**Incubation Plan**

**Green - AL “Empower Grass-Root CSOs for Improved Innovative Environmental Protection in Albania”**

CALL CODE: 55130002

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# ABOUT GREEN-AL

The project “Empower Grass-Root CSOs for Improved Innovative Environmental Protection in Albania” (Green-AL) aims to the empowerment of ECSOs and other relevant stakeholders in order to effectively address environmental challenges in Albania. The Project focuses on the strengthening the capacities of ECSOs and the creation of new opportunities for collaboration among CSOs, grass-root organisations, community organisations, public authorities, educational institutions and private sector at different levels in such way to create the premises to build a vibrant, empowered and collaborative environment that can raise issues from the local level that can impact the national policy level.

The project is financed by the Swedish Agency for Cooperation and Development (SIDA) with funds from the Swedish Government and implemented by a consortium of 4 organizations composed respectively by:

1. **Co-PLAN, Institute for Habitat Development** which is a pioneering and leading know-how non-profit organisation in Albania, with a long-standing experience and an extensive research portfolio in the realm of local government service provision, capacity development, development strategies, environmental planning and management, strengthening of civil society, preparation of urban regulatory plans, environmental assessments, territorial management, and cross-cutting public policy research and policy-influencing. Co-PLAN is positioned among the influential and mature/well-established civil society actors in Albania, with over 200 implemented development projects, committed since 1995 to raising environmental issues and advocacy action on environmental matters through systematic dialogue with central institutions and coordination of nation-wide environmental campaigns.
2. **VIS Albania, International Volunteering for Development** is present in Albania since 1995, with the opening of the country toward the rest of the world. VIS Albania is a branch of International VIS with headquarters in Rome (Italy). VIS is part of an international network of NGOs from Spain, Germany, Belgium and Austria. VIS has been and continues to be present with development projects in 50 countries around the world, in all continents. In the framework of world awareness raising toward environmental issues, beside education, VIS is orienting more and more in implementing projects that aim preserving the biodiversity (South America) and rural development (Africa and the Balkans).
3. **The Comitato Internazionale per lo Sviluppo dei Popoli, CISP**, or International Committee for the Development of Peoples, is an European non-governmental organisation (NGO) set up in 1982 and formally constituted in 1983. It is based in Italy and it acts in the international co-operation field. CISP has been working in Albania since 1998. At sectorial level, during the first years of its presence in Albania, CISP has realised humanitarian aid activities and information campaigns at national level in the social and medical field. More recently, an additional sector of intervention is urban development and territorial management, and environmental protection, including waste management, sensitisation and information on environmental issues.
4. **COSV, Coordinamento delle Organizzazioni per il Servizio Volontario** is a non-profit association with legal personality, founded in 1968, engaged in development and humanitarian aid interventions in Europe, Balkans, Southern Africa and Middle East. COSV operates for peace, human rights respect and environment protection, through inclusive development paths built on partnership and networking approach, to enhance local realities and create a proven long-lasting impact. Our work is inspired by the “culture of cooperation” understood as solidarity between communities and it’s oriented to the reconstruction of share capital and to the establishment, through and in the communities, of strong relations, to sustain important political and economic transformations underlying progress.

Below a map of Albania devided in regions (per Green-AL project purpose) in which is ilustrated the responsible partner per each region.



**The overall objective** of the Green-AL project is to contribute to the improvement and factorization of environmental CSOs to effectively address environmental challenges in Albania for tangible change.

In more specific terms, the project aims:

* To enhance the capacity of Albanian local environmental CSOs, through a comprehensive, and capacity building strategy implementation.
* To introduce innovative models in environmental management and capacity development through a comprehensive and integrated sub-grant scheme addressing environmental topics at local level.
* To factor the CSOs’ evidence-informed input and advocacy role in environmental policy-making processes.

# WHY THE INCUBATION PROCESS

Albania is currently facing the pressure of fulfilling its responsibilities as a candidate country toward EU accession, which means that Civil Society Organizations (CSOs) operating in the country should take a more active role to become an integral part of this process.

