

INSTITUTE FOR DEMOCRACY AND MEDIATION

# 10 YEARS IDM 1999 - 2009



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**SOTIRAQ HRONI**  
*Founder and  
Executive Director  
of IDM*

As the publication of this year's annual report coincides with the 10<sup>th</sup> anniversary of the Institute for Democracy and Mediation, in my capacity of founder and Executive Director, I would like to share with the reader few thoughts and reflections from the perspective of the end of a decade of commitment, work, contribution, development, and transformation of the organization itself.

Institute of Good Offices (founding name of IDM) was established to contribute to the political reconciliation and public accountability as the country kept moving toward strengthening its democratic institutions and maturity of its political establishments. Activity reports from the year 2000 indicate IDM successfully piloting for the first time in Albania cross-party debates among rivaling candidates at the national level. Its impact lead IDM's programmatic areas to focus more in developing citizens centered policies and programs at the very core of its activities.

In the years that followed, we developed step by step our capacities and extended our activities at the national and local level all over the country, building at the same time effective and functional partnerships with local government units and central government institutions in all areas of activity with such objectives as community development and linking governance with citizens.

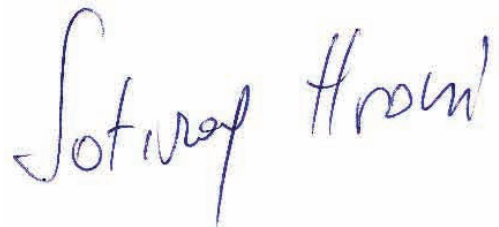
It has been inputs coming from targeted recipients and partners that triggered the need for transformation of the organization, particularly

during the last couple of years by developing IDM capacities into policy shaping, implementation, monitoring, and assessment.

At the current stage, these transformation processes made IDM share its legacy with three growing departments: Center for European and Security Affairs (CESA), the Department of Local Governance and Integrated Development (LGID) and the Research and Innovation Initiative (RII), which are identified respectively with competent staff and associates, and high quality services, in line with the Institute and respective departments' vision, objectives, and agenda. One more thing to mention in this development process of IDM from a ten years perspective is the fact that it has successfully managed to keep and further encourage its non-partisan approach to issues and reforms that is counting on its credibility and partnerships with institutions and the public.

We remain grateful to all partners and associates that accompanied us in this decade long journey and, certainly, to all members of IDM team that made possible this course and paved the way for future successes.

Although difficult as it may seem for IDM to describe and express due gratitude to all its supporters in our ten year course, my mind goes to its friends at the Christian Responsibility of Public Affairs (UK) that helped, especially in the year 2000, put IDM on its feet to walk.

A handwritten signature in blue ink that reads "Sofray Hron". The signature is written in a cursive, flowing style.

## I. INSTITUTE FOR DEMOCRACY AND MEDIATION

Founded in November 1999, the Institute for Democracy and Mediation (IDM) is an independent, non-governmental organization working to strengthen the civil society, to analyze and improve Albania's integration processes, to assist reforming and the consolidation of good governance and inclusive policy making processes through expertise, innovative policy research, analysis and assessment-based policy options.

Our work is guided by the commitment to consolidate capacities of key societal actors, democratic practices of civic participation and overall development processes, as well as to generate alternatives and innovative approaches based on applied research and academic studies. The Institute has continuously contributed to the advancement of achievements in the following key areas:

- Consolidation of civil society and promotion of third sector's impact on policies
- EU studies & European integration affairs
- Security studies and security sector reform & governance
- Regional cooperation & Euro-Atlantic relations
- Good governance, community empowerment and sustainable development

IDM structure consists of three core departments/program areas:

- **Center for European and Security Affairs (CESA)**

The Center for European and Security Affairs represents the Institute's specialized department in the domain of European and security issues. Its mission is to advance European and security studies, research and analysis related to key reforming processes thus encouraging both, informed debate and improved processes. The Center focuses particu-

### IDM MISSION

*IDM is dedicated to develop a profound understanding on contemporary challenges to shape sustainable reforming strategies and public policies in key socio-economic and political development pillars, as well as to advance regional cost-effective approaches in support of intra / cross sectorial cooperation initiatives of key public and civil stakeholders based on comprehensive research, policy assessment and multifaceted analysis. These guiding principles represent the foundation of our mission, on which IDM forms the framework of its programme priorities, shapes the results of its work and drives the services and contribution to civil society efforts.*

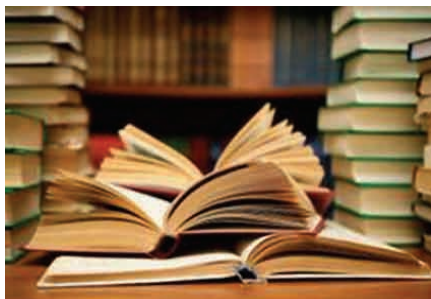




lar attention to national efforts and regional initiatives aiming to develop sound institutional capacities and qualitative human resources that will serve to contemporary challenges for reform, integration processes and cooperation through an educational and problem-solving approach.

- **Local Governance and Integrated Development**

IDM's vision, as related to the Department of Local Governance and Integrated Development (LGID) and is to promote civic participation in the local decision-making processes and to increase the accountability of decision-making actors at local level vis-à-vis the citizenry. Preparing local stakeholders to better access the challenges and opportunities of the EU integration process through improved capacities and continuous advice represents another priority area to which IDM dedicates particular attention. With this in mind, LGID has been working together with local government units throughout Albania in strengthening their capacities to interact better with communities as well as with civic structures in order to raise awareness about their role as key actors in sustainable development.



- **Research and Innovation Initiative (RII)**

Research and Innovation Initiative (RII) is a new cross-cutting division within IDM for advancing the Institute's performance and quality of services. It has developed out of the research component of activities carried out by other departments of IDM, as an attempt to better integrate and refine the research carried out, but also as a means for expanding the focus of the organization in other areas in order to better respond to the forthcoming challenges. To fulfill its aim, RII is in permanent consultations with the research staff of both CESA and LGID, and the associated of IDM, while it also carries out its independent projects and delivers research services, expertise and policy options to interested groups and public at large. RII takes the attributes of a multidisciplinary research and think tank body, whose advocacy and policy options are

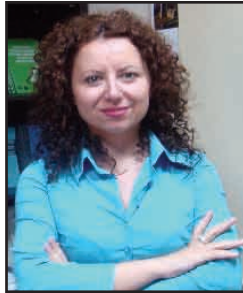
## II. IDM TEAM AND ASSOCIATES

The work of the Institute for Democracy and Mediation is guided and carried out by a team of eight full time employees and a wide network of associates. In addition, the statute of the Institute has established the Board of Directors as IDM's supervising authority.

