on CIP monitoring in Lezhë, Durrës, and Fier

7 Research trip to the Czech Republic for representatives from the municipalities of Durrës, Lezhë, and Fier

Implementation period: July - November 2008

Donor: LGI - OSI Budapest - Hungary

Fund: USD 26,396

Implemented in: Municipalities of Durrës, Lezhë, and Fier

Through the DELTA program, the municipalities of Shkodër, Durrës, Lezhë, Berat, and Korce were assisted in the preparation of strategic development plans utilizing participatory processes.

At the beginning of 2008, OSI, Budapest approved a project proposal submitted from Co-PLAN for a follow-up project in the DELTA municipalities. This follow-up aims to consolidate municipal capacities to integrate strategic local economic development plans (LEDs) and CIPs, using the latter as a tool of implementing the former.

As part of the follow-up to the DELTA program and in line with one its primary objectives of strengthening the capacity of local staff to manage municipal issues, in the first year of the project, Co-PLAN collaborated with Agora Central Europe to prepare and organize a research trip to the Czech Republic for representatives from the municipalities of Durrës, Lezhë, and Fier. This trip was undertaken with a view of consolidating municipal capacities to work with LEDs by developing capital improvement/investment plans, developing and managing capital budgets and implementing systems and procedures capable of facilitating loans and improving creditworthiness, thereby improving revenue collection and establishing new financial management practices.



This goal was further broken down into more specific objectives:

- Objective 1: Understand and share experiences related to revenue collection and the taxation system with Czech municipal workers
- Objective 2: Understand and discuss issues related to local borrowing and municipal budgeting
- Objective 3: Understand and discuss issues related to CIP preparation and related loans

Outputs and impacts of the research trip:

- (i) Ten municipal staff directly involved with municipal finance issues profited from the experience of their counterparts in the Czech Republic
- (ii) Three Co-PLAN staff directly involved in the project gained experience and knowledge of various issues related to municipal finance based on the example of the Czech Republic

8 “Steps toward Urban Rehabilitation and Community Integration in an Informally Developed Neighborhood”

Implementation period: December 2006 - December 2008

Donor: CORDAID. The municipality of Elbasan

Fund: € 247,538 ALL 5,000,000

Implemented in: The municipality of Elbasan

The year 2008 marked the conclusion of the project “Steps towards an Inclusive Society in Elbasan: The Integration of Vulnerable Groups in Urban Development,” the design and implementation of which were incorporated in the Elbasan’s city development strategy, which was developed under the auspices of EGUG II and the National Strategy for Improvement of the Living Conditions of the Roma Minority. This project was implemented in the “5 Maji” neighborhood in which the majority of the Roma community resides. The project aimed at promoting activities that contribute to the integration of Roma in urban development of the city so that members of the Roma community experience a greater degree of equality. The two primary facets of the project involved concrete investments in the neighborhood based on an identification of the Roma community’s priorities and the design and publication of a document on neighborhood development planning. This document reflects the objectives put forth in the national strategy for Roma in Albania and thus serves as a tool for measuring the extent to which these objectives have been achieved. An integral part of the project was provision of assistance to the Roma population in



capacity building, with the objective of increasing their role in local decision-making. Finally, by strengthening the capacities of local government, the project aimed at building bridges for a sustainable institutional collaboration between local authorities and representatives of the Roma community.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective

Encourage and enable participation of the Roma community in the decision-making processes

Performance indicators

- Twenty meetings were held with representatives of the Roma community
- One hundred people from the local community as well as members of the municipal staff took part in five workshops

Objective 2

Strengthen local capacities related to policy-making and encourage practices addressing the needs of the Roma community

Performance indicators

- Over two hundred eighty copies of the Neighborhood Development Agenda were published and distributed to local authorities, the Roma community based organization (CBO) and other local stakeholders
- Three representatives from the Roma community played an active part in the participatory budgeting process undertaken by the municipal government
- The Roma CBO “The voice of Roma” was formally registered as a not-for-profit organization as per the requirements of Albanian law
- Thirty municipal staff participated in two training seminars
- A workshop focusing on the implementation of a Neighborhood Development Agenda (NDA) was organized with a working group on participatory budgeting

Objective 3

Increase awareness and lobbying capabilities related to Roma issues among all local stakeholders and citizens

