

Appendix 4

Sample Workplan and Time-line (Albania 2001)

ALBANIA
POLITICAL PARTY DEVELOPMENT AND
PROMOTING CITIZEN PARTICIPATION

WORKPLAN

JANUARY 1 – DECEMBER 31, 2001

I SUMMARY

The National Democratic Institute for International Affairs will extend its USAID-funded Albania democratization program for 12 months, from January through December 2001. As described in its August 2000 Program Description, NDI will continue to conduct its Civic Forum program and will adapt its political party program to reflect developing political circumstances in Albania. In accordance with USAID strategic objectives, NDI will conduct a program that empowers citizens with advocacy skills and trains political parties in party development and voter contact to better equip them to represent citizen's concerns. NDI will also conduct an assessment to ascertain the need for a political parties in parliament program.

II PROBLEM

Although Albania has succeeded in removing the worst aspects of communism, the reform momentum in the early 1990s has flagged under extended political conflict and poverty and further dissipated amidst violent civil unrest in 1997 following the collapse of pyramid schemes. Political factionalism, weak state structures, and economic woes continue to impede Albania's transition process. Citizens are disengaged from a political process that appears overly partisan and unconnected from their daily lives.

A short-lived political consensus occasioned by the Kosovo crisis evaporated with the 1999 congresses of the two largest political parties, the Democratic Party and the Socialist Party. Both congresses saw a younger, more moderate generation of rising leaders rebuffed by the leaders who have spearheaded Albania's political polarization. A Democratic Party insurgency failed to remove Chairman Sali Berisha during its September congress. The following month saw former Prime Minister Fatos Nano defeat then-Prime Minister Pandeli Majko for the leadership of the Socialist Party. Democratic Party dissidents have tentatively reached out to smaller parties on the right in order to create a broad coalition.

Albania's political geography shifted significantly with the October 2000 local elections in which the Socialist Party gained majority control of municipalities throughout the country. The Democratic Party charged the government with election manipulation and boycotted the second round of these contests. The PD may also boycott the 2001 parliamentary elections in protest. These events have further exacerbated tensions between the two largest parties.

Albania's political party structure and youth involvement are weak but improving elements in Albania's democratic development. In addition, citizens are detached from a political system that does not address their daily concerns. To address these challenges, and responding to requests from Albanian political parties for youth training, NDI began its Political Leadership Development program in 1999 with the goal of enhancing the ability of emerging political leaders to communicate with each other and with citizens. Through this program, the Institute strengthened and increased its ties with all major political parties represented in parliament. NDI is the only international organization to offer multi-party political skills development training in Albania and these seminars have allowed youth activists to develop relationships across party lines. Through its political party program, NDI received requests from leaders and activists to conduct training in preparation for 2001 parliamentary elections.

NDI's Civic Forum, as laid out in its 2000 workplan, has sought to have citizens become more aware and engaged in cooperating with each other by organizing to address common problems for the benefit of the communities in which they live. Through its first year, NDI's Albania Civic Forum program has made substantial progress towards this mission in conducting discussion groups on the following topics:

- Democracy and the Rule of Law
- Rights and Responsibilities of Citizens
- Rights and Responsibilities of Elected Representatives
- Structures and Functions of Government
- Decentralization Process in Albania
- Democratic Elections and How to be an Informed Voter

NDI completed each of these discussion topics, but also added modules on the Stability Pact for Southeastern Europe, the Role of Political Parties in a Democratic Society, and the Role of Media in a Democracy. In addition, NDI Civic Forum took an active role in promoting voter education related to the local elections in October 2000. Through Civic Forum, citizens are prepared to increase their role and participation to ensure more political and governmental transparency and constitutional strengthening of institutions for the good of the community. NDI's Civic Forum program has taken root in the communities around Durrës and Tirana. NDI will expand this program in 2001 to another locale to increase the quantity and quality of citizens' involvement in the political process.