### IDM Staff



**Gjergji Vurmo**  
Head of CESA



**Mariola Qesaraku**  
Program Officer &  
Researcher  
(CESA)



**Besnik Baka**  
Communication  
Officer & Researcher  
(CESA)



**Arjan Dyrmishi**  
Senior Expert  
(CESA)



**Besiana Kuçi**  
Assistant  
(CESA)



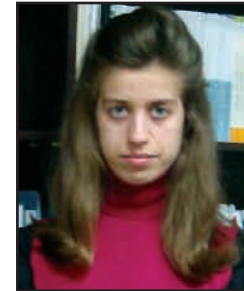
**Erisa Çela**  
Head of LGID



**Rovena Sorra**  
Officer & Trainer  
(LGID)



**Manjola Doko**  
Development Expert  
(LGID)



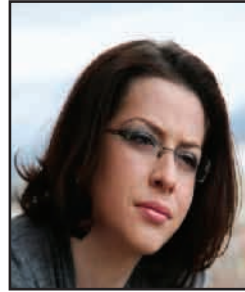
**Marsida Bandilli**  
Assistant (LGID)



**Elona Dhëmbó**  
*Head of RII*



**Egest Gjokuta**  
*Program Officer & Researcher (RII)*



**Edlira Peço**  
*Researcher (RII)*



**Ermela Hoxha**  
*Finance Officer*

*Administrative and IT Support*

**Eduard Cani**

**Tonin Goshi**

**IDM Associates**

- Dr. Arshi Cela
- Dr. Giovanni Ercolani
- Dr. Ardian Myslymi
- Pashk Tusha
- Enri Hide (PhD Candidate)
- Kadri Gega
- Artan Karini (PhD Candidate)
- Gen.Lt. Pellumb Qazimi
- Dr. Tomi Treska
- Dr. Etleva Dashi
- Geron Kamberi
- Dr. Nevila Sokoli
- Dr. Fatbardh Sallaku
- Associate (Defense Academy)
- Associate (UN Peace Operations Training Institute)
- Associate (Security)
- Associate (Police expert)
- Associate (European University of Tirana)
- Senior Expert (Local governance)
- Public Policy Consultant
- Ambassador (former Chief of Gen. Staff of Armed Forces)
- Associate
- Rural Development Consultant (Agricultural University of Tirana)
- Associate (Security & EU)
- Consultant (European University of Tirana)
- Environment and Rural Development Expert, (Agricultural University of Tirana)



### III. IDM ACTIVITIES 2009

#### **Core and Institutional Support for an Increased Impact on Policy Making**

*Duration:* December 2007 – December 2010

*Donor:* OSI Think Tank Fund (Program of Open Society Institute)

Following an almost 8-years experience and continuous involvement in Albanian civil society's efforts to consolidate democratic institutions, governance and policymaking, in December 2007 IDM was awarded a three-year Core and Institutional Support Grant by OSI Think Tank Fund. The purpose is to strengthen inclusive policy making in the country by encouraging more active involvement and enhanced impact of the Institute's policy and research work in the policymaking processes. Under this program, IDM is focusing on five key thematic areas including local governance and decentralization, security sector reform and proactive law enforcement, community mobilization, tripartite partnerships and local ownership, and challenges of European integration process. Implementation of this grant is following a carefully-designed strategy that in the past two years has delivered the following products/activities: twelve policy briefs on specific policy issues; one policy paper; six issues of "EU Home Affairs Review"; interactive web-based forum; series of consultation meetings with independent experts; four policy forums (on specific policy products); two national conferences; six local round tables, etc. The institutional support has also enabled IDM to better structure its work, resources, and impact of its program activities.

#### **Challenges of the Global Financial Crises**

*Duration:* April – May 2009

*Donor:* Christian Responsibility in Public Affairs (UK)

*Partner:* European University of Tirana

In May 2009, a senior delegation from Christian Responsibility in Public Affairs, UK, founding partner of Institute for Democracy and Mediation, realised its fifth trip to Albania. This time Lord and Lady Griffiths of Forestfach and Louis Greig had invited for their first trip to Albania Lord and Lady Carey of Clifton and Baroness Wilcox. In their visit the delegation was received by President of the Republic, Prime Minister and Head of the Opposition (Mayor of Tirana).

An open forum of discussion on 'The Relevance of Christianity to Public Life' was organised at Tirana International Hotel with participation of senior representatives of academic, judicial communities as well as members of parliaments, government representatives and young leaders.

The Honourable Lord Griffiths of Forestfach held also a fascinating lecture on "Challenges of the Global Financial Crises" at the European University of Tirana. The audience, university professors, senior government experts and students were also addressed by the Dean of the EUT Prof. Adrian Civici, Former Minister of Finance Arben Malaj, deputy Governor of the Bank of Albania, Louis Greig, Deputy Minister of Economy.

**Civil Society Index in Albania***Duration:* June 2009 – May 2010*Donor:* UNDP Albania*Partner:* CIVICUS - Worldwide Alliance for Citizen Participation (Johannesburg, South Africa)

IDM through the support of UNDP in Albania and in partnership with CIVICUS – World Alliance for Citizens Participation (Johannesburg, South Africa), has launched in June 2009 the start of the Civil Society Index in Albania, a major research project affiliated with CIVICUS ( ) that aims to assess the state of civil society in countries around the world. Since 2003, the Civil Society Index has been implemented in around 80 countries worldwide and it is being brought for the first time in Albania by IDM this year, based on a partnership agreement with CIVICUS. The Institute has been selected, among many other com-

petitors, to coordinate the implementation of CSI agenda for Albania with the purpose to provide an in-depth analysis of the state of Albanian civil society development. This initiative is a result of an almost 9 month of efforts of IDM team to apply at CIVICUS for the CSI license and further to raise funds for the implementation of this major research project. The Civil Society Index comprises a comprehensive methodology that is designed to assess the performance of this sector through four core dimensions – civic engagement, practice of values, level of organization and perception of impact – which are all elaborated under a fifth dimension, i.e. the environment in which civil society actors operate. During 2009 IDM team has carried out major part of the quantitative research which will be followed by qualitative one in order to produce the Albanian CS Index (by May 2010).

**IDM CENTER FOR EUROPEAN  
AND SECURITY AFFAIRS**

**Towards Regional Advocacy for Cooperation in the Balkans via European Best Practices***Duration:* December 2008 – May 2009*Donor:* International Visegrad Fund and OSI East East Program*Partner:* Albanian Parliament, Regional Cooperation Council (BiH)

The regional two day conference organized on 20-21 March 2009 by IDM was focused on the instruments and best practices of (non)institutionalized re-

gional cooperation forms of Visegrad and Nordic countries and challenges for the Western Balkans (Albania, Macedonia, Serbia, Montenegro, Kosovo, Croatia and Bosnia-Herzegovina). The conference enabled a forum of consultations on the efficient instruments and European best practices on regional cooperation among legislative bodies in the WB. It gathered eminent representatives from the policy and decision making centres in the Western Balkans, MP from Albania and WB, think tanks, academia, international institutions etc. The European best prac-

tices were presented by IDM partners from Hungary (International Centre for Democratic Transition), Poland (Institute of Public Affairs), Czech Republic (EU-ROPEAM), and Slovakia (Slovak Foreign Policy Association).

The Regional Conference was organized with the support of the International Visegrad Fund (Slovakia) and the OSI East East Programme in partnership with the Albanian Parliament and Danish Embassy. The

### **Security Management Network**

*Duration:* March 2009 – on going

*Donor:* DCAF, NATO Public Diplomacy Division, OSI Think Tank Fund

*Partners:* Albanian think tanks, universities and academic society, media, security institutions (MoD, State Police, Mol, etc.), policy/decision makers

Lack of a dynamic role of CSO, think tanks or independent experts in policy issues, policy monitoring and implementation has significantly affected governance of security sector by leaving to circumstantial developments or events. It is not only mutual suspicion and lack of confidence between government and civil society due to the past legacy of authoritarianism, but also the lack of capacities and experience that have further jeopardized the CSO involvement in issues related to the security sector and efforts to contribute to the governance of this sector. Based on a profound understanding of the potential role of civil society's expertise in improving security sector governance and assisting locally-owned sustainable reform, IDM launched the Security Management Network in March 2009 as an initiative

findings of the research with European best practices, contributions and recommendations that emerged during the conference have been shared with a wide audience in Albania and the WB region through a special publication and also through a series of articles of IDM staff. Furthermore, a regional tour of official meetings in WB countries' capitals served also the purpose to disseminate the recommendations of the project.

that aims to build independent capacities and expertise among third sector actors and which would get actively involved in the policy and reforming debates related to security issues through qualitative research, studies, and policy work based on assessment and monitoring. The Network involves a group of 15 carefully selected researchers and practitioners from think tank organizations, media, academic society and independent experts.