Performance indicators

- 1,000 Roma citizens participated in the festivities organized for International Roma Day and Saint George’s Day
- 1,000 leaflets were distributed on these occasions
- Twelve issues of the monthly municipal newspaper, including over 10 articles and editorials on the Roma issue, were published and widely distributed
- Two articles on project activities and results were published in Gazeta Shqiptare, a national Albanian newspaper
- Five television reports on Roma issues were broadcast on Elbasan TV
- Festivities organized for International Roma Day and Saint George’s Day were broadcast on two national television stations, “News 24” and Elbasan TV

Objective 4

Extend Roma access to physical and social infrastructure in order to improve living conditions

Performance indicators

- Two hundred fifty families benefited from the rehabilitation of the Përroi i Çamurrit River, which passes through the Roma neighborhood; a 580.2 meter-long distance has been cleaned up and reconstructed
- A sewage system was constructed in the Roma neighborhood. The system is comprised of nineteen manholes and 396 linear meters of pipes established for primary and secondary connections; 565 m³ of canal were opened
- Improvements were made to the main road in the Roma neighborhood
- Twenty metallic dustbins of 1.1 m³ capacity were placed in the neighborhood, thus improving environmental conditions and increasing public hygiene
- Sixty-five street lights were installed, contributing to increased safety for local residents



9 “Steps towards Urban Rehabilitation and Integration of Këneta, an Informal Development in Durrës”

Implementation period: May 2004 – April 2007 (extended until June 2008)

Donor: The Austrian Development Agency (ADA). The Municipality of Durrës Co-PLAN

Fund: € 490,713

Implemented in: The informal settlement of Këneta, Durrës

The project “Steps towards Urban Rehabilitation and Integration of Këneta, an informal Development in Durrës” was officially launched in May 2004 and was co-funded by the Austrian government (via ADA), the municipality of Durrës, and Co-PLAN. The project was originally to conclude in April 2007, but due to the concurrent legalization process and the investment situation in the project area, the project was extended through June 2008. The main goal of the project was the socio-spatial integration and development of communities in an informally developed neighborhood of Durrës. Participation by the local community was the cornerstone of project implementation in terms of building a local development vision for the neighborhood, implementing it, and integrating the area with the rest of the city. The indicators table below reflects only those achievements related to the extension of the project, which aimed at finalizing the prior interventions and coordinating investments in the area. For this reason the activities implemented during this period were focused on: (i) finalizing the preparations for laying gravel on the main thoroughfares in the area; (ii) increasing awareness of the Këneta Project; (iii) organizing a visit by Austrian experts in June 2008; and (iv) organizing a concluding ceremony at the end of the project.

This project offers an exemplary model for integration of informally developed areas. Core elements contributing to its success included the creation of a database facilitating the legalization process, the preparation of a participatory development plan, and the organization and empowerment of the community. Technical assistance was provided to the municipal staff and to the experts of the local chapter of the Agency for Legalization, Urbanization and Integration of Constructions in Informal Areas in Albania (ALUICIA). Specifically, staff and the local chapter of ALUICIA were assisted in undertaking studies of the area and in creating a database in order to better satisfy the needs of local government in integrating informal settlements. At present, the pilot neighborhood in Këneta has attracted more investment than any other area in the administrative boundaries of the municipality of Durrës.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Improve infrastructure in the pilot area

Performance indicators

- Improvements were made to 25,600 m² (i.e., a stretch of approximately 3,200 meters) of roads in the pilot area

Objective 2

Disseminate knowledge among stakeholders and interested parties

Performance indicators

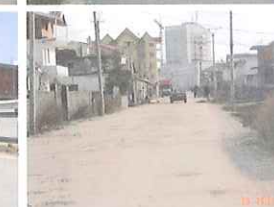
- Two documentaries depicting the project's achievements were prepared and broadcast on local television
- Two hundred fifty copies of the project brochure were distributed

Objective 3

Organize a concluding ceremony for the project

Performance indicators

- An exhibition of photographs taken during the project was organized in the project office
- A gathering celebrating the completion of upgrades to the neighborhood was held
- A visit by experts from Austria was organized in June 2008



10 Rehabilitation of the area between the Skanderberg loop and the "Liri Gero" and "8 Shkurti" housing blocks through community participation

Implementation period: June 13 2008 - November 15 2008

Donor: Regional Environmental Center (REC), Albania Municipality of Fier

Fund: ALL 4,555,360 ALL 911,072

Implemented in: Municipality of Fier

This project focused on the environmental rehabilitation of a 5,300 m² area located between Skanderberg loop and the "Liri Gero" and "8 Shkurti" housing blocks. While physical investments comprised a major component of this project, social and institutional aspects were also critical. Prior to this project, the area was dilapidated, posing a potential threat to public health and constituting an eyesore at the primary entry point to the city. Around 10,000 inhabitants benefited from this project. The municipality of Fier was an active partner, funding twenty percent of physical investments.