Compared to previous years, the civil society sector in Albania has experienced a significant increase in the number of organizations and a greater commitment to networking and coalition building. Numerous donor-funded projects aiming in particular in developing the capacity of civil society engaged in environmental issues, such as SENIOR (in all its phases), have supported the process of institutional strengthening of CSOs, environmental awareness, knowledge exchange, legislation monitoring, environmental advocacy, etc. Targeted campaigns have shown that civil society began to use its potential to influence decision-making, through initiatives such as Save Divjaka National Park, #MosMaPrekValbonën, protests against the Import of Waste, mass protests against the import of Chemical Weapons from Syria, etc. Progress has also been made towards implementing the institutional framework for civil society consultation and towards a clearer regulatory framework for the operation of civil society organizations.

Despite such progress, the Albanian environment is still not conducive to the sustainable development of CSOs. According to the 2019 CSO Sustainability Index for Central and Eastern Europe and Eurasia, the Court of First Instance, Tirana, at the end of 2019, reported 11,739 CSOs registered in Albania, including 313 newly registered CSOs in 2019. However, the number of CSOs registered by the tax authorities, which provides a better estimation of the number of active CSOs, is only 4,767, as the official closure of a CSO involves a long and costly process. For the most part, the sector is reported to have weak internal organizational structures, and very limited human and financial resources, often linking the life of an organization to that of a project. Most of them, especially the grassroots organizations, operate in ‘isolation’ from other organizations or interest groups, resulting in a low visibility and commitment to the ongoing policy-making and implementation processes. This situation, coupled with a number of legal constraints, has made local CSOs unable to play an important role in decision-making, but on the other hand, decision-makers have ignored most of the proposals received from CSOs.

Studies show that, despite the efforts made in this direction, the civil society sector in Albania faces a number of challenges which hinder their involvement in policy-making and decision-making, such as limited institutional, technical and financial capacity and often lack of formalizing the issues they raise as a representative group of a particular community or cause.

In this regard, to increase the capacity and knowledge of local CSOs in areas related to the environment, the Green AL consortium has planned to conduct a series of thematic trainings focused on environmental issues, which is called the **Incubation Process**. During the implementation of this project, specific trainings will be organized in the regions referred to the Green-AL project, in which ECSOs and other relevant stakeholders will have the opportunity to get acquainted with the latest developments in the field of environment and gender issues related to this sector. A very important aspect of this process will be the possibility to network, which will serve to pave the way for future collaborations and will serve to raise environmental issues to a higher level by giving them legitimacy for the issues raised by them.

# KEY FINDINGS FROM THE NEEDS ASSESSMENT

The Needs Assessment phase consists on a process carried out by the Green-AL project consortium, to understand more about the technical, administrative and financial needs of Environmental Civil Society Organizations (ESCOs) in Albania. The methodology used to carry out this process was through the distribution of questionnaires for each region of Albania (North-Western, North-Eastern, Central and Southern Region) during April 2021 and the drafting of a report with the main findings which would then help to determine the topics of trainings in frame of the Incubation Process. Moreover, since the project will follow a gender mainstreaming strategy which will be implemented when assessing the needs of the targeted beneficiaries, comprehensive data will be needed that can enable an inclusive analysis. For this purpose, dedicated trainings related to gender issues in the environmental realm will be organized as part of the Incubation Process.

The information on the main findings is mainly based on the dedicated section of needs expressed by the organizations, which are mainly thematic but also administrative and related with gender issues.

*Key findings from thematic aspects*

Environmental issues related to the thematic aspects are expressed in different ways by organizations, depending on the area of interest and expertise they offer. For example, unsustainable use of natural resources has led to a degradation of flora and fauna and loss of forest areas.

Combined with the effects of climate change, many problems related to environmental and urban management have been highlighted, related to the loss of public spaces and the improper functioning of the urban system. On the other hand, air pollution and the high level of noise caused mainly by the public and private transport sector and the construction sector, has affected the quality of life in most Albanian cities.

*Key findings from administrative needs*

Some of the main reasons why ESCOs deal with difficulties in getting involved in dialogues or being part of the decision-making procesess regarding environmental protection in Albania, as expressed in the questionnaires, is the lack of knowledge about the appropiate management of a project, how to deal with national and international donors and obtain data for processing to conduct evidence-based policy papers, reports or even position papers.