This initiative was designed in two consecutive stages during the first year of its implementation. Stage one – involving a series of training workshop in order to build capacities of SMN researchers – and Stage two, encouraging SMN members to get involved in concrete research and policy work on specific reforming issues of security sector in Albania. Accordingly, from June until December 2009 the SMN members delivered and launched in public debate through conferences and workshops five policy works as follows: 1) Backgrounder “Building Human Security Agenda in Albania” (Workshop, 18 June 2009); 2) Policy Brief “Gender Perspectives of Security Sector Reform in Albania”(Workshop, 10 November 2009); 3) Report “Assessment of the National

Security Coordinating Authority” (Workshop, 21 November 2009); 4) Policy Brief “Albania – Developing the National Security Concept” (Workshop, 2 December 2009); and 5) “Introducing the Performance Based Management model” (Workshop scheduled for early 2010). In the second year (2010) of its work and endeavor to invigorate the third sector’s involvement in SSR/G the Network will focus on four additional thematic areas.

Security Management Network members include: **Enri Hide**, PhD Cand. (Academia), **Agron Sojati**, MA

(Governmental Expert, Ministry of Interior), **Edlira Peço**, PhD Cand. (Academia), **Genc Kojdheli**, MA (Civil society), **Arjan Dyrmishi**, MA (Civil society), **Mariola Qesaraku**, MA (Civil society), **Besar Likmeta**, MA (Media), **Besnik Baka**, MA (Civil society), **Ira Papagjika** (Governmental Expert, Mol), **Evis Gjebrea**, MA (Academia), **Llukan Tako**, MA (Civil society), **Eurona Leka**, MA (Academia), **Geron Kamberi**, MA (Civil society), **Ledian Rusta**, MA (Academia), **Elona Dhembo**, PhD Candidate (Academia), and **Jonida Hoxha**, MA (Governmental Expert, Ministry of Interior).

### **The Right of the Military to Be Organized in Professional Associations to Protect Their Freedoms & Rights**

*Duration:* January – April 2009

*Donor:* Friedrich Ebert Stiftung (Albania)

*Partner:* EUROMIL (European Organization of Military Associations), Albanian Defence Academy and the Albanian Ombudsman

The initiative follows a similar action undertaken by IDM in the previous period to establish the Police Association (which now is fully operational as a body that protects the rights of police officers). The project was designed to increase sensitivity among Albanian key actors and institutions on the need to encourage the establishment of professional association

within the Armed Forces. The conference (held on 29 April 2009) was organized in partnership with EUROMIL (European Organization of Military Associations), Friedrich Ebert Stiftung (Tirana), Albanian Defence Academy and the Albanian Ombudsman. This initiative, in the framework of modernizing the Albanian army becomes even more indispensable with NATO membership of Albania. Through this event, IDM’s purpose was to encourage the debate and present the legislative and policy challenges on the necessity of professional organizations which support the rights of the military, and to bring best European experiences (German, Italian but also Bulgarian as closer to the Albanian reality) as presented by EUROMIL representative, the Italian Delegation of Experts and NATO representative in Albania.

## **Civil Society Capacity Building to Map and Monitor Security System Reform in the Western Balkans 2009-2011**

*Duration:* March 2009 – December 2011

*Donor:* Norwegian Ministry of Foreign Affairs

*Partners:* DCAF – Geneva Centre for the Democratic Control of Armed Forces (DCAF), Lead institution; CCMR – Centre for Civil and Military Relations (Belgrade, Serbia); Analytica – Thinking laboratory (Skopje, Macedonia); CEDEM – Centre for Democracy and Human Rights (Podgorica, Montenegro); CSS – Centre for Security Studies (Sarajevo, Bosnia and Herzegovina); KCSS – Kosovar Center for Security Studies (Prishtina, Kosovo); IMO – Institute for International Relations (Zagreb, Croatia); IDM – Institute for Democracy and Mediation (Tirana, Albania)

This is a three year regional project which aims to increase the capacity of the civil society in the

## **Security Policy and Capacity Building for SS institutions**

*Duration:* 2009

*Donor:* DCAF, Geneva Centre for Democratic Control of Armed Forces

The Institute for Democracy and Mediation has continued its partnership with DCAF – Geneva Center for Democratic Control of Armed Forces and Albanian institutions in a number of capacity building activities and workshops in the area of security. Particular attention has been dedicated to security sector reform and gender, the national security strategy,

Western Balkan region to effectively oversee security sector reform both on the national level, and through a cooperation network on the regional level. The purpose of the project is to analyze and assess the security system reform in each of the seven partner countries from the Western Balkans. This initiative is supported by the Dutch Foreign Affairs Ministry and will be implemented under the leadership of DCAF during the period March 2009 – December 2011.

The project is divided in 3 main components: Chronology of SSR, Context Analysis of SSR, and Monitoring of SSR. The latter comprise a set of criteria to be developed during the assessment of the security sector reform in the region such as transparency, representativeness, participation, human rights protection, executive and judicial control etc. The project will be finalized with the publication of an almanac with the research results of all the partner organizations.

civil military relations, institutional capacities, as well as democratic control of security sector institutions. DCAF support and expertise has been particularly essential and has therefore largely contributed to the success of a number of programs. A particularly essential support has been provided by DCAF in the consolidation of capacities and impact of the Security Management Network – an IDM initiative gathering 15 experts, practitioners and scholars from the Albanian civil society sector, media and the academic society with the purpose to improve the third sector's contribution to security sector reform and academic debate.

### **Civil Military Relations: Still an Unfinished Business**

*Duration:* September – November 2009  
*Donor:* DCAF and Friedrich Ebert Stiftung (Albania)  
*Partners:* Ministry of Defense and General Staff of Armed Forces

The project's main goal was to build a national agenda for reform and education for consolidated and normative Civil Military Relations. More particularly its objectives included (a) the re-evaluation of the state of affairs and increased awareness on norms and standards to enhance Civil Military Relations, (b) to encourage informed debate and recommendations to align Democratic Civilian Control with Euro-Atlantic practices. For this purpose IDM Centre for European and Security Affairs (CESA) prepared a comprehensive research so as to provide "food for thoughts" to

national stakeholders through implementing and presenting the main findings of three surveys with (1) members of the parliamentary commission on national security, (2) personnel of Ministry of Defense and Armed Forces, and another survey with (3) citizens at the national level. The two day national conference, organized on November 20-21, 2009 gathered key actors and representatives of Albanian institutions (experts & former and current leaders of MoD, General Staff of Armed Forces, Parliamentary Commission on National Security, MPs, Defence Academy, etc.). A significant contribution to this conference has been offered through the research work of the Security Management Network, established by IDM in early 2009. The conference outcomes and the research work carried out in this context were included in a final publication ("Democratic Control and Civil-Military Relations: Still an unfinished business").

### **Publication of Quarterly Journal 'Security Issues'**

*Duration:* Ongoing (since 2006)  
*Donor:* NATO Public Diplomacy Division and Friedrich Ebert Stiftung (Tirana)

The Security Issues journal was launched by IDM in 2006 with the purpose of promoting a well informed, academic and expert debate on security matters. It provides comprehensive analysis, research papers and articles related to security, inte-

gration processes, regional, European and international security challenges, etc. In 2009 IDM published four issues of the review encompassing a variety of topics and themes such as human security, gender perspectives of SSR, security strategy, EU security policy, etc. In the fifth year of its publication the review – now, "Security & European Affairs – will "meet" the readers in a new (issue-based) format and with an increased focus on the work of national and regional contributors aiming to broadcast the region's perspective on EU/European Security Affairs.