Importantly, this investment also served as leverage for another project funded through a central government grant, which led to the creation of sidewalks and public lighting in the same area. Both investments served to improve infrastructure in the area and, consequently, quality of life for its inhabitants.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Rehabilitate and green a total area of 5,300 m²

Performance indicators

- An area of 5,300 m² was rehabilitated
- Grass was planted in a total area of 4,461 m²
- Two irrigation wells were installed
- Twenty garbage bins were installed in the area

Objective 2

Improve air quality through the creation of a tree-barrier in the neighborhood

Performance indicators

- One hundred two decorative trees were planted in the area (of which forty-two are coniferous and sixty are deciduous), thereby improving air quality by trapping dust and increasing oxygen production

Objective 3

Enable social interaction between inhabitants of the area

Performance indicators

- 10,000 inhabitants of the area directly benefited from this investment
- Fifty wooden benches were installed in the area, significantly increasing the opportunities for interactions in public space
- Five pathways were created, thereby increasing the interconnectivity of the various parts of the neighborhood, and thus facilitating heightened interaction of residents
- Hundreds of school children benefited from this investment due to the proximity of the school to the rehabilitated area

Objective 4

Increase public awareness of environmental issues and maintenance of public spaces

Performance indicators

- Public meetings were held aimed at increasing awareness of the role of citizens in environmental management
- Three training seminars related to three environmental themes were held with local staff
- Hundreds of people living in the area actively participated in the closing ceremony

11 Local Government Information Network (LOGIN)

Implementation period: September 1, 2008 - December 31, 2008

Donor: Local Government and Public Service Reform Initiative - OSI, Budapest

Fund: \$ 37, 000

Implemented in: Albania

The goal of LOGIN is to promote the professional development of local government officials and to strengthen the capacities of organizations that support the reform of public administration at the local level. This project is simultaneously implemented in fifteen post-communist countries of Eastern and Central Europe committed to the establishment of the LOGIN knowledge platform providing information on local governance issues, such as new legislation, procedures, funding and training opportunities. Amongst other things, the LOGIN database provides news related to Albanian EU-integration process, focusing on imperatives and opportunities. From September to December 2008, the LOGIN database was designed and published on Co-PLAN's website (www.co-plan.org). It is comprised of nine sections: legislation; a library; funding; training; European integration; a calendar; news; publications; and links to other websites. Sixty documents and papers were uploaded from November to December 2008 with the aim of providing local officials with information on developments in related areas. The Albanian Association of Municipalities enabled the effective functioning of this instrument.

LOGIN- Rrjeti Informativ i Pushtetit Vendor www.logincee.org



LOGIN është rrjeti informativ i qeverisjes vendore i krijuar për të nxitur dhe promovuar zhvillimin profesional të zyrtarëve të qeverisjes vendore dhe stafit të tyre. LOGIN lehtëson shkëmbimin e informacionit nëpërmjet internetit dhe metodave tradicionale si: seminare, botime, konferenca, trajnime, etj.

Misioni i LOGIN është të promovojë zhvillimin profesional të zyrtarëve të qeverisjes vendore dhe të stafit të tyre, të

fuqizojë kapacitetet e organizatave që mbështesin reformën e administrimit publik dhe decentralizimin duke lehtësuar kohën për shkëmbimin dhe marrjen e informacionit të dobishëm në nivel bashkiak, rajonal dhe kombëtar, në të gjitha vendet e Evropës Jug-Lindore dhe vendet e ish Bashkimit Sovjetik.

Co-Plan, Shoqata e Bashkive të Shqipërisë dhe Universiteti Polis janë tre partnerët që i bashkëngjiten kësaj

OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Create a knowledge dissemination platform supporting public administration reform and professional development of local public officials in all areas of local governance

Performance indicators

- The LOGIN knowledge platform has been prepared and is operational via Co-PLAN's website (www.co-plan.org)
- Nine modules covering issues related to all aspects of local governance and public administration reform are included in this platform
- Sixty documents, papers, and legislative materials have been uploaded to the platform
- The download count for Albanian documents available on the LOGIN platform was at approximately 600 as of December 2008
- Three individuals from Co-PLAN and the Albanian Association of Municipalities (AAM) received training on the LOGIN content management system

Objective 2

Create a network of partners committed to the exchange of knowledge and experiences regarding local governance and local capacity-building