*Key findings from gender issues*

In general, environmental organizations that participated in the questionnaire, stated that women are not affected by the effect of gender inequality as in most cases the number of women in the staff involved is higher that the number of men and the role they play are mostly experts or support staff (lawyers, psychologists, etc.). However, all organizations think that gender issues should be more integrated in the field of environment, given the fact that the level of vulnerability continues to be higher among women in terms of their participation in environmental activities.

# TRAINING TOPICS

As evidenced in the Needs Assessment, ECSOs highlighted a range of topics on which they want to gain more knowledge on the latest developments in order to be competitive in the sector and raise current issues, which will then serve to partially or completely address environmental problems in the municipalities or regions in which they operate. The Green-AL consortium has foreseen to conduct a total of 40 trainings (10 per region) covering administrative, gender and environmental related topics. In order to have a full coverage of the territory each member of the Green-AL consortium will be responsible for the organisation of such events for their region, which will be held periodically from August 2021 to June 2023 as hybrid events (online and physically), depending from restriction imposed by the Albanian Government related to the Pandemic caused by the COVID-19. The Green-AL consortium in order to deliver these training will engage local and international experts in order to give to Albanian ECSOs a broader spectre on how environmental challenges is tackled in different contexts and how they can adopt/adapt best practices to address environmental issues in Albania. Calendar of activities can be found in Annex 1.

|  |  |  |  |
| --- | --- | --- | --- |
| **Need assessment results** | **Regions** | **Nr. of trainings per region** | **Total** |
| Trainings on administrative and project cycle management | 4 | 3 | 12 |
| Training on gender issues | 4 | 2 | 8 |
| Training on thematical capacity building | 4 | 5 | 20 |
| **Total** | **4** | **10** | **40** |

Below are listed potential training topics[[1]](#footnote-1) for each region.

## Project cycle management

Project Cycle Management (PCM) is a process that is very important for CSO that work with project acquisition and implementation and includes planning, coordination, organization and monitoring of different activities in order for a successful implementation of the project. Key element in this process is the capacity to correctly define the stakeholders that will be directly and indirectly affected by the actions and in this line is very important to engage the right institutions, communities and/or persons in order to be as much inclusive as possible.

In order for a smooth implementation of the actions it is necessary to correctly define the phases of the project and set out deliverables and indicators in order to measure the fulfilment of those actions. Reporting is also a key component of the PCM that enables the Project Manager to timely review the work of each person involved in the process and to check if deliverables will be achieved within the timeframe.

In this line, the Green-Al consortium deemed of fundamental relevance that such kind of training needed to be delivered first in order to raise the capacities of ECSO and other relevant stakeholder

In this line, the Green-Al consortium estimated that such training should be provided initially in order to build the capacity of ECSO and other stakeholders to be in line with the launch of the Initiative and Partnership grant scheme as well as in the framework of other grants which will be opened in the framework of the Green-AL project.

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| Training topic |  Quantity per region | Date |
| Project Cycle Management | 1 | 25.8.2021  |

## Financial management

In order to provide to potential applicants’ specific knowledge about Green-Al financial methodologies and more general information on donors’ rules and procedures the implementing body and partners organized a training course aiming at equipping NGO leaders, managers, and board members with the knowledge and skills to efficiently manage the financial resources of their NGO towards sufficiency. Participants will have the opportunity to acquire the basics of financial management concerning accounting principles, monitoring revenues and expenses, analysing budgets, interpreting financial statements and reports, defining strategies and make decisions concerning resource generation and investments, as well as preparing financial planning and budgeting.

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| --- | --- | --- |
| Training topic |  Quantity per region | Date |
| Financial management | 1 | 03.09.2021  |

## Fundraising, advocacy and lobbying

Non-profit advocacy campaigns are becoming increasingly popular to help advance the mission of organizations. However, many organizations are under the impression that they must divide their attention between their advocacy campaigns and their fundraising efforts meanwhile advocacy and fundraising can go hand-to-hand commonly if there is a sound and holistic non-profit strategy.

