Annual Report
2001

MAKING CITIES WORK!
A Culture of Change

Tirana, September 2002
Dear Friends and Colleagues,

This annual report shows the progress of Co-PLAN, Center for Habitat Development during year 2001. The report reflects the intensive efforts and activities of Co-PLAN staff over the year, but it is finalized especially during the Annual Workshop of Co-PLAN: Internal Reflection & Reporting, organized in December 2001. In addition, the report reflects also the main conclusions of the Partners Consultation Workshop organized in Tirana, October 2002, by Cordaid (the strategic partner and main donor of Co-PLAN) and its network of partner NGOs in Albania.

The Annual Internal Workshop is conceptualized as a final activity of the organization every year, and is followed usually by the activity planning for the next year. The workshop aims to provoke an open and honest internal debate for all staff of Co-PLAN, in order to reflect over strengths and weaknesses, advantages and disadvantages, achievements, successes and future challenges of the organization.

The Executive Board of Co-PLAN expresses its gratitude to all those who contributed directly or indirectly to strengthening and making Co-PLAN a capable Albanian organization that operates successfully in the field of community based urban development. In addition, the Board of Co-PLAN makes this report available to all partners and interested organizations/parties, as well as to the broad public, in order to make a clear and strong commitment to the transparent nature of the organization’s activities, assets and funds, used during year 2001.

Co-PLAN welcomes all comments and suggestions, which hopefully will make the organization even more successful in achieving its objectives to benefit of the society and communities.

arch. Besnik ALIAJ

director of Co-PLAN
Co-PLAN is a professional non-governmental organization originating in 1995 and registered by the Court of Tirana in 1997. Co-PLAN works in the field of community based urban development contributing to sustainable development and strengthening civil society. The organization provides assistance to communities, local governments; national and international organizations with regard urban management/development. Co-PLAN aims to enhance environmental, social and economic conditions in Albanian cities promoting local resources mobilization and civil society development. Co-PLAN undertakes project preparation and implementation, carries out policy and sector studies, supports institution-building activities and organizes several events that mobilize public opinion and disseminate knowledge and innovative approaches in urban development planning and management. The international external evaluators describe Co-PLAN as: ... a major player in the urban development of Albania ... a unique and capable organization for delivering the promised services ... an organization that has proven to be established, reliable, professional, and effective working under the prevailing difficult situation of Albania. Co-PLAN staff is young, energetic and enthusiastic and have sufficient capabilities and knowledge to deliver high standard results...

Co-PLAN team in 2001

Fig.1: Key words selected by Co-PLAN staff

Each staff was given the chance to select 2 key words to be selected on the mission statement of Co-PLAN

<table>
<thead>
<tr>
<th>Choice 1</th>
<th>Choice 2</th>
<th>Final Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>Professional</td>
<td>Professional organization</td>
</tr>
<tr>
<td>Community-based urban development</td>
<td>Challenge environment</td>
<td>Community based urban dev.</td>
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<tr>
<td>Sustainable</td>
<td>Civil Society</td>
<td>Civil society</td>
</tr>
<tr>
<td>Participation</td>
<td>Consultancy services</td>
<td>Sustainable</td>
</tr>
<tr>
<td>Pilot actions</td>
<td>Community based urban development</td>
<td>New mentality/new visions</td>
</tr>
<tr>
<td>Civil Society</td>
<td>Capacity building</td>
<td>Pilot actions</td>
</tr>
<tr>
<td>New visions</td>
<td>Change</td>
<td>Participation</td>
</tr>
<tr>
<td>Public role</td>
<td>Pilot actions</td>
<td>Change</td>
</tr>
<tr>
<td>Raising awareness</td>
<td>New mentality</td>
<td>Service provision/consultancy</td>
</tr>
<tr>
<td>Service provision</td>
<td>Sustainable</td>
<td>Capacity building</td>
</tr>
</tbody>
</table>
The Surrounding Environment of Co-PLAN

Co-PLAN operates in a complex and a rapidly changing surrounding external environment. Of course, such situation offers opportunities (below in blue) and threats (below in red) for the organization. The leadership of the organization aims to avoid threats and grab opportunities. In order to do so a better understanding of the external environment is needed. Every year, the Co-PLAN team analyses which factors and forces influence the organization looking at them from four perspectives: (i) demand, (ii) supply, (iii) policy and regulations, as well as (iv) competition and cooperation. Of course, we concentrate on aspects that are under the area of influence of Co-PLAN and which we can really influence throughout our work. However, in order to better understand the main features of the external environment of Co-PLAN see the table described below:
The Organization

Given the external environment of Co-PLAN, the internal environment of the organization is also considered of crucial importance for its performance. Co-PLAN invests continuously in this aspect. The internal environment of organization is annually analyzed in terms of 6 main dimensions: (i) strategy; (ii) structure; (iii) system and processes; (iv) management style; (v) personnel; (vi) and culture.

The strategy of Co-PLAN (see Fig.3 and 4) during 2001 aimed:

1. To use professional capacities of the organization to meet increasing demand for the services offered by Co-PLAN;
2. To improve planning and monitoring tools in order to better deal with market demand for Co-PLAN services;
3. To increase consideration over Co-PLAN assets and internal regulations in order to properly deal with future independence from the donors.

The systems and processes of Co-PLAN are developing together with its own experience. Nevertheless, Co-PLAN has a well-established financial management and documentation procedures; a unique self-evaluation process (twice per year), and contemporary employment procedures with clear contracts, rules, terms of reference, as well as a very clearly structured salary system. The organization function on basis of well determined decision making structures, on basis of its own statute, which is under revision to meet the requirements of the new law on NGOs. Co-PLAN is developing its annual planning system but has regular (monthly, 6- and 12-months) reporting procedures. Co-PLAN has also fair monitoring (monthly) and evaluation (twice per year) system. It is transparent and its annual report is distributed for the broad public. Co-PLAN has its own decision-making system, the Executive and Advisory Boards, and functions on basis of its own statute recognized by the court of Tirana (actually under readjustment process to meet the requirements of the new Law of NGOs.

Fig.3: Relations between SWOTAnalysis and SOR Matrix
The structure and hierarchy of Co-PLAN during 2001 is presented in the Fig. 5 and 6. Co-PLAN has been a small and flexible organization functioning on the team logic. Because of the increasing demand for its services, the organization has been growing and continuously specializing/dividing its work through more clear and decentralized structure, where project leaders and responsible departments are becoming of critical importance to connect the organization’s leadership and field staff, having more freedom in terms of decision making, employment and fund spending.

**Legend:**
1. **Strategic Apex**
   Staff charged with ensuring that organization serves its mission by formulating and controlling relevant strategies.
2. **Techno-Structure**
   Staff involved in maintenance and development of efficiency and effectiveness of primary support process.
3. **Middle-Line Management**
   Staff involved in joining strategic apex to the operation core by channeling information and coordination of activities.
4. **Support Structure**
   Staff not directly involved in primary process, but providing operational support.
5. **Operating Core**
   Staff involved in activities of the primary process.