III. GOALS AND OBJECTIVES

In order to counteract authoritarian traditions that have characterized Albania's political system for decades, NDI is promoting citizen participation in the political process. The Institute is also working with emerging political leaders to facilitate and provide training in cross-party communication, leadership development and communication with the Albanian citizenry. By working both from the bottom up and the top down, NDI hopes to effect change in both the leadership and citizen classes. In

accordance with USAID's Albania Strategic Objective 2.1 which calls for, "Increased, Better-informed Citizens' Participation in Political and Economic Decision-making", NDI's long-term goal in Albania is that:

Albania's multi-party system is characterized by internal party democracy and structured public outreach such that citizens, informed of democratic principles and structures, are able to participate in the political process.

To achieve this goal, NDI's 2001 objectives are that:

- Citizens understand and engage in the political process; and
- Approximately 120 emerging political party leaders and activists acquire party building and election preparation skills that favor their development as future political leaders.

A. OVERVIEW

Resident Representatives

Mary Margaret Dineen, NDI's current Resident Representative for Civic Forum will continue to implement the program in Tirana.

Gillian Gloyer will also maintain her status as Resident Representative, directing NDI's Political Party program in Albania.

VI. ACTIVITIES AND IMPACT INDICATORS

Objective 1: Citizens understand and engage in the political process

Introduction

Civic Forum

NDI will go through the following stages to implement Civic Forum in 2001:

Activity: Identify expansion Civic Forum site (January 2001)

NDI will expand the current reach of its Civic Forum program to reach more Albanian citizens by identifying a community close to the original two sites of Tirana and Durres where 20-25 new discussion groups will be established. The criteria used to select program sites includes: access to information, experience during the recent crisis, number of active civic structures, attitude of the local government, security and accessibility. Upon expanding the program, NDI will open a satellite office for field coordinators in this locale.

Activity: Albanian staff training and development (February – March 2001)

NDI will hire and train up to four Albanians to moderate the discussion groups in the expansion site. These four new field coordinators will join the original eight assigned to Tirana and Durres and receive instruction in: facilitation, democratic political structures and processes; educational methodology; community organizing and program development. NDI will encourage exchange among the experienced and new field coordinators to ensure that information and lessons on program development are shared constructively. Continued training over the life of the project will provide the field coordinators with the opportunity to enhance their educational expertise and subsequently increase their responsibility for the program. NDI will develop a newsletter to enhance communication among the Field Coordinators that can also be distributed among citizen group participants.

***Activity:* Kosovo field coordinator exchange (June 2001)**

Based on the efficacy of previous staff exchanges between Tirana and Pristina, NDI will conduct a field coordinator mission to Kosovo with new and experienced staff members.

***Activity:* Monthly Discussion Groups**

NDI will maintain two tracks of discussion groups in its Civic Forum program. Track one will focus on discussion groups developed in the first wave of program development, in and around Tirana and Durres. Track Two will be composed of those participants from the expansion site.

The Track One Field Coordinators will work with established discussion groups in the communities around Tirana and Durres. Each discussion group will meet twice per month, focused primarily on community organizing initiatives. NDI will also conduct discussion topics with the Track One participants on new and relevant issues throughout the year, related to:

- Democratic Elections and How to be an Informed Voter
- The participation of women in democracy
- The Role of the Albanian school system in democracy

The second track would comprise the expansion groups in a yet to be determined location. Groups may be formulated from scratch or may build on existing organizations, such as student associations, women's groups, or a variety of NGOs. Efforts will be made to ensure diversity among the participants, particularly with regard to gender and age. Discussions will take place according to a way that encourages democratic participation; that is, the participants will themselves govern the procedures for each session. The democratic process is therefore reinforced within the groups. Field Coordinators, working in pairs, will guide the discussions, present factual information and follow up on requests that the groups make for additional assistance. NDI will hire four new field coordinators that would focus on discussion group topics like:

- Principles of Democracy
- Democracy and the Rule of Law
- Rights and Responsibilities of Citizens
- Rights and Responsibilities of Elected Representatives
- Structures and Functions of Government
- Decentralization Process in Albania
- Democratic Elections and How to be an Informed Voter
- Stability Pact for Southeastern Europe
- Role of Media in a democracy
- Role of political parties in a democracy
- Human Rights in a democracy
- The participation of women in democracy
- The Role of the Albanian school system in democracy