The objective of this training will be to provide useful information to beneficiaries on how to include advocacy in a more rounded, more strategic approach to their organization with the aim of improving their fundraising mechanisms along with expanding their network in order to increase the financial stability and further growth of their organization.

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| --- | --- | --- |
| Training topic |  Quantity per region | Date |
| Fundraising, advocacy and lobbying | 1 | April to June 2022 |

## Gender mainstreaming strategies & gender responsive budgeting

Attention to gender and diversity equality is now widely agreed as essential to professional development practice. CSOs are typically based on mandates, whether explicit or implicit, which commit them to alleviating poverty, and achieving development, the fulfilment of human rights and social justice. These goals cannot be achieved without addressing gender and diversity inequality. The trainings on Gender mainstreaming strategies & gender responsive budgeting will include gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantageous position. Gender-specific interventions can target women exclusively, men and women together, or only men, to enable them to participate in and benefit equally from development efforts.

In recent years, the Albanian government and society have focused on changing the approach to gender issues by undertaking a series of concrete actions and including gender issues in national policy documents. However, despite the efforts made in this direction, even with the help of donors, much remains to be done to change the approach that citizens have regarding this issue, but CSO itself needs to know, promote and implement practices or projects that promote gender equality. Moreover, Gender Equality is a priority issue for SIDA that permeates most of its development cooperation efforts.

In this line, the Green-AL project will conduct a series of training focusing on gender issues in order to raise the awareness and knowledge of CSOs on how they can contribute to level the gender inequalities and make an effort to encourage equal participation and equal and fair distribution of benefits.

These trainings will provide participants with knowledge on how they can approach and address gender issues in their organization, in the application of a project and most importantly on how gender issues should be approached in such a way that through their actions they actively influence the gender mainstreaming process of assessing the implications for women and men in any planned action including legislation, policies or programs in all areas and at all levels.

Green-AL will engage one gender expert, at project level, which will be responsible for assisting and collaborate with the awarded grantees in order for them to better address gender issues during the implementation of their projects. On the other hand, the expert will deliver the trainings in each region and since it will be one for the whole project the dates for delivering the trainings will be different per each region.

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| Training topic |  Quantity per region | Date |
| Gender issues, women employment, gender responsive budgeting | 2 | January to July 2022 |

\*Dates for delivering the gender trainings in the north eastern region (CISP) and in the southern region (COSV) are to be decided and will be published in the social media platforms of each partner.

## Climate change and action, disaster risk management

According to the Climate Change Risk Profile (USAID 2016), Albania faces a range of challenges in addressing climate change risks. Projected climate changes in Albania include increases in annual temperature, more extreme weather with floods, droughts and heatwaves. Consequently, the most affected sectors will be agriculture, water resources, human health, coastal zones, ecosystems, energy and infrastructure. As indicated in the Needs Assessment Report, the vulnerability of the country is driven partly by recent extremes in climate variability but also countries' sensitivity to events exacerbated by past practices, socio-economic conditions, and/or legacy issues. In this framework, Green-AL intends to further stress the need of Albania to meet global climate goals, define and implement its Nationally Determined Contributions (NDCs) under the Paris Agreement, in areas of interest such as: agriculture, forestry and other land use sector. Also, according to the World Risk Report 2021[[2]](#footnote-2), Albania is one of the top three countries in Europe with a high level of exposure to natural disasters; meaning that the countries that are highly exposed and vulnerable to natural events, a disaster can present a critical obstacle to sustainable development.

Through this training, environmental organizations will have the opportunity to gain knowledge on the effects of climate change focused mainly on the environment, but also related to other areas such as urban planning, resilience or public health. In addition, participants will be introduced with key concepts, elements, Disaster Risk Management (DRM) policies and best practices accomplished by other countries.