![Fig. 5: 'Mintzberg' Organizational Model of Co-PLAN 2001](image)

Based on the emphasis on staff and/or finance, a picture can be drawn for an organization, presenting its components with their proportional size, showing their relative weight/emphasis in the organization. The model of Co-PLAN 2001 can be determined as ‘Dominant Support Structure’, which is typical for heavily developed administrative functions and procedures.

The management style of Co-PLAN can be described as very flexible and open minded. It is a mixture of ‘hierarchic’ and ‘flat’ type organizational management. Co-PLAN staff is very keen in keeping the organization alert about its strengths and weaknesses throughout a modern ‘feedback’ attitude. This situation is very healthy for developing common vision, staff cohesion, team building and awareness about external threats. Operation in a volatile environment provides organization to anticipate to uncertainties and possible changes. There is a noticeable effort of Co-PLAN to establish clearer management instruments to monitor staff time allocation, activity planning, scheduling, benchmarks, and results via global bar charts and regular team meetings. The organization has a comprehensive list of projects and activities with clear intention to put in place what is being done, by whom, when, with what resources, etc. More is to be done on project management system.

Since 2001 Co-PLAN staff started the process for obtaining the ISO’ (International Standard Organization) certificate. So far this is the first organization ever in Albania committed is such initiative, which will give the organization in the coming 35 years highly professional standards and managements style.
Fig. 6: The Organizational Chart of Co-PLAN 2001
The culture of Co-PLAN is appreciated as one of its strongest points. The cultural and social potential is a strong pillar for the organization that is carefully maintained and elaborated. Co-PLAN culture is a mixture certain elements such as people, performance and compassion. The key qualities of Co-PLAN culture are: (i) idealism; (ii) reliable, effective and enthusiastic organization; (iii) knowledge of modern instruments; (iv) professionalism and good reputation (see Fig. 7).

Fig. 7: Key qualities of Co-PLAN culture

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Key quality</th>
<th>Trap</th>
<th>Challenge</th>
<th>Allergy</th>
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<tbody>
<tr>
<td>1.</td>
<td>Idealistic</td>
<td>Vague</td>
<td>Good internal organization</td>
<td>Indifference to the outside</td>
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<tr>
<td>2.</td>
<td>Reliable</td>
<td>Jealousy</td>
<td>Develop communication strategy</td>
<td>Ba-bla</td>
</tr>
<tr>
<td>3.</td>
<td>Effective</td>
<td>Inefficiency</td>
<td>Introduce time management</td>
<td>Loosing time</td>
</tr>
<tr>
<td>4.</td>
<td>Enthusiasm</td>
<td>Doing too much</td>
<td>A good internal structure</td>
<td>Chaos</td>
</tr>
<tr>
<td>5.</td>
<td>Modern organization</td>
<td>Running before the flock</td>
<td>Secure dissemination of results</td>
<td>Nitwits</td>
</tr>
<tr>
<td>6.</td>
<td>Good reputation</td>
<td>Arrogance</td>
<td>Networking (national and international)</td>
<td>Becoming anonymous</td>
</tr>
<tr>
<td>7.</td>
<td>Professionally</td>
<td>Specialize</td>
<td>Generalize</td>
<td>Amateur</td>
</tr>
</tbody>
</table>

The personnel of Co-PLAN during 2001 have been involving in total 21 people. Co-PLAN has been applying a careful employment policy in order to maintain the sustainability aspects and reinforce professional dimensions. The personnel is hired based on transparent and well-established procedures, and have clear tasks, responsibilities and terms of reference based on official contracts. The staff has also encouraged a nice social life.

Permanent staff:
1. Besnik Aliaj director, urban planner, master’s in urban management;
2. Dritan Shutina hydromechanics engineer, master’s in public administration;
3. Luan Dedah vice director, architect, postgraduate training in land management and housing
4. Amalia Tola economist, head of financial and administration department;
5. Flamur Kuci urban planner, project leader, postgraduate training in urban revitalization;
6. Artur Cakalli urban planner, staff; postgraduate training in real estate management;
7. Ruzhdi Keci community expert, doctor in rural development;
8. Floreta Pirushi law student, office administrator;
9. Eileva Goxhaj economist, financial officer
10. Rudina Toto urban planner, staff;
11. Suela Muco urban planner, staff;
12. Indrit Faja urban/rural economist

New recruits (contracts):
13. Sally Kelling British advisor, master’s in environmental management;
14. Theodora Nocka civil engineer, project manager, master’s in urban planning;
15. Artan Karini language expert, project manager, master’s in public administration;
16. Raimond Pengu social scientists, doctor in philosophy;
17. Kliti Mita social scientist, postgraduate training in social sciences;
18. Manjola Kapedani social worker, staff
19. Enton Derraj urban planner, staff

Leaves (end of contracts):
20. Adrian Hartkoom Dutch architect, advisor, master’s in urban management;
21. Klaud Manehasa architect, master’s in urban environmental management;
22. Valbona Spahija social worker, team leader;
23. Xhovalin Tarazhi social worker, staff;
Partnership and Networking

List of Partners and Networks

1. Institutionalized Networks: ENHR, European Network of Housing Researchers; CSDnet, Civil Society Network in Housing and Urban Developments in Balkans; Cordaid’ partners in Albania and East Europe Region; NGO Bathore Network

2. Strategic Partners: Cordaid, the Netherlands; Novib, the Netherlands; IHS, Institute for Housing and Urban development studies, Rotterdam the Netherlands.

3. Partnerships: Urban Land Management Project / World Bank; AAM, Albanian Association of Municipalities; Ministry of Public Works and Tourism; UNMIK, United Nations Mission in Kosovo, Habitat Project; Municipalities of Tirana and Kamza; LTC, Land Tenure Center, University of Wisconsin; ASSA, Albanian Association of Social Services; Academy of Science of Albania; Environmental Regional Agency in Tirana; GTZ (Albania) / Padco (USA); BBF Television in Tirana;

4. Donors / Clients: Cordaid, the Netherlands; Novib, the Netherlands; World Bank; ACSF, Albanian Civil Society Foundation; UNDP, United Nations Development Program; Soros Foundation, Albania; Respective local communities and authorities in the regions/neighborhoods of work.

Partner Definitions

1. Institutionalized Network: institutionalized partnerships (with rules, periodical exchange of information and meetings, etc);

2. Strategic Partners: Organizations and institutions that support on long term accomplishments of the mission and objectives of Co-Pland

3. Partnerships: Forms of collaboration including financial agreements, exchange of information and coordination of activities;

## Top-Ten Performance Rules of Co-PLAN

The evaluation is a summary of comments given by each staff, with 10 points available for every item.