## IDM DEPARTMENT OF LOCAL GOVERNANCE AND INTEGRATED DEVELOPMENT

### **Western Balkan Rural Extension Network through Curriculum Reform (WBREN)**

*Duration:* Three years (2009 – 2012)

*Donor:* European Commission (TEMPUS IV)

*Partners:* Regional & European Universities & Think Tanks

The regional initiative “Western Balkan Rural Extension Network through Curriculum Reform” (WBREN) is a TEMPUS IV project that will address the deficiency and need for rural development curriculum reform in the Western Balkan region through the training, development, and implementation of rural development programs following two streams: formal and non-formal rural development education. IDM’s Local Governance and Integrated Development Department, as part of a multi-national consortium, will provide expertise in rural development and coordinate the implementation of project’s activities in Albania. The project

### **Enhancement of Cross-Border Cooperation in the Framework of Regional Policies and Integrated Rural Development**

*Duration:* January – October 2009

*Donor:* Open Society Foundation Albania

*Partner:* European Movement in Albania

The project was a joint initiative of IDM and the European Movement in Albania. It’s main goal is to

ect relies on the understanding that rural development education reform is the key to providing relevant stakeholders, within and outside higher education institutions, the opportunity at building a framework for EU accession and meeting the goals of each country’s National Rural Development Strategies. By building these capacities, overall rural development goals can be better achieved, and progress in our rural communities can be realized. Accordingly, in the course of the next three years the project will (1) develop and improve the competencies of non-formal education professionals, who will create and deliver non-formal, modular based trainings to stakeholders in agriculture and rural development; (2) introduce an interdisciplinary, ECTS compliant Certificate in Rural Development program at lead Western Balkan Higher Education Institutions; (3) Establish Center for Rural Extension at lead Western Balkan Higher Education Institutions which support CRD program and outreach activities; and (4) increase regional cooperation in rural development and agriculture extension / outreach through the creation of the Western Balkan Rural Extension Network.

promote cross-border cooperation for the elaboration and implementation of regional policies and integrated rural development, as an instrument for the socio-economic development of border areas (Korça and Shkodra), as a pre-condition for the capacity building of locals structures in the frame of EU integration processes. A series of contacts and meetings organized by IDM and EMA has taken place in January 2009 with representatives of local structures

(municipalities, communes, and regional councils), private institutions and interested civil society as well as the academia (public universities in Shkodra and Korca).

A total of four regional forums in Korca and Shkodra and two training workshops have been during 2009 with representatives from all sectors, public, civic / private, and groups of interest directly or indirectly involved with regional and rural development.

### **Capacity Building of Local Stakeholders in Rural Development Issues**

*Duration: 2009*

*Donor: OXFAM Albania*

In the framework of the cooperation and partnership with OXFAM, IDM has initiated the implementation of a series of activities focusing on the development of local partnership and fostering of cooperation for rural development in Albania. A series of trainings have been carried out in the regions of Shkodra, Vlora and Dibra on capacity building of local public, private or civic stakeholders, on rural development, LEADER approach and creation of LAG's in Albania.

The specific objectives of this initiative are to inform and train rural communities and stakeholders in three target regions to built partnerships according to the LEADER type approach (LAG-Local Actions Groups); explain and demonstrate the best practices along other countries to establish and further strength the rural partnership according to bottom –up principle; deliver the necessary tools and means, which

IDM and EMA have benefited from a very valuable cooperation of representative of the Ministry of Agriculture Food and Consumer Protection, head of the department dealing with policies on rural development. The project was concluded with the publication of an informative brochure and assessment report on the opportunities and challenges for cross border interactions in view of regional and rural development, while a special website which was created.

stimulate and promote the participation of rural communities in decision-making and budgeting process at local level; raise concerns and stress the importance of gender balance along the process of LAG establishment.

The series of activities started with one initial workshop organized in Tirana with the participation of key stakeholders involved in rural development issues and operating in the regions of Vlora, Dibra and Shkodra. This workshop served to sensitize actors on rural development relevance to their context of work as well as get their support in identifying possible public and civic officials to be included in the series of trainings and further work to build the first LAGs in their regions.

Further on, the workshop followed with the publication of an Informative Guideline on the establishment of Local Action Groups. The aim of such a manual is not only to offer some practical steps on how a LAG is built but also concrete examples withdrawn from the international experience showing the building process of specific LAGs in specific localities.



## **Support to Capacity Building for Agriculture and Rural Development Policy Analysis and Formulation to Support EU Integration of the South-European Countries**

*Duration:* 2009

*Donor:* UN Food and Agriculture Organization (FAO)

In the framework of the Project on Support to Capacity Building for Agriculture and Rural Development Policy Analysis and Formulation to Support EU Integration of the South-European Countries, IDM in partnership with the UN Food and Agriculture Organiza-

## **EU Best Practices on Policies and Rural Development Networking**

*Duration:* October – December 2009

*Donor:* Friedrich Ebert Stiftung, OSI Think Tank Fund  
*Partner:* Ministry of Agriculture, Food & Consumer Protection; OSI Think Tank Fund

Institute for Democracy and Mediation in cooperation with the Ministry of Agriculture Food and Consumer Protection, and the support of Friedrich Ebert Stiftung and OSI Think Tank Fund organized in Tirana on the 4th December 2009, the National Conference “EU Best Practices on Policies and Rural Development Networking: Modelling rural development extension and support system for EU future of Albanian rural space”. The conference’s ambition was to bring awareness at the national level on existing EU successful practices related to the development of national networks as well as to present up to now ef-

tion (FAO) organized two series of trainings (Durrës, Albania), first on “Introduction to Rural Development and Participatory Project Cycle Management” on the 21-25th April 2009 and the 2nd round of trainings for the beneficiary group 2 and 3 was organized in Albania in the timeframe 30 June-5 July 2009. The training focused on “Principles of policy and strategy formulation, Implementation and monitoring”. Both trainings gathered participants from Albania and Kosovo, coming from both the public and private sphere and directly involved in rural development issues.

forts in the country on rural development at large. The event gathered approximately 100 participants from the public, private and civic sphere throughout Albania. Present in this conference was the Minister of Agriculture, Food and Consumer Protection, other high officials from the Ministry, high officials from line ministries, representatives of the Directorates of Agriculture from the 12 regions (Qarks) of Albania, representatives of local units and regional councils throughout Albania, chambers of commerce representatives, national and local business associations, civil society experts, national and international development agencies, experts from the Agricultural University of Kamza and different interest groups. In addition to the contribution of key speakers and participants, a significant support for the conference was provided through IDM research and policy work (a policy document presented) which is enabled and assisted by OSI Think Tank Fund’s institutional support grant.

### **Capacity building for Kurbin area Local Government Structures**

*Duration:* April – September 2009

*Donor:* World Vision Albania

The Institute for Democracy and Mediation was selected by World Vision Albania (WVA), among many other competitors under the Call launched by this organization, to prepare the curricula for and to deliver a total of 24 training workshops with Kurbin area municipal / commune councils and local government administration on Participatory Planning, Budgeting and Monitoring, and on Public Relations. IDM proposal under this Call was designed in accordance with the terms of reference, with the purpose to assist the

consolidation of capacities and skills of local government authorities in Lac, Mamurras and Milot to work together towards an open, transparent, inclusive and accountable local governance system that is guided by the citizens' needs and concerns.

In May 2009, IDM team with the support of WVA Kurbin Programme has successfully delivered 12 training workshops on Participatory planning, budgeting and monitoring with representatives of the target groups from the above described area. The remaining trainings, on the second component of this contract – Public Relations, are scheduled for July 2009, and they will be followed by a series of follow up activities of IDM trainers and the target group representatives.