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| Training topic |  Quantity per region | Date |
| Climate Change and Action, Disaster Risk Management | 1 | 23.02.2022\*  |

## Forest management

During summer 2021 Albania territory was affected by heat waves with temperature which reached up to 43 degrees Celsius[[3]](#footnote-3). High temperatures and in some cases, manmade behaviours (shapers burning grass, people throwing flaming cigarettes while passing near forests, burning straw etc.) wild fires spread in different areas of the territory. For several days, Albania was engulfed by fires, almost throughout all its territory. According to official data from the Civil Emergency Agency, the fires spread from north to south, including forests, pastures and private property in 13 municipalities: Shkodra, Lezha, Puka, Elbasan, Fier, Skrapar, Durres, Tirana, Vlora, Gjirokastra, Përmet and Saranda where 9 fires were active. Hundreds of hectares of forests, pastures and thousands of olive roots have been destroyed in Vlora and Fier.

In 2020, the government of Albania has approved a new law Nr. 57/2020 ‘On forests’[[4]](#footnote-4) which aims in the sustainable development and management of the forest sector. On the other hand, after the Territorial Administrative Reform[[5]](#footnote-5) the forest fond passed to the municipalities which are responsible for their management. Municipalities in most of the cases do not have the financial capacities and the human resources to sustainable manage this asset and do not have in place Forest Management Plans that fully comply with the legislation in force. The new law among others gives a specific role to the village communities through Community Structures that foresee their engagement in the sustainable management of the forests.

Green-AL through these trainings will aim at the strengthening the knowledge of CSOs and raise awareness regarding the legislation in force, requirements of the laws and bylaws and how they can be engaged in the promotion and implementation of projects toward the sustainable management of forest and pastures in their municipalities and regions. By participating in these trainings applicants will be able to understand more about the policy-making process in the forestry sector and the concrete projects or initiatives they can take with local communities to meet local and national objectives.

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| Training topic |  Quantity per region | Date |
| Forest management  | 1 | 21.09.2022\*  |

##  Waste and water management

Waste management has been declared by the Albanian government as one of the main priorities to be addressed along with the management of water resources which will be affected by climate change, concrete actions will have to be taken to mitigate their effects and sustainable manage these resources.

Some good progress has been made in the waste management sector with the approval of two strategic documents in 2020 the ‘Integrated Waste Management Strategic Policy Document and National Plan 2020-2035[[6]](#footnote-6)’ and ‘National Sectorial Plan for Solid Waste Management[[7]](#footnote-7)’ which sets out the targets to be achieved to reach good environmental status in relation to this sector. However, many challenges face the sector which is characterized by limits in the coverage of the territory with service, poor infrastructure for collection and transportation and lack of treatment and sanitary deposit facilities to cover the whole territory.

Water management sector is in similar situation as the waste management sector with some progress been made in terms of legislation with the approval of the National Integrated Management Strategy of Water Resources, 2018–2027[[8]](#footnote-8), the creation of the Agency for the Management of Water Resources (AMBU) which is responsible for the good governance of water resources in order to meet all vital needs. AMBU is responsible for developing the methodology for draft in River Management Plans which was applied for the drafting of Management Plans of Ishmi, Erzeni and Mati rivers. Despite some progress much more effort is needed in order to draft RMP for all the water bodies, waste water treatment plans, drinking water supply etc.

Through these specific trainings the Green-AL project aims at raise awareness and capacities of CSOs in order to be actively involved in the process of drafting Waste and Water management plans and capacitate CSOs to give their input on those Plans drafted by the competent authorities in order that such documents to be in line with the legislation and the national strategies. On the other hand, the trainings will try to hint to the participants possible areas in which they can contribute also with small scale projects that will serve the purpose of achieving targets set out by local, regional and national plans.

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| Training topic |  Quantity per region | Date |
| Waste and water management  | 1 | 15.11.2022\*  |

## Circular economy and sustainable tourism

The concept of circular economy is still at an early stage in Albania; it has been used earlier in the draft Strategy of Integrated Waste Management (2018-2023) realised in January 2018. The revised Integrated Waste Management Strategy is developed over the vision or perception of the concept of "zero waste", so that the waste is collected and treated as raw materials and management is done in accordance with the concept of circulatory systems, serving the criterion of use and preservation of raw material resources. The draft Strategy takes into account the importance of waste management according to the principle of the current economy to enable the fullest protection of natural resources and increase the efficiency of the use of products. The current legal framework, including national regulations and national strategic documents and action plans, does not provide the basis for implementing the concept of the circular economy in the country. Therefore, there is an urgent need for improvements in the current legal framework that will increase the country's ability to better utilize its resources and the lifecycle of materials, products and services. Meanwhile, civil society organizations, researchers, and the media, but ultimately the Ministry of Tourism and the Environment have expressed their interest in this issue by organizing conferences, meetings and publishing articles in the media. However, their level of knowledge and awareness among all stakeholders is still at a low level (Co-PLAN, Institute for Habitat Development, 2018).