1. Be in time; 7.6
2. Plan, coordinate, act efficiently and effectively; 8.4
3. Share information, be creative; 8.1
4. Be responsible and flexible; 8.7
5. Check and reflect; 8.0
6. Don’t let your personal problems become ours; 7.9
7. Help debate, manage conflict; 8.1
8. Who damages pays; 8.7
9. Keep working place organized; 7.7
10. Stick to the rules; 8.2

![Fig.8: Self-Evaluation of Performance 2001 by Co-PLAN Staff](image)

The evaluation is done by each staff based on 7 criteria, such as: (i) punctuality in time 15%, (ii) correctness in fulfilling tasks 15%, (iii) creativity and performance 20%, (iv) communication skills 10%, (v) conflict management 10%, (vi) initiative and leadership 10%, Hardworking and risk taking 20%.

### Concepts / Vocabulary

1. **Client:** A person/entity who entrust a business to a specialized worker/entity; A person/entity who receives help from a specialized worker/entity; A customer.

2. **Partner:** Either of two people performing in the same side in a ‘game’; A person who shares with another an associate, especially one associated with others in business; Either party in certain relationship.

3. **Partnership:** A pair or group of partners, the state of being a partner or partners; A contractual relationship between a number of people involved in a business enterprise;

4. **Stakeholder:** A person/party with an interest or involvement in something, such as a business concern or the society in which they live; An independent person/entity with whom each party/entity making a wager deposit their stake;

5. **Indicator:** A person, a device or something who indicates an intention or something;

6. **Indicate:** To show, to point out, to require, to be a sign or token out;

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*Co-PLAN*

*Center for Habitat Development*
Development Projects

Community Based Urban Development in Bathore, Kamez

About Bathore:
Bathore is the biggest informal settlement in Albania created just after the changes of early 90s. Actually, it is located over 400 hectares and counts approximately 25,000 inhabitants. Even in the brink of northern Tirana, Bathore is still an isolated and remote area, with serious problems because of the lack of physical infrastructure and social services, unclear ownership status, low incomes, high unemployment, etc. There exist poor community feeling, and inhabitants feel segregated and forgotten in their poverty. Education level is low and analphabetism is becoming a growing concern. Co-PLAN started to work in the neighborhood since 1997. It has been trying to promote development and integration with the rest of the city in a community-based and self-help approach, by promoting partnership among residents and authorities. Opening and graveling roads, identifying public spaces and building basic social infrastructure, promoting community based organizations, generating employment and self-financed activities, are all together means towards development and amelioration of living conditions of the area. This has been considered as unique example of dealing with poverty in Albania.
Passage to an influencing civil society!

Project Number: Co-PLAN: P0101-00 Cordaid: C-432/10010 S
Total contribution: 65% by Cordaid, the Netherlands, and 35% local communities.

Main activities during year 2001 has been:
1. Consolidate work with vulnerable groups such as children, youth and women;
2. Organization and guide of new community based groups, including: (i) reorganization of democratic elections for the local CBO, (ii) and a workshop with local leadership to establish development visions for the neighbourhood;
3. Networking with 12 other (non-) governmental organizations operating in the Bathore neighbourhood, including: (i) making aware people and authorities about the network, (ii) as well as publishing the network’s newsletter.
4. Plan and implement infrastructure improvement actions in the neighbourhood, including: (i) design, tender, supervise and construct the new community/local administration center, and kindergarten, in cooperation with Dutch NGO, Novib; (ii) open and gravel public space; (iii) complete primary school playfield; (iv) extend community based solid waste collection system;
5. Community sensibilization via written/electronic media coverage, including: (i) draw attention of authorities; (ii) change local attitude and promote cooperation; (ii) information campaign on health, sanitation, and environmental aspects; (iv) as well as, initiation of neighbourhood development agenda.

Improving access and creation of basic social infrastructure,
Bathore area

Project number: Co-PLAN: P0004-00 Donor: ALB-037-00-002
Total contribution: 75% Novib, the Netherlands, and 25% local communities.

Main activities during year 2001 are:
1. Building kindergarten, in cooperation with Cordaid, the Netherlands, within a poly-functional center, also serving to the community and local government purposes;
2. Opening new public spaces and gravelling the future neighbourhood roads;
3. Cleaning irrigation system and channels by involving community groups, to avoid flooding and environmental degradation;
4. Building the trunk pipeline of water supply network within the neighbourhood, targeting especially the supply to health care center, school, kindergarten, etc in cooperation with the French NGO ‘Premiere Urgence’, Cordaid Holland, ULMP Project of the World Bank and Ministry of Public Works of Albania;
5. Promote pilot community based solid waste collection actions in order to promote self-supporting activities and to municipal services;
6. Improving school playground and sport facilities for neighbourhood;
7. Work with community and especially vulnerable groups, including organization of training courses of English language for youth and children groups, etc.
## Human Resources
1. Co-PLAN: 4 persons over year; 12 persons office; 420 working hours.
2. Authorities and local CBO: 12 persons; 2100 hours over timing.
3. Investments by ULMP: 500 US$ from 12 organizations.
4. About 1000 working hours voluntary.

## Capital
1. Co-PLAN: office equipments; 1 vehicle; 1 year; 150,000 US$ community center.
2. Authorities: 10 square meters office; 500 m2 for community center; furniture for CBO.
3. Community: 800 square meters for public space; 150,000 US$ community center; office equipments.

## Financial Resources
1. Co-PLAN: investments in total; = investments by UMP.
2. Authorities: 30,000 US$ (for water sewer 20%).
3. Community: About 1000 working hours voluntary.
4. NGO network: 5000 US$ from 12 organizations.

## Procedures
1. Financial procedures written and expanded to all.
2. Employment procedures hiring and firing written and transparent, formal contracts, probation period, renewal job descriptions, ToR, rules of employees written.
3. Office management informal.

## Systems
1. Asset management rules in place; 2. Archive, created, updating to be improved; 3. Planning of activities done yearly, progress of activities as per plan, disbursements according to budget; 4. Reporting of project monthly, of staff weekly, and hierarchy informally; 5. Evaluation: internally twice per year by board, and external; 6. Communication both through hierarchy (project leader) and informal.

## Training:
1. Strengthening/empowering local leadership by daily contacts; 2. Training children on their rights; 3. Training women on income generating activities; 4. Training local population on environment and garbage collection and treatment; 5. Workshop on setting up a neighborhood development agenda.

## Publications
1. Publishing of Bathore newsletter, 3 in Albanian and 1 in English.
2. Articles written about informal settlements and community-based upgrading in ‘City Made by People, volume 2 distributed nationally and internationally.
3. Several TV news & programs, including 3 broadcasted public debates.