Performance indicators

- Co-Plan and AAM signed a Memorandum of Understanding aimed at fostering collaboration, enrichment of the LOGIN platform, and the organization of face-to-face activities

Objective 3

Promote LOGIN as a knowledge platform valuable for local governance issues and public administration reform

Performance indicators

- An article on the LOGIN database has been published in the AAM newsletter

iniciative rajonale. Së shpejti do të lançohet platforma e LOGIN, në faqet përkatëse të internetit të partnerëve, me shumë materiale që do i vijë në ndihmë njësive të qeverisjes vendore si në shqip dhe në anglisht. Platforma LOGIN do të mundësojë që punonjësit e administratës vendore, vendim-marrësit dhe të gjithë ata që punojnë në fushën e qeverisjes vendore dhe decentralizimit të kenë mundësi të shkëmbejnë informacion dhe praktika në të gjitha fushat. Brenda vitit do të grumbullohen më shumë se 350 materiale në fushën e qeverisjes vendore duke përfshirë:

- Legjislacionin, ndryshimet e fundit dhe mendime nga grupe të ndryshme interesi;
- Linke për adresa interneti të dobishme;
- Kalendar me mundësi trajnimi duke përfshirë module trajnimi online.
- Lajme, aktivitete dhe mendime nga ekspertë mbi progresin e decentralizimit në Shqipëri.
- Integrimi Evropian.
- Artikuj, shkëmbim eksperiencash dhe praktikat më të mira nga shtetet e Ballkanit Perëndimor.
- Informacion mbi mundësi fondesh dhe asistencë teknike për aspekte të ndryshme të qeverisjes vendore.

12 Technical assistance and training for the improvement of public services delivery at the local level

Implementation period: April 1, 2008 - December 31, 2008

Donor: EU/EPTISA Servicios de Ingenieria

Fund: € 53,500

Implemented in: Twenty-five Local Government Units in Albania

The goal of this project was to assist the local and regional levels of government in improving public administration of licenses and permits. This was accomplished through training seminars held during a pilot phase of the project in three LGUs – the municipality of Shkodër, the Regional Council of Elbasan, and the Dajt Commune. This preliminary phase featured workshops and on-the-job assistance in improving and applying standard operating procedures related to licensing and the issuing of permits. A group of trainers participated in a seminar on the subject of training. Participants subsequently implemented project guidelines in twenty-two LGUs. At the end of the project, a number of documents such as a draft regulation on urban and transport sectors, an organizational plan for a Public Information Office, various guidelines, and standard application forms for the urban and transport sectors were delivered to the participating LGUs.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Ensure that the staff of the three pilot units develop skills necessary for the implementation of the Licensing Action Plan

Performance indicators

- Three workshops were organized in each pilot unit regarding the potentials and possibilities of the respective LGUs in applying standard procedures of license delivery
- Five on-the-job training seminars related to licensing procedures, application forms, document circulation, and approval and disapproval of applications were held in each pilot unit.
- Three draft regulations for the urban and transport sectors as well as for the Public Information Office for each pilot LGU were formulated
- Eleven experts from the municipality of Shkodër, seven experts from the Dajti Commune, and eight experts from the Elbasan Regional Council were trained during the pilot phase

Objective 2

Train trainers to assist in the implementation of action plans in the twenty-two LGUs participating in the secondary phase of the project

Performance indicators

- A ToT (training of trainers) workshop with LGU experts was organized
- Twenty workshops were organized for the urban and transport sectors. The workshops were related to the standardization and improvement of public service delivery at the LGUs participating in the secondary phase
- Three on-the-job training seminars related to licensing procedures, application forms, document circulation, and the approval and rejection of applications were organized in each participating LGU
- Three draft-regulations for the urban and transport sectors as well as the Public Information Centre for each LGU were formulated
- One hundred twenty-seven experts were trained, of which sixty-five worked at the municipal level, fifty-three at the commune level, and nine at the regional level

Objective 3

Obtain feedback in order to refine the action plan and guidelines by working with local government experts involved in the project

Performance indicators

- Incorporation of representatives from the local revenue, cadastral, and economic aid sectors into the standardization process
- Twenty-five organizational models for the Public Information Office, one for each project LGU, were designed