***Activity:* Public Advocacy**

As individual groups demonstrate interesting public advocacy, NDI will work with them in Civic Forum sites to organize around issues important to their communities and constituents. Most of these groups will likely be found among the first track of NDI's Civic Forum discussion group team. Building on training conducted in 2000, NDI staff will train program partners on the fundamentals of community organizing. This activity will: (i) provide advocacy skills and experience to grassroots citizens groups; (ii) strengthen the internal capacities of citizens groups that want to organize to solve community problems (ability to plan strategically, recruit volunteers, raise grassroots funds) and external capacities (ability to conduct surveys, organize town meetings, use media and negotiate with elected officials); and (iii) improve cooperation between the community groups, municipalities and higher levels of government.

NDI field coordinators will work with members of each discussion group that advances from the education cycles to organizing, to identify problems and prepare issue campaigns. As a first step, NDI organizers, local leaders and citizens will conduct village meetings with community members in order to identify issues important to the community. Once the priority issues are identified, the citizens, in cooperation with local leadership, will develop a strategy for action, which may include administering community surveys, or approaching their municipal councilors and international organizations in order to achieve their goal.

***Activity:* Informal Assessment**

At the end of two years of the Civic Forum program, NDI will recruit a team to conduct an informal assessment of the program. This assessment will examine the impact of the program in Albania and identify useful lessons for future programming.

Indicator: Using Civic Forum advocacy skills, citizens initiate contact with their elected officials on issues of local concern.

Measurement: Citizens meet with their elected officials on a regular basis to discuss issues of local concern.

Indicator: Citizens demonstrate an increased level of knowledge and analysis about democratic processes and Albanian government and political structures.

Measurement: Civic Forum moderators assess initial attitudes of participants through discussion and informal surveys, and will monitor and record the degree to which participants in more than 90+ discussion groups use their knowledge to take an active role in their communities over the course of the program.

Objective #2: Approximately 120 emerging political party leaders and activists acquire party building and election preparation skills that favor their development as future political leaders.

B. Regional Political Leadership Development (RPLD) Program

In the two rounds of the Political Leadership Development (PLD) Program conducted in 1999 and 2000, NDI trained 54 emerging political leaders representing all major political parties from throughout Albania. With this training, participants implemented projects that developed the voter contact, membership, media communication, and infrastructure capabilities of their parties. In addition, the PLD gave emerging political parties leaders the opportunity to interact with their colleagues in a neutral environment removed from the polarized political environment. For logistical reasons, all the seminars were held in Tirana, and participants who lived outside the capital had to travel there to attend.

In 2001, the Institute will continue to work with this core group of 54, but will also broaden the reach of the PLD Program and enable the participation of a larger number of young activists from local party branches. As in previous rounds of the PLD Program, training will be conducted in multi-party seminars; however, the selection procedure will take account of Albania's political geography in the aftermath of the October 2000 local elections, and the content of the training course will be adapted somewhat to reflect the specific needs of party activists at local as opposed to national level. The multi-party nature of the training will be enhanced by the participation, as co-trainers, of graduates of the first two rounds of the PLD Program.

For the purposes of the Regional PLD Program, NDI proposes to divide Albania into four geographical areas, two in the north and two in the south. Training will be conducted in different towns in each area, and participants from within that area will

travel to seminars as necessary. This will give a larger number of those taking part to "host" a seminar in their home town for their fellow-participants, thus increasing the possibility of sustained cooperation between them after formal training is concluded. As in previous rounds of the PLD Program, participants will be expected to develop concrete ideas for strengthening their parties, and NDI staff will work with them as they implement these projects.

The geographical areas proposed are: Northern Albania (including Shkodër, Kukës, Lezhë, and Dibër); North-central Albania (including Durrës, Kavajë, and Lushnja. The small towns around Tirana may also be included in this group if there is interest among young politicians there); South-Eastern Albania (including Elbasan, Pogradec, Korça, Gramsh, and Librazhd); and South-Western Albania (including Fier, Vlorë, Gjirokastër, Përmet, and Sarandë). Participants from Berat and Skrapar may elect to attend training in either the "North-central Albania" course or that in "South-Western Albania".