## Services
1. Public space opened and graveled; 2000 square meters donated; 2. 2 kilometers signed and opened; 200 families donating land; 3. 50 SMEs created after opening roads; 4. Social services provided by building community center serving as kindergarten for 300 kids and offices for administrative unit of local authorities for NGO network, for local CBO’s, and Co-PLAN project.
5. Three youth groups created and one basketball team.

## Staff
1. Staff development policy at organization level; 2. Motivation: bonus policy based on performance, organization of social life, trainings, international exposure; 3. Conflict resolution and firing procedures written Performance based on 7 criteria; 4. Personnel policies hiring with clear selection procedures, newspaper announcements, CV evaluation, interview, pre-selection, test, project visit, final selection; 5. Contract with probation period, contract renewal, rules of employees, ToR; 6. Qualifications: 4 staff trained nationally, 1 exposed internationally, participation in several local workshops, on job training; staff satisfaction assessment.

## Culture
1. Social integration through formal and informal events, gatherings, celebrations, visits, and other occasions; 2. Team spirit and work and support for each staff.

## Organization
1. Project is analyzed on organizational level;
Building a Common Vision for Future Developments in the Municipality of Kamza

About Kamza:
Kamza is one of the newest municipalities of Albania, just in the northern brink of capital Tirana. The municipality was established in 1996 out of 5 communes (villages and rural areas), Kamza town and Bathore illegal settlement. Actually, the municipality counts almost 60,000 inhabitants, which is 10 times higher than 10 years earlier. Authorities have very limited means to deal with the complex problematique of rapid urbanization. While local residents invest, mostly informally/illegal, several millions US$ per annum, annual municipal investments has not been more than 25,000 US$. In this conditions people have taken development in their hands. However, this has created many externalities, such as, lack of physical and social infrastructure, including lack of public land for public purpose, serious environmental deformations, a number of infective illness, high unemployment, and concerning increasing rates of illiteracy. Co-PLAN has been working with local authorities since 1997, but in 1999 the cooperation has been formalized during the so-called refugee crisis because of war in Kosovo. Since early 2000, Co-PLAN and Municipality of Kamza are working together in a capacity building and development project, which aims to build a common vision for the future of Kamza taking in consideration the interests and needs of local residents and businesses.
Empowering Local Governance and Community Based Initiatives in the Municipality of Kamza

Project number: Co-PLAN: P0001-00       Cordaid: G-432/8052       Novib: ALB-037-00-001
Total contribution: Cordaid 50%, Novib 25%, and local sources 25%

Main activities during year 2001 have been:

a. Planning and building common development vision:
   1. Identification and preparation of topographic maps for the municipal territory;
   2. Undertaking socio-economic research for municipal social groups;
   3. Involve communities and citizens in setting up a new vision for the city by organizing open public debates and participatory media activities;

b. Undertake capacity building activities for local municipal and project staff:
   1. Training local municipal staff of Kamza municipality;
   2. Provide specialized international technical assistance by IHS Rotterdam, including on-job training for Co-PLAN and local municipal staff;

c. Undertake identification and implementation of concrete investment projects:
   1. Equip and improve situation of municipal offices in Kamza;
   2. Realize pilot investments on selected municipal services:
      ? Administrative unit offices in Bathore neighborhood;
      ? Sewerage system in Laknas neighborhood;
      ? Upgrading recreational/green space in the center of Kamza Municipality

Opening public space in the city center

Participation of citizens in drafting/implementing a common vision for the future of the city
## Indicators of work in the Municipality of Kamza

<table>
<thead>
<tr>
<th>Input</th>
<th>Throughput</th>
<th>Output</th>
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<tbody>
<tr>
<td><strong>Human Resources:</strong></td>
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<tr>
<td>1. Co-PLAN:</td>
<td>1. Asset management rules in place; 2. Archive created; 3. Planning done yearly, progress of activities and disbursements per plan; 4. Reporting of project monthly, staff biweekly, and hierarchy informally; 5. Evaluation: internally twice per year by board, and external mid &amp; the end; 6. Communication both through hierarchy (project leader/director) and informally.</td>
<td>1. Co-PLAN:</td>
</tr>
<tr>
<td>2. Authorities:</td>
<td>1. Task Force, 10 persons; 2. 9,500 working hours extra, = 5000 US$</td>
<td>2. Co-PLAN:</td>
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<tr>
<td>4. Capacity:</td>
<td>8 persons working free</td>
<td>4. Capacity:</td>
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<tr>
<td><strong>Capital:</strong></td>
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<tr>
<td>1. Co-PLAN:</td>
<td>1. Financial procedures written and explained to all; 2. Employment procedures written and transparent, work contracts, probation period, renewal, job description, ToR, descriptions, rules of employees written; 3. Office management informal; 4. Meeting minutes with major &amp; task force; 5. Annual progress report to donors &amp; months project visit by board, regular (6) reporting to major of Kamza and Co-PLAN director; 6. Communication through Task Force</td>
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</tr>
<tr>
<td>2. Authorities:</td>
<td>1. 3 rooms at rent value of 10,800 US$; 2. 500 m2 land for public space of Bathore community center; 3. Community:</td>
<td>2. Authorities:</td>
</tr>
<tr>
<td>3. Community:</td>
<td>1. 52 m2 land for public space; 2. Expertise in 8 missions; 3. Diversity of professional backgrounds; 4. Staff satisfaction assessment.</td>
<td>3. Community:</td>
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<tr>
<td><strong>Financial Resources:</strong></td>
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<td>2. Authorities:</td>
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<td>3. Community:</td>
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<td><strong>Management:</strong></td>
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<td><strong>Systems:</strong></td>
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<td><strong>Services:</strong></td>
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<tr>
<td><strong>Staff:</strong></td>
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<tr>
<td>1. Staff development policy with organization; 2. Performance based on 7 criteria; 3. Personnel policy, hiring through selection procedures, newspaper announcement, CV evaluation, interview, pre-selection, test, project visit, final selection; 4. Contract with probation period, contract renewal, rules of employees, ToR; 5. Motivation: bonus policy based on performance; organization social life, trainings, international exposure; Conflict resolution and firing procedures written; 6. Qualifications: 5 staff trained nationally, 1 staff trained internationally, participation in several local workshops, on job trainings; staff satisfaction assessment.</td>
<td>1. Partnership Agreement with authorities and local communities signed; 2. Sensibilization and lobbying of public opinion and authorities by the use of media, 70 stakeholders involved; 3. Lobbying with Tirana major and central government to undertake legalization actions, proved during and after local and parliamentary elections; 4. Lobbying with GTZ and Padco (USA) to change planning attitudes and legislation in Albania, 1 urban forum; 5. Lobbying with AAM Albanian Association of Municipalities to replicate experience over other municipalities and support decentralization process with respect urban planning, too.</td>
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<td><strong>Culture:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Social integration through formal and informal gatherings/celebrations, visits, and other occasions; 2. Team spirit/work and support for each staff; 3. Diversity of professional backgrounds and experiences (4 backgrounds); 4. Over time, 4500 working hours; 5. Open Public Lectures organized for broad public, professional, civil servants.</td>
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<td></td>
</tr>
<tr>
<td><strong>Lobbying:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Partnership Agreement with authorities and local communities signed; 2. Sensibilization and lobbying of public opinion and authorities by the use of media, 70 stakeholders involved; 3. Lobbying with Tirana major and central government to undertake legalization actions, proved during and after local and parliamentary elections; 4. Lobbying with GTZ and Padco (USA) to change planning attitudes and legislation in Albania, 1 urban forum; 5. Lobbying with AAM Albanian Association of Municipalities to replicate experience over other municipalities and support decentralization process with respect urban planning, too.</td>
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<td></td>
</tr>
<tr>
<td><strong>Organization:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Project analyzed at organizational level</td>
<td>1. Project analyzed at organizational level</td>
<td></td>
</tr>
</tbody>
</table>