13 Sustainable Mobility in Tirana (MO.S.T)

Implementation period: August 11, 2007 - December 31, 2008

Donor: EU- New Neighborhood Program Italy-Albania, INTERREG/CARDS

Fund: € 80,000

Implemented in: Municipalities of Tirana and Bari

The Sustainable Mobility in Tirana (MO.S.T.) project aimed to create a network based on the exchange of relevant experience and to produce innovative research solutions to the problem of mobility. The project was specifically addressed to technicians of the Tirana and Bari municipalities. It was jointly implemented by three Albanian partners (Co-PLAN, the municipality of Tirana, and the Polytechnic University of Tirana) and six Italian partners from Puglia Region. Co-PLAN designed and organized a three-day training seminar on issues of mobility management for Albanian specialists working in the fields of transportation, environment, and urban planning. Additionally, two pilot studies were conducted, aiming at the preparation of displacement plans for the municipality of Tirana and Harry Fultz High School, and analyzing mobility demand and accessibility and transportation supply for employees and students attached to these institutions. Co-PLAN prepared a final report documenting the achievements of each partner. A final seminar organized by Co-PLAN in Tirana provided an opportunity for information exchange and built bridges between the two countries and participating institutions especially in the field of mobility management.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Create a network of partners exchanging experiences and innovative research solutions related to mobility

Performance indicators

- The three-day training on mobility management brought together twenty-three Albanian transportation, urban planning and environmental technicians, and five Italian experts who led the training
- Two meetings with specialists from Co-PLAN and the municipality of Tirana were organized with the assistance of Italian experts. Research results and displacement plans for the pilot institutions were discussed.
- A final seminar was organized in Tirana in December 2008 bringing together all involved project partners and other interested parties in order to disseminate project results
- Four hundred booklets prepared in Albanian and Italian were printed and distributed with the aim of illustrating the activities undertaken and the results achieved by each partner
- Seven hundred leaflets on the concept of mobility management and the project objectives were formulated, printed, and distributed
- An event for children was organized with the purpose of promoting alternative forms of mobility such as walking and biking
- Two hundred caps and two hundred t-shirts were utilized as a way of increasing citizen awareness of sustainable mobility issues

Objective 2

Enhance local capacities and offer institutional support to the municipality of Tirana on sustainable mobility issues

Performance indicators

- Seven specialists from the municipality of Tirana attended the training on mobility management
- Three specialists of the Tirana Department of Transport were part of the team working on home-office and home-school displacement plans
- The VISSIM software package on mobility management was purchased for the Department of Transport at Municipality of Tirana
- Three Heads of Departments from the municipality of Tirana received training on the VISSIM software

Objective 3

Provide innovative research solutions to the issue of mobility management.

Performance indicators

- A methodology for the preparation of home-office and home-school displacement plans was elaborated
- Two semi-structured questionnaires were designed and conducted for the pilot institutions
- Three discussions of research results and transportation supply and accessibility were organized
- Two final displacement plans for employees and students of respective pilot institutions were formulated



14 Baseline study for the Approved Projects in the "Support Program for Strengthening Local Governance in the Dibër district of Albania"

Implementation period: June 2008 - December 31, 2008

Donor: The Netherlands Development Organization - SNV Albania

Fund: € 26,890

Implemented in: The district of Dibër

This baseline study was undertaken as part of the "Support Program for Strengthening Local Governance in the Dibër district of Albania," which is implemented by SNV Peshkopi and the district of Dibër. This program works through two main components, one of which targets the capacities of local government units in the district Dibër and the second of which operates through a trust fund used for investments requested by the respective local governments. In this framework, SNV was interested in assessing the impact of projects approved through the program. To that effect, Co-PLAN undertook this baseline study to evaluate the impact of each of the approved projects by providing measurable, thematic indicators.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Establish a set of indicators for measuring the impact of each of the investment projects

Performance indicators

- Twenty-four household questionnaires were designed, including both closed and open-ended questions to measure beneficiaries' perceptions of the pre- and post-investment situation
- Five focus group discussion templates utilizing open-ended questions were prepared in order to measure the perceived pre and post-investment situation
- A number of indicators were derived from these sources upon approval from the donor and the district of Dibër

Objective 2

Establish thematic indicators for each investment group

Performance indicators

- Five sets of thematic groups were identified in this assessment
- Five sets of indicators are produced, one for each of the thematic groups

Objective 3

Establish baseline indicators measuring the impact of each of the investment projects

Performance indicators

- A written report was prepared for each of the investment projects and includes a number of baseline indicators for each project.