### **Towards Sustainability of Participatory Governance and Public Private Partnerships in the City of Shkodra**

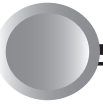
*Duration:* 2008-2009

*Donor:* Balkan Trust for Democracy (BTD)

This project aims to transform the until now IDM's undertaken community actions in the city of Shkodra into a self-sustainable reality, by further developing social cohesion through concrete empowerment of both citizens and local government, through build-

ing institutionalized public-private partnerships and consolidating the already existing structure of the Community Liaisons in the city of Shkodra.

A number of project activities – two capacity building seminars with community liaisons, media debate, regional workshop with local stakeholders, etc. – have been organized in year 2009 to meet the objectives and also to strengthen participatory and supportive approach to interactions with community of citizens, local governance, law enforcement agencies, etc.



## IDM LIBRARY

Quite an essential outcome of IDM work in the past ten years has been the research work and studies (monitoring and assessment papers, policy documents, studies, informative brochures etc.) carried out under various programmes and project activities in the areas of security, EU and NATO integration, local governance, civil society etc.

Considering the partnerships and cooperation links with eminent academic centers and think tanks in Albania and throughout the Europe, in the course of the years, IDM has succeeded to build a resource centre (library) which is serving to scholars, academics, researchers, practitioners and experts interest-

ed to deepen knowledge or to carry out research work in the areas of security, EU / integration, Euro-Atlantic relations, policy making, civil society, governance & development etc.

Thanks to a number of exchange agreements and partnerships signed with universities, institutions and think tanks in Albania, Europe and USA the Institute's library now involves more than 400 titles in the mentioned areas, where a particular emphasis has been dedicated to contemporary literature on Security sector reform and governance, the European Union (foreign, defense and security policy), Trans-Atlantic relations etc.

## IV. IDM INTERNSHIP PROGRAMME

Following the successful experience during 2008 with 5 interns (including an Austrian student from the Leopold-Franzens Innsbruck University) IDM has been approached by a number of public and private universities in Tirana to host last year graduate students for a four – to six weeks internship. Based on a competitive selection process, IDM hosted four students from the European University of Tirana (May – June 2009) and three other students from the New York University in Tirana (June – July 2009). A British

student joined IDM team for a two month internship at the end of August 2009 while since October that year IDM has offered two internship posts to two last year graduate students of Tirana State University. Generally, the interns that show interest in our work come from various backgrounds – political studies, law, PR, international relations, economy, education sciences etc. – and they are mostly interested in IDM work on security studies, EU integration and civil society development.

## V. IDM MAIN EVENTS 2009

### IDM CENTER FOR EUROPEAN AND SECURITY AFFAIRS

#### Security Management Network

A series of six capacity building workshops for SMN members was carried out in the period from March – September 2009



**SMN** fellows' research and policy work (policy briefs, backgrounders, studies and reports) has been launched in the public debate through a series of events focusing on a particular issue of security sector reform and governance with the participation of civil and academic society representatives, security sector institutions, international organizations, policy makers, experts, practitioners and opinion makers.



## Policy Brief and National Workshop on “POST - EU MEMBERSHIP APPLICATION: The Challenge of EC Questionnaire and Beyond”

29 September 2009



Institute for Democracy and Mediation

*Policy Brief 4  
(Policy Series II, 2009)*

### POST-EU MEMBERSHIP APPLICATION *The Challenge of EC Questionnaire and Beyond*

**Gjergji Vurmo, MA**  
IDM, Center for European & Security Affairs

#### Content

##### Introduction

- I. Commitments and strategy beyond the questionnaire
- II. The challenge of the questionnaire
- III. Beyond the questionnaire: Capacities to meet membership criteria and shape accession conditions

September 2009

The policy brief was prepared with the intention to resume the debate initiated in 2008 by IDM and to re/generate appropriate attention on the preparations for the upcoming process of answering the questionnaire and the need to approach this stage based on a set of objectives and measures that look further to the questionnaire. The workshop gathered approximately 60 representatives from civil society organizations, media, business sector, academia, Ministry of Integration & other state institutions, diplomatic missions, foreign institutions, and other interested stakeholders.



## Regional Conference “Towards Regional Advocacy for Cooperation in the Balkans via European Best Practices”

20 – 21 March 2009

The conference was designed as a consultative and discussion forum among parliamentary representatives, high officials and representatives of civil society, academia, analysts, media and other stakeholders from WB countries, focusing on best practices and alternatives to invigorate regional cooperation of legislative bodies in the Balkans, based on the European experiences of Visegrad, Baltic and Nordic Council.



## Brainstorming with State Police Officials and Foreign Assistance Missions on IDM Policy Work in the Area of Police Reform

10 April 2009

In the framework of this activity IDM presented the conclusions of three key policy documents prepared by its experts concerning the improvement of policing methods in community and inter-institutional cooperation in maintaining public order. The meeting was attended by high ranking officials from state police including the General Director of State Police, Mr. Ahmet Prenci and representatives from various foreign and national organizations such as PAMECA, IC-ITAP, Albanian Helsinki Committee, Save the Children etc.



## National Workshop Civil Military Relations: Still an Unfinished Business

20 – 21 November 2009



The two day national conference aimed to build a national agenda for reform and education for consolidated and normative Civil Military Relations through an exchange and consultation process between institutional leaders (MoD, Armed Forces, Parliamentary Commission on National Security etc.) and independent expertise. IDM carried out thorough research on this issue and presented the findings of three surveys with (1) members of the parliamentary commission on national security, (2) personnel of MoD and Armed Forces, and another survey with (3) citizens at the national level.





## National Conference The Right of the Military to Be Organized in Professional Associations to Protect Their Freedom & Rights

29 April 2009

The conference was organized in partnership with EUROMIL (European Organization of Military Associations), Friedrich Ebert Stiftung (Tirana), Albanian Defense Academy and the Albanian Ombudsman, with the purpose to encourage debate and present legislative and policy challenges related to the establishment of professional associations supporting the rights of the military.



## Enhancement of Cross-Border Cooperation in the Framework of Regional Policies and Integrated Rural Development

### IDM DEPARTMENT OF LOCAL GOVERNANCE AND INTEGRATED DEVELOPMENT



A series of regional forums, workshops, trainings and assessment activities have been carried out under this projects in the two pilot regions of Shkodra bordering with Montenegro and Korça (bordering with Macedonia and Greece), with the purpose to seek joint approaches and strategies to promote cross-border cooperation for the elaboration and implementation of regional policies and integrated rural development



## Series of training workshops on Capacity Building of Local Stakeholders in Rural Development Issues

A series of trainings have been carried out in the regions of Shkodra, Vlora and Dibra for the capacity building of local stakeholders, be they public, private or civic, in terms of rural development, LEADER approach and creation of LAG's in Albania.



## Regional Training Workshops Support to Capacity Building for Agriculture and Rural Development Policy Analysis and Formulation to Support EU Integration of the South-European Countries



**IDM** in partnership with the UN Food and Agriculture Organization (FAO) organized two series of trainings with participants from Albania and Kosovo, coming from both the public and private sphere and directly involved in rural development issues.



## Series of Training Workshops on Capacity Building for Kurbin Local Government Structures

A comprehensive set of training modules have been prepared by IDM experts and delivered through a series of 24 capacity building workshops in Kurbin Area for local government authorities – municipalities, communes and the respective councils – on Participatory Planning, Budgeting and Monitoring, and on Public Relations.



## National conference on EU Best Practices on Policies and Rural Development Networking

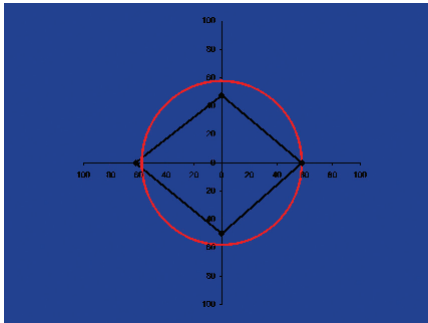


The ambition of the conference – gathering approximately 100 participants from the public, private and civic sphere throughout Albania – was to bring awareness at the national level on existing EU successful practices related to the development of national networks as well as to present up to now efforts in the country on rural development at large.