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**Co-PLAN Center for Habitat Development**

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**2001 Annual Report**

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**Indicators of work in the Municipality of Kamza**

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**Co-PLAN**
Community Based Neighborhood Development

Making people and communities partners of authorities through assistance to Urban Rehabilitation and Housing Project

“1 May” Residential Block, Tirana

Project number: Co-PLAN: P002-00    UNDP/PIU: ALB/95/003    Novib: ALB-037-00-003
Amount: Available: 37,032 US$    Spent: 37,032 US$
Total financing: Habitat II Project (UNDP/MPWT) 52%, Novib 41%, local sources 7%

This Project has been targeting a very central residential housing block of Tirana, developed during 50s and 60s, well known for it considerable green spaces but actually in a very bad shape. Since, privatization happened, people did not show care for collective group/public spaces. Indeed, a big gap was created between the improving situation within the house and outside them. The project aimed to provoke local residents/authorities and change their attitude by promoting concrete self-help community based action, such as asphalting roads and improving green space and playground. The experience will hopefully serve as practical example for revising the new condominium law. The project had two components, which supported each other: (i) community development; (ii) physical improvements. Ministry of Public Works and Tirana Municipality supported the project, while resident identified their local leadership.

Impact of the project – new paved streets and greenery in the area maintained by residents
## Indicators in “1 May” Neighborhood of Tirana

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Effects</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct investments on improving the infrastructure services in the area.</td>
<td>Attention of media for the upgrading project in the selected site. One of the main TV asked the project leader for an interview in order to disseminate such experiences.</td>
<td>The residents of the area are actually taking care of the greenery space.</td>
</tr>
<tr>
<td>Building a practical model of improvements in inner city apartment blocks with bases of partnerships of community with NGO-s and authorities.</td>
<td>The neighboring areas asked Co-Plan to replicate the same project in their areas and promised to be ready to fulfill the project requirements. There are two proposal at Co-Plan from two communities in this regard.</td>
<td>The Municipality of Tirana has implemented several projects for improvements in public spaces with community participation and contribution following the same approach as experienced in this project.</td>
</tr>
<tr>
<td>Involvement of authorities in projects with community participation.</td>
<td>Residents feel the presence of authorities in improvement actions.</td>
<td>the Municipality of Tirana has implemented several projects for improvements in public spaces with community participation and contribution following the same approach as experienced in this project.</td>
</tr>
<tr>
<td>Improving the professional capacity within Co-Plan on community organization and project implementation.</td>
<td>About three other staff from Co-Plan were trained “on the job” in concrete actions for organizing community to partnerships with authorities.</td>
<td>Co-Plan staff is highly demanded on assisting other organizations or institutions for community mobilization and project implementation.</td>
</tr>
</tbody>
</table>

Community meeting and civil works
Community Based Improvements of “Gjergj Dimitrov” (Balashe) Neighborhood, Elbasan

Project number: See Passage.... Project financed by Cordaid
Amount: Available and spent: 27,625 US$
Financed by: Cordaid 75%, and local resources 25%

Municipality of Elbasan, thanks to the initiative of Italian NGO CISP, which rehabilitated and established a community center for old people, initiated the project. The center supports also nowadays the residents of low-income neighborhood of “Balashe”. However, as access to the center was very difficult, local road was improved with the support of Co-PLAN. Local residents/businesses and municipality of Elbasan covered 10% of the costs, while CISP is devoted to work with local community. Local community has contributed also in term of voluntary work and maintenance of the social center. CISP invested also in the social center approximately 100,000 US$. In addition, Municipality of Elbasan is eager to extend cooperation in other poor areas of Elbasan.

<table>
<thead>
<tr>
<th>Indicators of work in Elbasan:</th>
<th>Outputs</th>
<th>Effects</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.3 Km of road is highly improved.</td>
<td>100 people frequenting the social center have better access to this center</td>
<td>the social and cultural center of the Balashe area is frequented by more people than before the road improvement has taken place. Other neighborhoods are demanding the replication of this project and express readiness for cooperation. In this regard the Municipality of Elbasan has prepared another project proposal for improvements in another area of the City.</td>
<td></td>
</tr>
<tr>
<td>A contemporary model of cooperation between local authorities, community, private business and NGO-s in improvement actions.</td>
<td>The project cost was shared among all actors involved based on a partnership agreement signed beforehand.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Local Authorities through practical examples of cooperation with other important actors for development.</td>
<td>The Mayor of Elbasan asked Co-PLAN to moderate a public discussion with the residents related to concerning issues in the city.</td>
<td>Other similar projects have been implemented in the city as initiative of Local authorities in cooperation with other NGO-s or government budget.</td>
<td></td>
</tr>
</tbody>
</table>
Promoting Equality through Community Based Improvement Actions in the Roma Community Neighborhood, Allias Tirana

Project number: Co-PLAN: P0002-00
Donor: ALB-037-00-004
Total contribution: Novib 65% and local residents 35%

Before project ... and ... after project

Working with local community

Roma Community in Allias is one of the most isolated neighborhoods of Tirana, but its residents (65% Roma) are also the most organized community in the city. They are especially active in the promotion and protection of human rights for minorities. Thanks to the support of Albanian Human Rights Center, their CBO identified local needs and priorities and approached municipality and Co-PLAN with concrete plans to cooperate for upgrading the local sewerage system which transformed in a serious barrier for access to the neighborhood and caused serious infective sickness. Based on this intervention 1.5 km sewerage line was built up, and access road was considerably improved. Local residents contributed in cash and voluntary labor, they maintain sewerage system, and have initiated themselves a local garbage collection system. Municipal company has formalized the sewerage system, and local residents are eager to continue such experience for improving water supply system, asphalting road and building a community center by serious local contribution.