Participants in the Regional PLD Program must be active in a political party that is represented in Parliament or in local government, and the upper age-limit will be 40. Two parallel selection methods will be used to identify potential participants: applications to the two "national" rounds of the PLD Program will be analyzed, and those from the districts who were not selected for either of these will be contacted to establish their continuing interest and availability; and, simultaneously, NDI's Resident Representative will consult with the national leaders of the main parties and, at their request, with local branch leaders, with a view to identifying potential participants who, for whatever reason, did not apply in 1999 or 2000. Between 30 and 35 young activists will be selected in each region and interviews may be conducted if the seminar courses are over-subscribed.

Training will commence in mid-January in North-central and South-Western Albania, and in late February in Northern and South-Eastern Albania, or possibly slightly later in the event of another hard winter which would make it difficult for participants to travel.

NDI will go through the following steps to conduct the Regional Political Leadership Development program:

Activity: **Selecting participants for Regional Political Leadership Development Program**

NDI will adapt its selection procedure from the PLD I and II programs to recruit and identify participants for the Regional PLD program.

Activity: **Training: Building relationships with the electorate**

NDI will conduct training on effective voter contact techniques, such as door-to-door campaigns, voter surveys and leafleting. NDI will also conduct a seminar on effective communication through the local media.

***Activity:* Training: Election preparation and political message development**

NDI will conduct single party training on election preparation skills in all four geographic areas in preparation for parliamentary elections, expected in June. Due to the volume of training, NDI will send a political party trainer to assist in these seminars.

***Activity:* Training: Party poll watcher training**

To prepare parties for parliamentary elections, NDI will conduct political party poll watcher training. This training will provide party activists the skills to protect their votes at the polling station and can also be used as a party development tool. This training will be conducted within the thirty day period in advance of elections.

***Activity:* Training: The Politics of Compromise**

NDI will send a political communications expert to Albania to conduct training on effective conflict resolution and negotiation techniques among political parties, including codes of conduct and ethics training.

***Activity:* Training: Political life between elections**

NDI will conduct training on political party development and activity outside of an election season. Topics will include developing local initiatives and working with civil society. NDI will send a political party expert to assist in this training.

***Activity:* Follow up consultations with Regional PLD participants on project proposals**

NDI will meet with Regional PLD participants to assess project proposals and offer consultation on implementation.

***Activity:* Training of Trainers**

NDI will conduct training in all geographic areas on training skills with participants so that they can replicate training with party colleagues.

Indicator Program participants utilize techniques from NDI training in their respective campaign plans such as voter contact and party membership development.

Measurement: NDI program participants conduct voter contact campaigns through leafleting, door-to-door canvassing, citizen questionnaires,

and other activities that impart party information and generate new members.

V. EVALUATION

NDI's self-evaluation procedure, in addition to the program-specific indicators and measurements presented below, will be used to evaluate the project. Typically, the NDI self-evaluation procedure includes: weekly staff review of program development, including all members of the Central and Eastern Europe team, members of NDI's functional teams, grants management and accounting; analysis of evaluation forms submitted after NDI-sponsored training events; regular reports from the NDI resident representatives in Tirana, including reactions to recent political events and trends, the status of current and proposed projects, and other relevant information; regular conference calls with resident representatives and local staff; and a semi-annual Central and Eastern Europe program team retreat to evaluate programs.

The NDI resident representatives will also help gauge NDI's effectiveness at the local level. They will be responsible for providing feedback to NDI/Washington to help ensure that programs continue to be demand-driven and responsive to community concerns and recent political developments.

Upon conclusion of the entire project, NDI will issue a final report assessing to what extent NDI accomplished its proposed goals and objectives. The report will include an assessment of the overall program and recommendations for future programs.