## IDM RESEARCH & INNOVATION DEPARTMENT

### Civil Society Index in Albania



The main research activities of the CSI project have been carried out in 2009 by IDM team of the Research & Innovation Department. Based on the quantitative data on the performance and progress of Albanian civil society, the CSI Diamond was generated with the support of CIVICUS team (Johannesburg, South Africa).

## Challenges of the Global Financial Crises

‘The Relevance of Christianity to Public Life’ – public lecture at Tirana European University, organized by IDM and the Christian Responsibility in Public Affairs (UK) with eminent speakers, members of the House of Lords: Lord Carey of Clifton, Lord Griffiths of Forestfach, the Baroness Wilcox and Louis Greig, JP Morgan.



## VI. IDM POLICY FORUMS



### Series of Expert Debates on IDM Policy Briefs

A series of six Policy Briefs have been prepared by IDM during 2009 which have attracted the attention of the academic society, media, policy makers and the general public. An additional asset of IDM contribution in the research and policy debate in the country has been the Security Management Network. This year's IDM policy briefs have focused on various sectors and areas such EU integration, integrated rural development, security reform and governance etc.





## IDM Retreat

Razma, December 2009

**IDM** vision, medium and long term objectives, public relations strategy, human resources and the path to shape and implement multi year programs in the areas of integrated development, EU integration, security and police reform were the main topics which were discussed in the retreat with IDM team and associates in Razma (Shkoder).

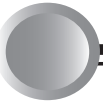


## IDM LIBRARY



In the course of the years IDM has succeeded to build a resource centre (library) which is serving to scholars, academics, researchers, practitioners and experts interested to deepen knowledge or to carry out research work and studies. Thanks to a number of exchange agreements and partnerships signed with universities, institutions and think tanks in Europe and USA the Institute's library now involves more than 400 titles in the areas of democratization, civil society, research, security sector governance & reform, the European Union (foreign, defense and security policy), Trans-Atlantic relations, EU / NATO integration, local governance, integrated development, EU approach to regional/rural development etc.





## VII. MAIN HIGHLIGHTS OF IDM WORK IN 2010

The Institute for Democracy and Mediation remains committed to promote good governance practices, to assist institutional capacity building processes and to design sound policy options which are regarded as beneficial for Albania's development, regional cooperation and its ambitions under the integration processes. In order to meet its objectives in the respective programme areas and with the purpose to assist capacity building efforts and to enhance performance of local, national and regional public actors, civil society partners and other private stakeholders, IDM will deepen the impact of its existing programme activities through independent and comprehensive research, technical assistance, institutional capacity building, policy analysis and monitoring, policy alternatives and innovative approaches.

While continuing the contribution under its "traditional" areas of work – security, regional & Trans-Atlantic cooperation, EU integration, governance – in the next year IDM will dedicate particular attention to the newly developed initiatives (2008 – 2009) such as mainstreaming Rural Development within the LGID Department's activities, expansion and intensification of the services offered by IDM's Research & Innovation Department. Accordingly, some of the key initiatives to be carried by IDM team in 2010 include:

### **Active Involvement in Policy-Making Processes** *(Under the Institutional Support grant awarded by OSI Think Tank Fund)*

IDM will intensify its involvement in the policy processes not only through assessment and monitoring of current policies, but particularly through the design of policy alternatives and advocacy with key stakeholders. IDM's presence in the policy forums and public debate will be ensured through various activities – round tables, media appearances, policy brief, policy papers and other publications etc.

### **Civil Society Index (CSI) in Albania**

CSI is an action-research project that aims to assess the state of civil society in countries around the world through a methodology that measures the following core dimensions of civil society: Civic Engagement; Level of Organization; Practice of Values; Perceived Impact; and External environment. The CSI process started in June 2009 under the guidance of CIVICUS (Johannesburg) and with the support of UNDP Albania. The year 2010 will mark in this regards not simply the launch of the assessment's findings but also the start of concerted efforts to generate informed debate and respective measures that will better link civil society with the local context and address societal & institutional challenges in a rather sustainable and self-sustaining manner.

## Debate on NATO's News Strategic Concept

With the accession in the Alliance Albanian state and civil society actors must move towards substantial efforts to contribute as member but also as promoters of the WB region's NATO accession, to contemporary debates within trans-Atlantic region and the global challenges. Given this context, IDM will gather in Spring 2010 a regional conference with civil and academic society members from WB region, NATO and government officials, opinion-makers, media etc. with the purpose to discuss the WB region's perspective on and contribution to the on-going debate on NATO's new strategic concept. A survey with members of civic, academic and political elites in all seven WB countries will provide the baseline of the debate and food for thoughts for further recommendations.

## Promoting EU Policies for Rural & Regional Development

In the period 2008 – 2009 IDM has implemented a series of efforts to build institutional capacities of key actors to absorb EU policies and to best utilize (future) assistance instruments in the area of regional and integrated rural development. Furthermore, IDM has initiated a series of consultations in this context with national stakeholders while has also drafted a comprehensive program with concrete measures to be implemented in partnership with both, public institutions, civil society associations and interest groups.

## Security Management Network

Following the last year's successful launch of the SM Network – a group of carefully selected researchers from academic institutions and civil society – through a series of capacity building activities as well as through a number of research and policy works on various aspects of security sector debate, for 2010 a comprehensive agenda of work has been prepared by SMN members, IDM and DCAF. Under the guidance and mentorship of DCAF and IDM experts, some of the thematic issues to be tackled by SMN this year include reforming efforts and processes related to gender and security, budgeting and oversight, the standing and classification of security risks etc. The SMN research and policy products will be discussed with institutional officials, representatives of assistance missions, civil society groups, media etc. in separate workshops throughout the year.

## Quarterly “European & Security Affairs”

The “new” quarterly joins under a single framework of a peer review publication the “Security Issues” journal which has been published by IDM since 2006 and the “EU Security, Defense and Home Affairs” bulletin which was launched in 2008. Hence, the European & Security Affairs quarterly will adjust to the new context through a combine approach and structure that not only brings the European perspective closer to Albanian target group, but also encourages the discourse of Albanian scholars and experts on the national, regional and Euro-Atlantic security context.

## VIII. IDM PUBLICATIONS 2009

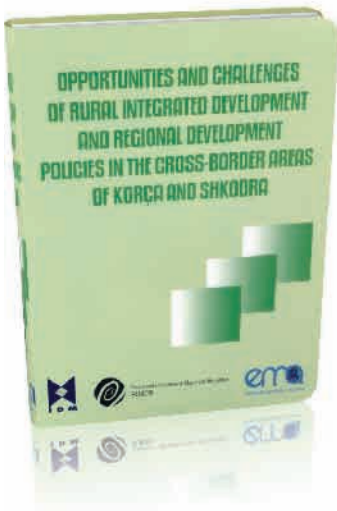


### Towards Regional Advocacy for Cooperation in the Balkans via European Best Practices

Year: **2009**

Language: **English**

The publication reveals the highlight of the regional debate on cooperation instruments in the WB that took place under the two-day conference "Towards Regional Advocacy for Cooperation in the Balkans via European Best Practices". The conference enabled a forum of consultations on the efficient instruments and European best practices on regional cooperation among legislative bodies in the WB based on the success stories of Visegrad, Baltic and Nordic countries.