Indicators of work in the Roma Community:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Effects</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5 Km new sewerage system</td>
<td>Residents live in better hygienic conditions</td>
<td>Residents considering moving away prefer to remain in the area</td>
</tr>
<tr>
<td>1.5 km road leveled and graveled</td>
<td>Access improved</td>
<td>More services available in the area</td>
</tr>
<tr>
<td>Cooperation model among residents, CBOs, NGOs and municipal service companies promoted</td>
<td>Joint cost covered by cash contribution of residents, in addition to voluntary roads</td>
<td>The value of the area increased, self investment stimulated</td>
</tr>
<tr>
<td>Tertiary connections built and financed by residents 100%</td>
<td>Residents have set up a system for waste collection to protect the sewerage network from blockages</td>
<td>Roma and non-Roma population sharing problems, solutions and benefits and living together</td>
</tr>
</tbody>
</table>

Co-PLAN
Institute for Habitat Development
Consultancies and Training

During 2001, Co-PLAN undertook several income-generating activities such as consultancies and training. We are more and more asked to give expertise to other entities. The geographical coverage of our services extended not only over Albania, but also over Kosovo. Below are described some of the most important activities.

Services in Albania

Training municipalities in Albania on Urban Planning
Association of Albanian Municipalities (AAM) asked services. Given its modest financial status an agreement was reached with AAM that services will be partly financed by a grant of Hans Seidel Foundation to AAM and partly by Co-PLAN sources. Cost recovery of expertise is 50%. Co-PLAN provided 5 regional workshops on urban planning and 1 national workshop on urban management.

NGO assistance project startup and implementation, Bathore 2&3
Urban Land Management Project
This consultancy aimed to assist Ministry of Public Works, and local authorities of Tirana/Kamza to extend Urban Land Management Project over two other sites of the informally developed neighborhood of Bathore. The work aimed at the identification of existing situation, including socio-economic surveys, community based planning of public spaces, opening main roads and implementing basic services, based on the preparation of a partnership agreement between communities and local authorities. Cost recovery of consultancy is at 100%.

On the Job Training for Albanian Social Services Association (ASSA) NGO
During this year Co-PLAN worked additionally to assist ASSA a local NGO, through a more on-job training approach. Assistance aimed at advising internal monitoring and reporting of the NGO, which is a continuation of expertise given last year in the framework of ULMP Project. In addition, Co-PLAN hired the NGO to provide certain services such as for the Inner City Housing Rehabilitation Project, and Legalization project of Tirana Municipality. ASSA is actually a new and very respectable NGO that provides services for other organization and is a partner of Co-PLAN.
Assistance on financial management for “Refleksione” NGO
As Co-PLAN has developed a modern and transparent financial management system, our financial officer Ms. Amalia Tola has been requested by other NGOs to help them setting up a contemporary professional financial systems. This appeared to be more concrete in the case of Albanian NGO ‘Refleksione’, which is our partner too. Other organization has been advised/assisted informally. Cost recovery of expertise is 100%.

Compass Project, expertise on evaluating UF projects
Compass project is financed by the Dutch Government to support decentralization process and citizen participation in decision-making in 5 piloting municipalities of Albania (Rreshen, Kruje, Peshkopi, Fieri and Korca). The project is implemented by a coalition of Dutch NGOs (VNG, SNV, and NOVIB) in close partnership with AAM. Co-PLAN was invited by Novib/VNG to support evaluation of application projects for the Local Initiative Fund (LIF), within Civil Society Component. Co-PLAN has a history of expertise in favor of VNG. The expertise is 100% covered financially.

Services in Kosovo

Completion Municipal Urban Planning and Land Use in Kosovo
Care International Mission in Kosovo has asked this consultancy, in close cooperation with UNMIK and local authorities of Mitrovica. The purpose was to work on supporting local capacities from both Albanian and Serbian populated areas of the city. Mitrovica is an interesting case of the so-called ‘divided cities’ that represents high complexity and difficulty. Co-PLAN aimed at using urban planning and civic society as tools for integration rather than dividing. In addition, Co-PLAN persuaded to convince urban planners from both communities to initiate one, instead of separate planning initiatives.

Assistance on Municipal Planning and Land Use planning in Kosovo, UNMIK
Co-PLAN has been hired by Habitat Project, at Planning department of UNMIK to help in establishing the new framework policy for urban planning and development in Kosovo. Such expertise leaded to several capacity building and new legislative initiatives. Co-PLAN assisted to give expertise and to translate taking in consideration the mentality of local Albanian professionals.

Three international workshops for urban planners of Kosovo
Such expertise has been requested by UNCHS (2 times) and OSCE (1). The objective has been training of Kosovar urban planners, and practically more than half of Kosovar municipalities have been involved in the trainings which are implemented in Albania. Training involved also central planning authorities. The workshops combined a series of lectures, teamwork, site visits and exchanging experiences with Albanian professionals/institutions and authorities. Focus was given especially mistakes of Albania in order to prevent such errors happening again in Kosovo.

All services in Kosovo have been 100% covered financially.
Sensibilization Campaign

During 2001, Co-PLAN has been very active for sensibilizing public opinion and authorities and drawing attention on development issues, especially urban developments. This is achieved mainly under the headings of the so-called **Urban Forum**. The last one has been organized in four main different forms, including:

**Debate among citizens and local authorities on development agenda**

**Open Public Debates** - Organization of civic discussions between local authorities and citizens in 5 cities of Albania (Tirana County, Kamza Municipality, Shkodra, Lushnja, Korca) aiming to bridge cooperation and exchange of ideas, to draw attention of citizens on development strategies designed by elected authorities, as well as to draft concrete changes and adjustments within each local development agenda. Albanian Civil Society Foundation has financed the activities. More than 100 participants in each city has been taking place in the debates, which have been also broadcasted by the local and national media for the wide public.

**TV Program: Urban Forum** - This has been a series of 30 popular tv-shows, supported by Cordaid and Novib (the Netherlands) under which special themes of development and civic society has been discussed. The program has been often putting pressure on authorities for specific problems of local communities focusing on the logic of cooperation, participation and citizenry.

**Open Public Lectures** - a series of periodical professional lectures provided by every foreign expert hired and/or collaborating with Co-PLAN in Albania. Participants have been free to join the activities, and usually involved citizens, municipal administration, students, professionals, academics, researchers and other interested parties on urban/civic development aspects.

**Participation** in all possible activities, workshop, seminars, meetings, round tables, publications and other forms of debates and exchanging of ideas, in order to promote the community based philosophy of Co-PLAN and/or to advise/support solution of concrete problems concerning urban developments and civil society. This activity includes formal and informal contributions to other partners and colleague institutions. In this way co-PLAN has become visible not only in its project sites but also at decision-making levels and broader society.
Organizational and Institutional Development

The main Activities under such important component for year 2001 has been:

1. Develop further **planning and evaluation**, including **annual reflection workshop** in December and maintaining transparency for partners and public through the publication and distribution of the **annual report** and budget/expenditures. This is enriched by hiring external advise, such as Peter Nientied (Holland), Sokol Celo (GTZ), Claudio Acioly (IHS), and the Advisory Board.