On the other hand, tourism is an important and rapidly growing sector within the national economy, boosted also by the development of new tourist markets. According to INSTAT, in 2019 the country was visited by 6.4 million foreign tourists. While it is important to develop the competitiveness of the Albanian tourism industry, especially during COVID-19 new normal, there is a requirement to do so in a sustainable way. The sustainability of tourism covers various areas. For instance, the responsible use of natural resources, taking account of the environmental impact of activities (production of waste, pressure on water, land and biodiversity etc.), the use of ‘clean’ energy, and the protection of the heritage and preservation of the natural and cultural integrity of destinations. The EU addresses these areas by listing the development of sustainable, responsible and high-quality tourism as a priority in the industry. This requirement has increased the demand for sustainability skills among those employed in tourism industries.

Throughout this training, ECSOs will be introduced with the concept of circular economy, the situation of the country in relation to the current economy and understand how material cycles can be created to be more effective, how a sharing economy can be applied and how individuals and communities can give added value to solutions. In addition, this training will provide the relevant knowledge and skills related to the efficient use of environmental resources to beneficiaries who are particularly involved in several forms of touristic related activities.

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| Training topic |  Quantity per region | Date |
| Circular economy and Sustainable tourism  | 1 | 16.02.2023\*  |

## Environmental education, Social Economy and Innovative environmental solutions

Environmental issues in a developing country like Albania have lagged behind in relation to the economic and social one due to the change of regime, from communist to democratic, and the rapid development of these 30 years. In this line, there is an emerging need to address environmental issues and raise awareness of the general public, businesses and youngsters in relation to the important role that they can play in this regard.

Environmental education in the country is addressed in part by educational curricula and through awareness-raising activities conducted by CSOs and international donors as part of their efforts to contribute to raise awareness among citizens and highlighting the role that citizens themselves can play in protecting the environment.

It’s well known that education plays a crucial role in raising awareness regarding the challenges and shaping the attitude of present and future generation in the environmental field. A first step in addressing those challenges could be inserting gradually environmental hours in the educational curricula, combined with traditional hours such as physics, biology and chemistry etc.in order to combine traditional learning with new approaches that could help facilitate the transition and raise environmental awareness.

In addition to environmental awareness there is a need to find innovative approaches that can help to address sustainability while offering opportunities for growth, cost reduction and competitiveness. Environmental challenges may differ from region to region but the most actual ones are unsustainable consumption and production, energy insecurity, loss of biodiversity, pollution, natural disasters such as fires and floods etc.

To tackle those challenges there is a need that the national government, business sector and civil society to offer solutions aiming at addressing social, economic and environment needs in a holistic mode to drive change. Innovative Solutions are creative approaches that incorporate sustainability and increase technical capacity through acquisition of skills, knowledge, exchange of information and participation from collaboration with value chains actors in various sectors.

The main interest of social innovations in the area of environment is reducing society’s environmental impact. Detrimental environmental impact can take a multitude of forms, many of these like the deterioration of seacoasts and marine habitats, the stratosphere or rainforests, cannot be felt everyday by individuals on a local level. However, these areas of the environment are influenced by the everyday behaviour of individuals on a local level which is often motivated by short-term profit thinking and an emphasis on individual benefits over social benefits (tragedy of the commons). It is the ambition of many social innovation initiatives to bring new solutions to environmental problems in providing a local context to often global environmental problems. A more sustainable economy is a major issue in social innovation in the area of environment. This is hinged to more sustainable production chains, to all aspects of the circular economy and to consumer patterns and consumer choice. This kind of capacity building is aimed at raising awareness on the strong dependence between consumer patterns and (un)sustainable behaviour putting emphasis on citizen engagement and inclusion more generally. Several challenges can be distinguished in the field of environmental and climate policy that are currently addressed at different levels – nation states, EU and global organizations (e.g. UN); e.g. climate change, air pollution, energy efficiency, resource efficiency and sustainable consumption & production, biodiversity, or water management and water pollution.