### Challenges & Opportunities of Integrated Rural Development and Regional Development Policies in the Border Regions of Korça and Shkodra

Year: **2009**

Language: **Albanian and English**

The study is one of the outcomes of the joint project between IDM and the European Movement in Albania (EMA) focusing on the assessment of the current cross-border cooperation context – challenges, incentives and opportunities – in the bordering areas of Shkodra and Korca with the purpose to identify advantageous strategies for local stakeholders in the area of rural and regional development. In addition to this assessment study IDM & EMA have published also an informative brochure that offers essential information on regional and rural development policies, EU assistance and other relevant issues for cross border cooperation in the field of rural / regional development.

## Manual on Establishing Local Action Groups (LAGs)

Year: **2009**

Language: **Albanian**

The aim of this manual is not only to offer some practical steps on how a Local Action Group (LAG) is built but also concrete examples withdrawn from the European experience showing the building process of specific LAGs in specific localities. The publication was prepared in the framework of IDM cooperation with OXFAM aiming to inform and train rural communities and stakeholders in the regions of Shkodra, Vlora and Dibra on rural development, LEADER approach and creation of LAG's in Albania.



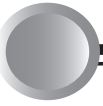
## Security Issues Quarterly

Year: **2009**

Language: **Albanian**

**14** issues of this quarterly have been published by IDM since the launch of this initiative in 2006. During 2009 IDM Center for European & Security Affairs published four issues of this quarterly review. The publication targets a specialized audience which is involved or interested in the latest developments in the field of security sector reform, regional cooperation, integration processes, challenges of EU's CFSP and the Defense policy etc.





## “EU Security, Defense and Home Affairs” Bulletin

Year: **2009**

Language: **Albanian and English**

The bulletin is a product of IDM Center for European & Security Affairs, which was launched in 2008 and this year has reached a total of six issues. It aims at advancing European and security studies, consolidating institutional capacities and supporting security sector reforms. The bulletin’s target audience involves civil servants and officials, scholars, experts, researchers and other individuals who are striving to expand their knowledge on EU’s policies on security, defense and home affairs.



## Security Reform Issues in Albania

Year: **2009**

Language: **Albanian and English**

The publication includes the outcomes of the research and policy work carried out by the Security Management Network – an initiative undertaken by IDM with the purpose to fill in the existing gap of civil society involvement in the debate and policy processes related to security sector. The SMN researchers – experts and practitioners from civil society, academia, media etc. – have prepared and presented in the public debate a series of five works which are published in this “yearbook” as follows: 1) Backgrounder “Building Human Security Agenda in Albania”; 2) Policy Brief “Gender Perspectives of Security Sector Reform in Albania”; 3) Report “Assessment of the National Security Coordinating Authority”; 4) Policy Brief “Albania – Developing the National Security Concept”; and 5) “Introducing the Performance Based Management model”.

## Democratic Control & Civil-Military Relations: Still an Unfinished Business

Year: **2009**

Language: **Albanian & English**

The publication reveals the debate of the two-day conference organized by IDM with the purpose to build a national agenda for reform and education for consolidated and normative Civil Military Relations in Albania. The conference debate was provided additional “food for thoughts” through the main findings of three surveys – (1) with members of the parliamentary commission on national security, (2) personnel of MoD and Armed Forces, and another survey with (3) citizens at the national level – conducted and presented by researchers and scholars of the Security Management Network.

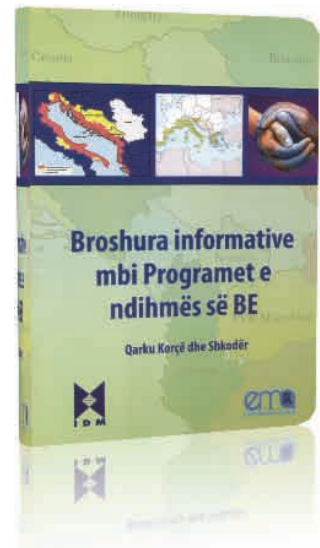


## Informative Brochure on EU Assistance Programs

Year: **2009**

Language: **Albanian**

The publication is designed to inform interested actors and stakeholders at the local level on the opportunities being offered by the European Union through the various assistance and development programs. The brochure has been produced in the framework of the joint project between IDM and the European Movement in Albania (EMA) aiming to identify advantageous strategies for local stakeholders' efforts to boost rural and regional development in the bordering areas of Shkoder and Korca.





## IDM Biannual Report 2007 - 2008

Year: **2009**

Language: **English**

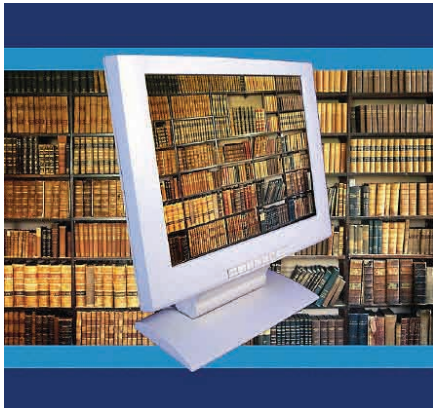
The bi-annual report reveals IDM activities in the period 2007 - 2008. The report is available in electronic version in the IDM website.



### Online Studies and Policy Documents

IDM publications can be also accessed online via our website [www.idmalbania.org](http://www.idmalbania.org). In addition to the printed editions, IDM team has prepared a number of papers and policy works on a variety of problematiqués which can be found online. Some of the most important works include:

1. Community Policing – Philosophy and the Challenge of Implementation Policy Brief (IDM Policy Series Vol II / no 1, 2009)
2. Interception of Telecommunications in Albania - Control and Oversight Backgrounder (IDM Policy Series Vol II / no 3, 2009)
3. POST - EU MEMBERSHIP APPLICATION: The Challenge of EC Questionnaire and beyond Policy Brief (IDM Policy Series Vol II / no 4, 2009)
4. Modeling rural development extension and support system for EU future of Albanian rural space Policy Brief (IDM Policy Series Vol II / no 6, 2009)



## IX. IDM PARTNERS

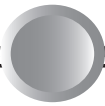
**IDM**'s strategy in Albania centers around organizational willingness – demonstrated in the IDM's strategic framework – to engage in strategic and farsighted partnerships with a variety of organizations and institutions to foster new relationships and to meet the standards of advocacy patterns that ensure structural and systemic policy changes. Particular emphasis is being placed upon developing linkages with organizations, networks and institutions in order to jointly engage in addressing Albanian and regional challenges. A novelty for Albanian civil society – IDM has established partnerships with private sector operators which are intended not only to ensure increased funding, but also to create the sense of ownership, encourage local philanthropy and to demonstrate potential for successful public-private partnership practices.

IDM is an active member of a number of regional and European networks such as PASOS Policy Association for an Open Society, Balkan Civil Society Development Network, Euclid – European network of third sector leaders etc. Furthermore, recognizing the need to encourage qualitative inputs of third sectors' expertise in a relatively closed domain such as security sector, IDM has established a National Network of experts, practitioners and scholars coming from Albanian civil society organizations, media and the academic society – Security Management Network.