15 Socio-Demographic and Economic Survey in the Municipality of Sukth

Implementation period: September 1, 2008 - November 15, 2008

Donor: The Albanian Association of Municipalities

Fund: € 7,930

Implemented in: Municipality of Sukth

The Albanian Association of Municipalities – in collaboration with the Network of Associations of Local Authorities for South-East Europe and with support from the German Agency for Economic Development (GTZ) – is responsible for the implementation of a pilot project entitled “Urban integration of informal settlements” in the Sukth municipality of Albania. The overall goal of this project was to assist the municipality in integrating a high number of informal housing units into the urban structure, improve the urban planning process, and compile a strategic document for urban development and an urban plan.

The socio-demographic and economic survey was embedded into this larger project, and aimed to produce reliable socio-demographic and economic information, which could be utilized in the preparation of an urban development plan for the municipality of Sukth. Sukth’s urban development plan will promote the integration of informal structures into existing urban settlements.

OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Evaluate socio-economic structure in Sukth while distinguishing between formal and informal inhabitants, and evaluate the social and economic potential of informal inhabitants for integration into the urban structure

Performance indicators

- Two structured, household questionnaires were used to gather data from formal and informal and migrant and non-migrant households living in the municipality of Sukth
- A final written report contained social, economic and demographic data and information about formal and informal inhabitants/households
- Several indicators were produced differentiating between formal and informal structures in terms of social, economic and demographic aspects
- Several indicators were developed measuring access to infrastructure and services as well as ownership and use of capital assets by informal inhabitants

Objective 2

Evaluate the expectations of formal and informal inhabitants living in the municipality of Sukth

Performance indicators

- A number of indicators were produced indicating the relative levels of satisfaction of the inhabitants of Sukth as well as their expectations with respect to service delivery, economic status, and living standards. Separate indicators were produced for formal and informal households



16 Meeting Demand: Capital Investment Programs - A vital element of municipal financial management in selected Central and Eastern European Countries

Implementation period: December 2008

Donor: Netherlands Organization for International Cooperation in Higher Education (NUFFIC)

Fund: € 70,000

Implemented in: Refresher course held in Tirana in collaboration with IHS, Rotterdam and IHS Romania

The overall, long-term objective of the refresher course was to help cities in the central and eastern European (CEE) region to design more effective and creative capital investment programs, to access alternative sources of revenue, improve local capacities and hence improve their capacity to provide services, carry out development functions and make their cities more competitive. For this reason, during the course participants were encouraged to: (i) present and discuss cases of capital projects from their own cities and the strengths and weaknesses of these projects; (ii) identify and analyze, within the context of municipal financial management, the key issues faced in planning an implementable capital investment program; and (iii) analyze the relevance of international case studies presented during the course for their cities. The course consisted of a combination of lectures by IHS and Co-PLAN coordinators, guest lecturers, participant presentations, excursions, group work and final group presentations in which participants from five CEE countries had the opportunity to exchange experiences with one another.



OBJECTIVES AND PERFORMANCE INDICATORS

Objective 1

Present and discuss cases of capital projects from CEE cities and the strengths and weaknesses of these projects

Performance indicators

- Twelve capital projects from Romania, Lithuania, Serbia, Armenia, and Albania were presented and discussed amongst participants
- The capital projects discussed in the course were related to landfills and solid waste management, primary urban infrastructure (bridges and highways), social housing, and urban renewal

Objective 2

Identify and analyze within the context of municipal financial management key issues faced in planning an implementable capital investment program

Performance indicators

- Six sessions of the course focused on identifying and analyzing issues faced in planning implementable capital investment programs such as alternative funding of capital projects, citizen participation in planning CIPs, coordination of funds for capital projects, and CIP monitoring
- A guest speaker addressed issues related to CIP planning in Albania
- Two site visits were organized in the municipalities of Durrës and Tirana in order to discuss CIP planning
- In collaboration with Polis University, a presentation and meeting were organized with Polis University to discuss capital projects and planning in Albania, in general, and in Tirana, in particular

Objective 3

Analyze the relevance of international case studies presented during the course for CEE cities

Performance indicators

- Seven case studies, from Romania, Poland, Albania, Serbia, Armenia, and Lithuania were presented and discussed in three different sessions of the course
- All fifteen participants in the course discussed the relevance of presented case studies for their home countries

Objective 4

Establish a network of professionals from CEE countries undertaking work related to CIP issues

Performance indicators

- Fifteen participants from Romania, Armenia, Lithuania, Serbia, and Albania attended the refresher course
- E-mail contacts and addresses were exchanged between the participants and a network of professionals from five countries was established
- Two experts from Co-PLAN and IHS Rotterdam are co-authoring an article on municipal financial management, following the refresher course