Through these specific trainings the Green-AL project aims at raise awareness and capacities of CSOs in order to be actively involved in the process of engaging youth in their project implementation process and propose changes in the traditional education curricula with the aim to raise environmental awareness. On the other hand, these trainings will provide participants and CSOs in Albania with different approaches to influence and advocate for policy makers and business owners to design and implement policies that will enable the transition to development. stable.

Based on past experiences of social incubator and entrepreneurship support provided by COSV, it was possible to verify that the strategic benefits provided by incubation processes can improve both the economic and social performance of these kind of subjects as well as Civil Society Organizations with profit vocation. The present incubation process provides a set of eleven strategic areas that, in the majority, drive the development of competitive advantages for ECSOs that need to generate economic value for self-survival amid competitive sector and, primarily, seek to create positive social and environmental impact.

With the contribution of the COSV social economy unit, it will be possible to apply the CSO in Transition methodology, that promote and mainstream the culture of social economy for those organization that are willing to maintain a string not-for profit identity, but at the same time they are interested in developing embryonal commercial activity aiming at improving both their impact and financial sustainability.

Social enterprises indeed, are sometimes seen as hybrid organizations, reflecting that they have mixed characteristics, being values- (or „common-good‟) driven and operating in the ill-defined space between the for-profit and non-profit ecospheres.

Key element of this approach is not only to introduce the social economy concept, but also to facilitate an open a vision on collaboration with new actors and potential transition into social economy activities and relevant for their sectors, such as in the green economy and circular economy, inclusive businesses*.*

This NGO in transition Approach is based essentially in the following 3 phases:

1. **Social Economy Readiness Level**

Considering that the set of incubation programs will be conducted both from International and local experts, it will be crucial to avoid the fragmentation of the intervention and ensure the contextualization of technical information and collaboration among beneficiaries and experts.

This phase foresees a Social Economy readiness level, a sort of quick assessment of the selected ECSOs.

Differently from the identified existing tools, the screening tool to be proposed will aim at supporting environmental actors to understand what their potential for eco-innovation is, combining wider eco-innovation and social economy opportunities supplemented with a readiness evaluation to explore the existing potential.

1. **Tools and cross-sector domains:**

Once the first phase has allowed an adequate identification of the readiness level of beneficiary groups and the harmonization level of different set of trainings that have to be conducted, the best tool in term of communication and selection of the cross-sector domain will be chosen to prepare a virtual community of practice.

In order to accomplish this goal, an assessment tool will be developed in two cycles: (1) development and testing of a screening prototype; and (2) improvement and scale-up of the enhanced screening tool, in close collaboration with the Project partners. In addition to enabling a better understanding about ECSOs own internal processes and activities, the evaluation of the potential of 100 ECSOs for eco-innovation will provide them with detailed insights about how to reach the potential benefits with social economy and green business models.

1. **Community of Practice:**

The Community of Practice will help participants and specialist to interact on some specific topics, access to relevant documentation, and have an intra-group collaboration, supporting also local and national stakeholders’ intervention, participation of Italian and European case of ECSO that are transiting into a social economy structure.

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| Training topic |  Quantity per region | Date |
| Environmental education, Social Economy and Innovative environmental solutions | 1 | 12.04.2023\*  |

# METHODOLOGY FOR TRAINING DELIVERY

The trainings will be delivered simultaneously[[9]](#footnote-9) in the 4 regions by each partner of the Green-AL consortium.

* CISP - Comitato Internazionale per lo Sviluppo dei Popoli  *- North-Eastern Region*
* COSV - Coordinamento delle Organizzazioni per il Servizio Volontario *- Southern Region*
* VIS - Volontatio Internazionale per lo Sviluppo *– North-Western Region*
* Co-PLAN – Institute for Habitat Development – *Central Region*

To reach a large number of ECSOs and relevant stakeholders the trainings will be delivered in different municipalities of each region.