In the course of its eight years of existence IDM has succeeded to establish close cooperation links and partnerships with:

### 1. National Partners

- ◆ *Institute for Development Research and Alternatives (IDRA)*
- ◆ *European Movement in Albania*
- ◆ *OSCE Presence in Albania*
- ◆ *EU Police Assistance Mission PAMECA*
- ◆ *UNDP Albania*
- ◆ *Albanian Association of Municipalities*
- ◆ *Albanian Human Rights Group*
- ◆ *World Vision Albania*
- ◆ *FORECAST World Learning Albania*
- ◆ *USAID Local Governance Program in Albania*
- ◆ *Think tanks and foreign institutions present in Albania*
- ◆ *Albanian Parliament & Parliamentary Commissions*
- ◆ *Albanian Ombudsman (People's Advocate)*
- ◆ *Albanian Government*
  - *Ministry of Foreign Affairs*
  - *Ministry of European Integration*
  - *Ministry of Defense*
  - *Ministry of Interior*
  - *Ministry of Education & Science*
  - *Ministry of Labor, Social Affairs and Equal Opportunities*
  - *Ministry of Agriculture, Food and Consumer Protection*
- ◆ *University of Tirana, Faculty of Social Sciences*
- ◆ *Agriculture University of Tirana*
- ◆ *European University of Tirana*
- ◆ *Local Government Units*
- ◆ *Albanian State Police*
- ◆ *Police Academy*
- ◆ *General Staff of Albanian Armed Forces*
- ◆ *Defense Academy*
- ◆ *State Intelligence Service*
- ◆ *Military Intelligence Service*



## 2. Regional Partners

- ◆ *International Centre for Black Sea Studies (ICBSS - Greece)*
- ◆ *George Marshall Center (Bulgaria)*
- ◆ *Forum for Ethnic Relations (Serbia)*
- ◆ *RACVIAC - Centre for Security Cooperation*
- ◆ *FORUM Center for Strategic Research and Documentation (Macedonia)*
- ◆ *Institute for International Relations (Croatia)*
- ◆ *Macedonian Center for International Cooperation (Macedonia)*
- ◆ *Kosovar Institute for Policy Research and Development (KIPRED)*
- ◆ *Kosovar Center for Security Studies*
- ◆ *Analytica (Macedonia)*
- ◆ *Center for Research and Policy-Making (Macedonia)*
- ◆ *Center for Civil Military Relations (Serbia)*
- ◆ *The Monitoring Center (Montenegro)*
- ◆ *Centre for Democracy and Human Rights (Montenegro)*
- ◆ *Kosovo Action for Civil Initiative (Kosovo)*
- ◆ *Other regional think tank and policy institutes*

## 3. International Partners

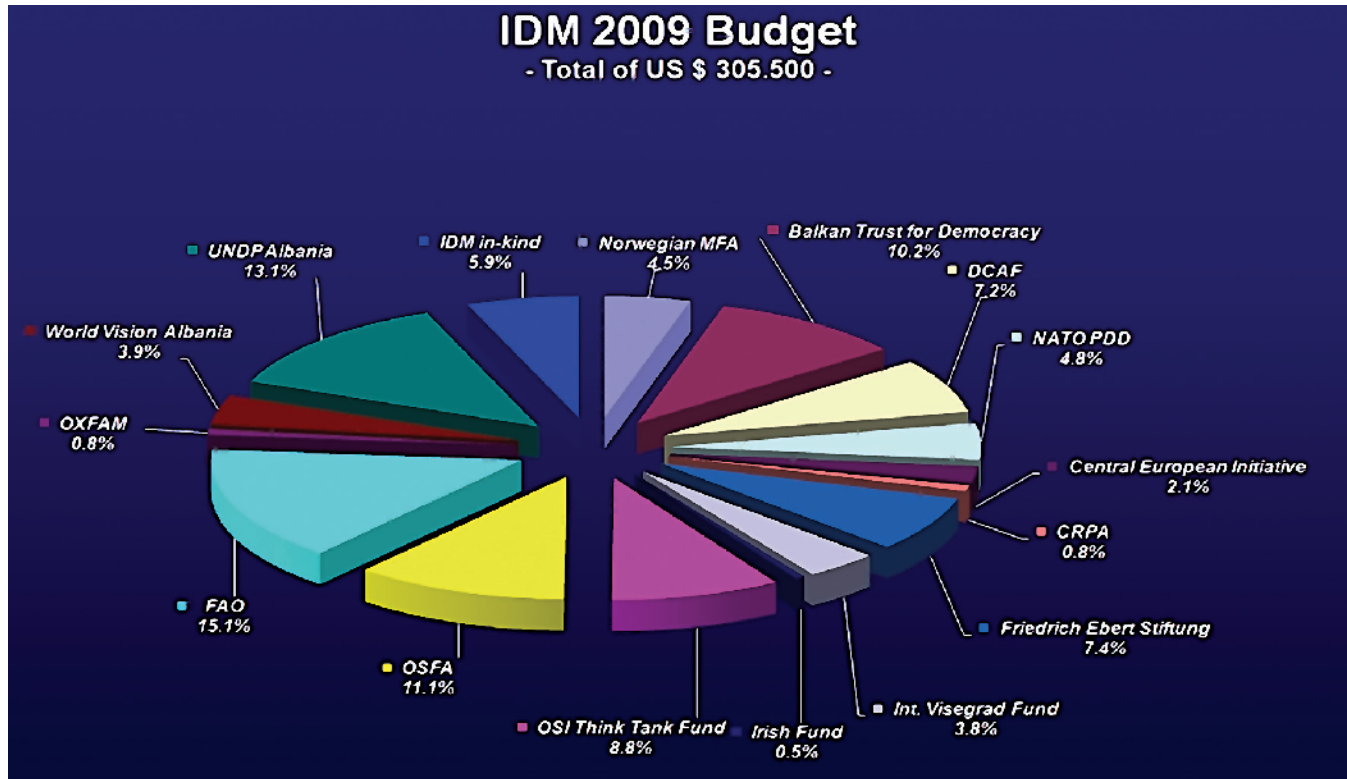
- ◆ *DCAF - Geneva Center for Democratic Control of the Armed Forces (Switzerland)*
- ◆ *SIPRI – Stockholm International Peace Research Institute (Sweden)*
- ◆ *Centre for European Policy Studies (Belgium)*
- ◆ *Centre for European Security Studies (Netherlands)*
- ◆ *Club de Madrid (Spain)*
- ◆ *Central European Initiative (CEI)*
- ◆ *PASOS: Policy Association for an Open Society (Czech Republic)*
- ◆ *Center for EU Enlargement Studies (Hungary)*
- ◆ *EUROPEUM Institute for European Policy (Czech Republic)*
- ◆ *European Institute for the furtherance of Democracy (Austria)*
- ◆ *CIVICUS: World Alliance for Citizen Participation (South Africa)*
- ◆ *Institute of Public Affairs (Poland)*
- ◆ *International Center for Democratic Transition (Hungary)*
- ◆ *Slovak Foreign Policy Association (Slovakia)*
- ◆ *Institute for Central, Eastern and Balkan Europe (Italy)*
- ◆ *University of Bologna (Italy)*
- ◆ *UN Food and Agriculture Organization (FAO)*
- ◆ *UN Institute for Training and Research, Programme of Correspondence Instruction in Peacekeeping Operations (UNITAR POCI)*
- ◆ *University of Pittsburgh (Pennsylvania, USA)*
- ◆ *University of Oklahoma (USA)*
- ◆ *Irish Fund*
- ◆ *All Sweden Shall Live (HSSL), Sweden*
- ◆ *Other European and international institutions*

## X. IDM BUDGET

**IDM** is grateful for the support and partnership of the donor organizations that have enabled us to deliver concrete assistance to beneficiaries and sustainable results in a number of areas.

- Norwegian MFA
- Balkan Trust for Democracy
- DCAF
- NATO PDD
- Central European Initiative (CEI)
- Christian Responsibility for Public Affairs
- Friedrich Ebert Stiftung
- International Visegrad Fund
- Irish Fund
- OSI Think Tank Fund
- OSFA
- FAO
- OXFAM
- World Vision Albania
- UNDP Albania
- IDM in-kind

**IDM 2009 Budget**  
- Total of US \$ 305.500 -



# IDM IN 10 YEARS



10 YEARS IDM 1999 - 2009

# IDM IN 10 YEARS



10 YEARS IDM 1999 - 2009



# IDM IN 10 YEARS



# IDM IN 10 YEARS



10 YEARS IDM 1999 - 2009

## INSTITUTI PËR DEMOKRACI DHE NDËRMJETËSIM INSTITUTE FOR DEMOCRACY AND MEDIATION