2. Work on identifying and maintaining formal and informal **networks and strategic partnership**, including organization of donor-based networks, such as: (i) organization of Partners Consultation Workshop with the Dutch development agency Cordaid, involving 12 NGOs operating in Albania; (ii) contribution for the partners meeting of Dutch development agency Novib involving 15 other NGOs.

3. Promote and support creation and functioning of **Partners Task Force** for: (i) Tirana Municipality especially on the issue of legalization of informal constructions; (ii) and Kamza Municipality especially on the issue of preparing the new strategic urban development plan.

4. Improve management of **public relations**, including: contact/invite regularly partner organizations; distribute materials, information and publication; support/assist and cooperate with Association of Architects, National Planning Institute, Academy of Science, etc.

5. Establish the basics of a **resource center**, including a modest professional library, video- and CD-archive, photo-documentation; archive of Co-PLAN, etc, which is available not only to Co-PLAN staff but also to students, researchers, and professionals.

6. Execute **participatory urban studies/researches** involving other interested stakeholders. This year Co-PLAN involved university students: (i) for a research on the effects of demolishing illegal constructions along Lana River, (ii) on the identification of situation of inner city housing block of “1st May” in Tirana. The outcomes of the research have been reproduced and distributed to authorities, interested parties and stakeholders, media and broad public distribute. In addition, close cooperation have been established with the Albanian Academy of Science especially on the case of the new urban plan for Kamza municipality.

7. Improving organization’s performance through **training and capacity building** activities of the own staff, including international exposure of each staff at least once per year. In addition, improving internal organization and management; maintain assets, office, equipments and vehicles; improve promotion system (salary/allowance/benefits. Special emphasis is given to building capacities on gender and urban environmental aspects, by undertaking researches in project areas and hire qualified experts from SNV (Holland) and VSO (UK).
## Projects, Expenses and Funding

### (Period: Jan-Dec 2001)

### Projects and donors

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Expenses</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Program: “Passage to an influencing civil society”</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Cordaid - “Passage to an influencing Civil Society”</td>
<td>84%</td>
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</tr>
<tr>
<td>Cordaid no.: C-432/10010 S; Co-PLAN no.: P0101-00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.2 PCU ULMP - “NGO assistance project start up and implementation Bathore 2 &amp; 3</strong></td>
<td>10%</td>
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<tr>
<td>ULMP 021/2 CS; Co-PLAN no.: C0101-00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.3 PCU ULMP - “Preparation, design and supervision of social infrastructure and community activities in Bathore site”</strong></td>
<td>1%</td>
<td></td>
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<tr>
<td>ULMP 026/1 CS; Co-PLAN no.: C0110-00</td>
<td></td>
<td></td>
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<tr>
<td><strong>1.4 FSHSHC - “Urban Forum: Bridging cooperation between communities and authorities”</strong></td>
<td>1%</td>
<td></td>
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<tr>
<td>Co-PLAN no.: P0102-00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.5 Other income (Co-PLAN)</strong></td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>44%</td>
<td>100%</td>
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<tr>
<td><strong>2. Project: “Empowering Local Governance and Community Based Initiatives in the MoK”</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Cordaid - “Empowering Local Governance and Community Based Initiatives in the MoK”</td>
<td>68%</td>
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<tr>
<td>Cordaid no.: C-432/8052; Co-PLAN no.: P0001-00</td>
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<tr>
<td>2.2 Novib - “Empowering Local Governance and Community Based Initiatives in the MoK”</td>
<td>27%</td>
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<tr>
<td>Novib no.: ALB-037-00-001; Co-PLAN no.: P0001-00</td>
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<tr>
<td>2.3 Kamza Municipality - “Empowering Local Governance and Community Based Initiatives in the MoK (Improving recreational space in Kamza)”</td>
<td>3%</td>
<td></td>
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<tr>
<td>Co-PLAN no.: P0001-15</td>
<td></td>
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<tr>
<td>2.4 Laknas Community - “Empowering Local Governance and Community Based Initiatives in the MoK (building sewerage network)”</td>
<td>2%</td>
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<tr>
<td>Co-PLAN no.: P0001-15</td>
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<td></td>
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<tr>
<td></td>
<td>29%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>3. Project: &quot;Improving access and creation of basic social infrastructure Bathore area&quot;</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 NOVIB - “Improving access and creation of basic social infrastructure Bathore area”</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Novib no.: ALB-037-00-002; Co-PLAN no.: P0004-00</td>
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<td></td>
<td>10%</td>
<td>100%</td>
</tr>
</tbody>
</table>
# Projects, Expenses and Funding

*(Period: Jan-Dec 2001)*

## Projects and donors

<table>
<thead>
<tr>
<th>Projects and donors</th>
<th>Expenses</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4. Project</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4.1</strong> NOVIB - &quot;Making people and communities partners of the authorities through assistance for urban rehabilitation and housing&quot;</td>
<td>Novib no.: ALB-037-00-003; Co-PLAN no.: P0002-00</td>
<td>41%</td>
</tr>
<tr>
<td><strong>4.2</strong> UNDP - “Urban Renewal and housing improvements in a quarter of Tirana&quot;. PIU no.: ALB/95/003; Co-PLAN no.: C9901-00</td>
<td>52%</td>
<td></td>
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<tr>
<td><strong>4.3</strong> Habitat Community - &quot;Making people and communities partners of the authorities through assistance for urban rehabilitation and housing&quot;. Co-PLAN no.: P0002-00</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td><strong>4.4</strong> Other income (Co-PLAN)</td>
<td></td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Other projects and consultancy</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1</strong> VNG - Consultancy given to Compass project Co-PLAN no.: C0109-00</td>
<td></td>
<td>1%</td>
</tr>
<tr>
<td><strong>5.2</strong> CARE International - &quot;Capacity building training of the Urban Planning Offices in Mitrovica&quot;. CARE no-s.: CIK 01-005 &amp; CIK 007; Co-PLAN no-s.: C0003-00 &amp; C0004-00</td>
<td></td>
<td>15%</td>
</tr>
<tr>
<td><strong>5.3</strong> UNCHS - &quot;Municipal Urban Planning and land use in Kosovo&quot; UNCHS no.:01-00017; Co-PLAN no.: C0102-00</td>
<td></td>
<td>18%</td>
</tr>
<tr>
<td><strong>5.4</strong> UNCHS - &quot;Training on participatory urban planning and management for Kosovo Urban Planners&quot; (w1). Co-PLAN no.: C0103-00</td>
<td></td>
<td>17%</td>
</tr>
<tr>
<td><strong>5.5</strong> UNCHS - &quot;Training on participatory urban planning and management for Kosovo Urban Planners&quot; (w2). Co-PLAN no.: C0104-00</td>
<td></td>
<td>17%</td>
</tr>
<tr>
<td><strong>5.6</strong> OSCE - &quot;Seminar on Community based Urban Planning for Kosovo Urban Planners&quot;. Co-PLAN no.: C0106-00</td>
<td></td>
<td>19%</td>
</tr>
<tr>
<td><strong>5.7</strong> Cordaid - &quot;Cordaid Partner Conference in Albania&quot; Cordaid no.: C400-10015 H (10); Co-PLAN no.: C0107-00</td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td><strong>5.8</strong> Refleksione - &quot;Setting up double entry accounting system and preparation of set of accounts year 2000&quot;. Co-PLAN no.: C0108-00</td>
<td></td>
<td>3%</td>
</tr>
</tbody>
</table>

| **GRAND TOTAL** | **100%** | **100%** |
Vision for the Future

What might be Co-PLAN in 6 Years?
(Each staff has given not more than two ideas)