Conditioned by the austerity measures taken by the Albanian Government in the context of the pandemic caused by COVID-19, the trainings can be conducted in hybrid format (in person and digital) or only in digital version on platforms such as ZOOM or Teams.

The Green-AL consortium will ensure that the following methods and tools will be applied in all the trainings.

**Methods for implementing the trainings:**

* Power point presentations;
* Exercise sessions, group work;
* Sharing experiences, among presents and guests;
* Exchange of ideas, questions and answers;
* Summary and impressions;
* Evaluation forms.

**Tools that will be used during the trainings:**

* Zoom and/or Teams platforms accessible for all participants;
* Projector;
* Screen;
* Flipchart;
* Printed presentation materials;
* Work tools, folders, notebooks, pens;
* Convenient environment that meets Covid 19 protection criteria

**Deliverables:**

* Minutes of meetings;
* List of participants;
* Summary of evaluation forms;
* Photo of the events;
* Training materials.

The materials used during the trainings will be shared with the participants in order to be used by the civil society organizations to train and increase the capacity of other local environmental organizations, the community or any other stakeholder in the region, municipality or administrative unit in which they operate.

**Annex 1**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|   |   |   |   | **2021** | **2022** |
|   | **Training category** | **Training topic** | **Quantity** | August | September | October | November | December | January | February | March | April | May | June | July | August | September | October | November | December |
|   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1 | Institutional and Technical Capacity Building  | Project Cycle Management | 1 | **25.08.2021** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 | Project Financial Management | 1 |  | **03.09.2021** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 | Training on Fundraising, Advocacy and Lobbying | 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 | Capacity Building on Gender Mainstreaming | Gender issues, women employment, gender responsive budgeting | 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 | Thematic Capacity Building  | Training on Waste and Water Management | 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **15.11.2022** |  |
|   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6 | Training on Forest Management | 1 |  |  |  |  |  |  |  |  |  |  |  |  |  | **21.09.2022** |  |  |  |
|   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 | Training on Climate Change and Action, Disaster Risk Management | 1 |  |  |  |  |  |  | **23.02.2022** |  |  |  |  |  |  |  |  |  |  |
|   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|   | **Training category** | **Training topic** | **Quantity** | January | February | March | April | May | June | July | August | September | October | November | December |
| 8 | Thematic Capacity Building  | Training on Circular Economy and Sustainable Tourism | 1 |  | **16.2.2023** |  |  |  |   |  |  |  |  |  |   |
|   |   |   |  |  |  |  |  |   |  |  |  |  |  |   |
| 9 | Training on Environmental education, Social Economy and Innovative environmental solutions as a driver for change | 1 |   |   |   | **12.04.2023** |   |   |   |   |   |   |   |   |

1. Training topics and proposed periods for holding the trainings can be subject of change in dependence of the needs of each region and the evolving situation regarding the Pandemic caused from COVID-19. [↑](#footnote-ref-1)
2. <https://reliefweb.int/sites/reliefweb.int/files/resources/2021-world-risk-report.pdf> [↑](#footnote-ref-2)
3. <https://www.severe-weather.eu/europe-weather/most-intense-heatwave-summer-2021-forecast-mk/> [↑](#footnote-ref-3)
4. https://www.parlament.al/Files/Akte/20200507105723ligj%20nr.%2057,%20dt.%2030.4.2020.pdf [↑](#footnote-ref-4)
5. Law Nr. 115/2014 ‘On the administrative-territorial division of government units local in the republic of Albania’ [↑](#footnote-ref-5)
6. Approved with a Decision of Council of Ministers Nr. 418, dated 27.05.2020 [↑](#footnote-ref-6)
7. Approved by the National Territorial Council with the Decision Nr. 1 dated 13.01.2020 [↑](#footnote-ref-7)
8. https://www.erru.al/doc/Strategjia\_Kombetare\_e\_Menaxhimit\_te\_Burimeve\_Ujore.pdf [↑](#footnote-ref-8)
9. In specific cases and depending by other factors trainings can be delivered separately. [↑](#footnote-ref-9)