VI. BENEFICIARIES OF NDI'S ALBANIA PROGRAM

NDI's Regional PLD program will benefit a wider group of emerging leaders in political parties as they acquire leadership, cross-party communication and party development techniques. Albanian political parties will be strengthened and enhanced by membership trained by PLD participants in party building and internal party democracy skills. Albanian constituents also benefit from this program as they will have emerging political leaders who are more likely to work together to address their problems.

The Civic Forum program addresses three primary audiences, resulting in three principal beneficiary groups: discussion group participants (approximately 1000 people), their immediate circle of acquaintance (estimated at 10,000) and the general public. To that list might be added the moderators (12 people) who work on the program. NDI's approach to civic education is both narrowly focused, in order to provide a core of citizens with in-depth information, and widely based, to expose a large number of people to the basic principals of democracy. Those people with whom NDI engages directly and intensively derive a greater benefit because they develop and practice skills, in addition to absorbing information. The principal benefits to the general public are exposure to principals of good government and citizen responsibility and improvements in community life accrued as a result of the work of civic activists.

VI. TIMELINE

January 2001	RPLD Civic Forum	Recruit and select participants Training: The Politics of Compromise (NC, SW) Expansion site assessment Community Organizing Initiatives w/ 1 st Track
February 2001	RPLD Civic Forum	Training: Building Relationships with the Electorate (NC, SW) Training: Single party seminars on Election preparation and message development (N, NC, SE, SW) New Field Coordinator recruitment Community Organizing Initiatives w/ 1 st Track
March 2001	RPLD Civic Forum	Training: Building Relationships with the Electorate (N, SE) Training: Single party seminars on Election preparation and message development (N, NC, SE, SW) New Field Coordinator training Ongoing Organizing Initiatives w/ 1 st Track Newsletter distributed
April 2001	PLD I & II RPLD Civic Forum	Training: Advanced Seminar on media and presentation skills Training: Single party seminars on Election preparation and message development (N, NC, SE, SW) Principles of Democracy (Track 2) Democracy and the Rule of Law (Track 2) Ongoing Organizing Initiatives w/ 1 st Track
May 2001	RPLD Civic Forum	Training: Political Party Poll Watcher training Project follow-up Democratic Elections and How to be an Informed Voter (Tracks 1 & 2) Ongoing Organizing Initiatives w/ 1 st Track
June 2001		ANTICIPATED PARLIAMENTARY ELECTIONS RPLD Civic Forum
		Project follow-up Kosovo Information Sharing Meeting (NDI Field Coordinators and staff) Rights and Responsibilities of Citizens (Track 2) Rights and Responsibilities of Elected Representatives (Track 2) Ongoing Organizing Initiatives w/ 1 st Track

		Newsletter distributed
	RPLD Civic Forum	Training: The Politics of Compromise (N, SE) Structures and Functions of Government (Track 2) Decentralization Process in Albania (Track 2) Ongoing Organizing Initiatives w/ 1 st Track
August 2001	RPLD Civic Forum	Training: Political Life Between Elections (NC, SW) Training: Political Life Between Elections (N, SE) Stability Pact for Southeastern Europe (Track 2) Role of Media in a democracy (Track 2) Ongoing Organizing Initiatives w/ 1 st Track
September 2001	PLD I & II Civic Forum	Training: Political Life Between Elections (N, SE) Role of political parties in a democracy (Track 2) The participation of women in democracy (Tracks 1 & 2) Ongoing Organizing Initiatives w/ 1 st Track Newsletter distributed
October 2001	RPLD Civic Forum	Project follow-up The Role of the Albanian school system in democracy (Tracks 1 & 2) Human Rights in a democracy (Tracks 1 & 2) Ongoing Organizing Initiatives w/ 1 st Track
November 2001	RPLD Civic Forum	Training: Training for Trainers (N, SE) Ongoing Organizing Initiatives w/ 1 st Track Begin organizing initiatives w/ 2 nd Track
December 2001	RPLD Civic Forum	Training: Training for Trainers (NC, SW) Informal Program Assessment Ongoing Organizing Initiatives w/ 1 st & 2 nd Track Newsletter distributed