<table>
<thead>
<tr>
<th>Institute</th>
<th>Company/Firm</th>
<th>Training Center</th>
<th>Umbrella NGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Exchange experience;</td>
<td>Profit based services</td>
<td>? Not for profit NGO;</td>
<td>? Not for profit NGO;</td>
</tr>
<tr>
<td>? Not academic;</td>
<td>Small, efficient;</td>
<td>? Consultancy,</td>
<td>? Advocacy;</td>
</tr>
<tr>
<td>? Practice oriented;</td>
<td>Very focused;</td>
<td>? Tailor-made</td>
<td>? Consultancy;</td>
</tr>
<tr>
<td>? Research services;</td>
<td>Very professional;</td>
<td>? Not academic,</td>
<td>? Training</td>
</tr>
<tr>
<td>? Expertise in training;</td>
<td>Leading consultancy in Balkan urban planning;</td>
<td>? Practice oriented.</td>
<td></td>
</tr>
<tr>
<td>? Information services</td>
<td>Urban planning focused private agency.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>? Consultancy;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>? Urban environment expertise.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Preference and Key Words
(Each staff has given not more than two ideas)

1. INSTITUTE (9 votes):
   a. Training, Consultancy, Research, Development, Services, Project, Urban, National
   b. Training, Consultancy, Research, Development
   c. Training, Consultancy, Research
   d. Training, Consultancy
   e. Training
   f. Training

2. COMPANY / FIRM (7 votes):
   a. Demand driven, Consultancy, Urban planning, Efficient, Training, Services
   b. Profit based, Consultancy, Urban planning, Small, Study, Center
   c. Business oriented, Consultancy, Urban
   d. Money for services, Consultancy
   e. Contracted out

3. TRAINING CENTRE (6 votes):
   a. Capacity Building, Institute, Consultancy, Urban planning
   b. Training, Center, Consultancy
   c. Training, Center
   d. Training
   e. Training
   f. Training

4. COORDINATION/UMBRELLA NGO (5 vote)
   a. Information, Resource, Training, Center
Potential Future Sources of Income
(Each staff has given his/her opinion)

<table>
<thead>
<tr>
<th>Local</th>
<th>International</th>
<th>Others</th>
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<tr>
<td>National budget</td>
<td>Multinational development agencies</td>
<td>Income generating activities</td>
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<td>Regional/central governments</td>
<td>Bilateral governmental cooperation</td>
<td>Demand/project basis funding</td>
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<td>NGOs/CBOs and private donors</td>
<td>NGOs and private donors</td>
<td>Consultancy and training</td>
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<td>Private sector (businesses)</td>
<td>International clients</td>
<td>Participants of activities</td>
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<td>Municipalities</td>
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<td>Communities</td>
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<td>Donors</td>
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<td>Clients</td>
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<td>Publications and subscriptions</td>
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<td>Networking</td>
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<td>Marketing</td>
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<td>Charity</td>
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Tentative Classification of the Importance of Sources of Financing

1. Local and Central Governments
2. Other NGOs
3. International Donor/Development Agencies
4. Private Sector
5. Communities
6. Individuals

Potential Departmental Structure of Co-PLAN
(Each staff has given his/her opinion)

Leading Board
Decision-Making
(Strategic Apex)
Core Business Department
Consultancy
Training & Research
Info/Resource Center
Services
Projects
Administration & Finance Department
Administration
Finance
Public Relations
Human Resources
Internal Management

Size of Organization: 25-30 Full Time Staff
Strategic Planning

Immediate actions (2002-2003):

1. Co-PLAN will have to adjust its organizational form and statute according to the new legislation of NGOs that was recently approved by the Albanian Parliament. The Executive Board is in favor of the organizational form of “non-for-profit center for services”. A lawyer is to be hired to match all law standards and requirements.

2. Co-PLAN will be focused in repositioning itself with regard donors. The last ones often speak for the so-called “exit” policies. This is normal, as during the last years, Albania has been showing clear signs of development, while is strongly committed to open negotiation with the EU. This will create a new situation with respect local development agenda. Special consequences will be generated in relation to the sustainability of the NGO sector, including Co-PLAN. For this purpose, Co-PLAN will pay special emphasis to these actions:
   a. Complete successfully by December 2003 all exiting projects financed by the strategic donors/partners “Cordaid” and “Novib”, and negotiate short/medium term cooperation in a potential “triangle” partnership.
   b. Open a transparent and healthy discussion with “Cordaid” and “Novib” about the future of Co-PLAN and their role in the “exit” phase.
   c. Agree all together for a transitional cooperation plan in the coming 36 years, towards full autonomy and sustainability of Co-PLAN.
   d. Evaluate the organizational form and activities of Co-PLAN up-to-date, and build a strategic/business plan for the short (2003-2004) and medium/long term period (2005-2010).
   e. Initiate procedures for obtaining the ISO certificate and complete this task in the coming 3-5 years.

Medium/long term actions (2004-2010):

1. Consolidate Co-PLAN as a sustainable and fully independent professional non-profit organization through a financial scheme, which is supported by local resources. For this purpose Co-PLA will aim to move along with these indicators:
   a. Year 2003 local financing = 35% of the total organization’s financing
   b. Year 2004-5 local financing = 40%
   c. Year 2006-7 local financing = 50%
   d. Year 2008-10 local financing = 60%

2. Establish new capacities of Co-PLAN as a training and resource center able to assist NGO sector in Albania, and in addition private sector, governments and academic/research institutions in the fields of (i) urban development/management; (ii) and organizational/institutional management.

3. Enlarge geographic coverage of operations not only in Albania and Kosovo, but also in the whole South-East European region, by building up professional and civic partnerships and networks.

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1 Passage towards a more influential civil society! - Cordaid, December 2003
Enabling Good Urban Governance! – Dutch Government and Cordaid, by April 2003
Compass! – Novib, by April 2003
Tentative Plan of 2002