



# IDM

A N N U A L R E P O R T 2 0 1 9

# MISSION & VISION

## OUR VISION

Inform, Develop, Motivate  
for a democratic and  
prosperous society.

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IDM provides expertise, policy analysis, applied research, and capacity building for key societal actors to drive reforms and engage in evidence-based policy processes. Our choice of activities to achieve the strategic objectives is an effort to go beyond one-time delivery projects. They form part of a continuing struggle to strengthen shared values and efficient interactions across the broad spectrum of societal stakeholders.

## OUR MISSION

Our mission is to advance capacities of societal players, generate and share knowledge, skills and expertise for inclusive and evidence-based policy making to strengthen democracy, rule of law and sustainable development.

# GO n t e n t s

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“The Ministry of Justice [...] will launch for the first time the Integrity Plan for all ministry staff, as the first ministry to use this mechanism. Following a preparatory work and analysis already begun [in] 2019, we have prepared the integrity risk assessment methodology to continue in the coming months with the development and implementation of integrity plans, thanks to UNDP and IDM support. The success of this model embraced by the Ministry of Justice will be crucial to its continuation and replication in ministries and other central institutions.”

*Ms. Etilda Gjonaj, Minister of Justice of the Republic of Albania and the National Coordinator against Corruption of Albania, during Integrity Week 2019 (February 2020).*



## LETTER FROM THE DIRECTOR

We are excited to share the Institute's 20th anniversary annual report with you. This year, we look back at two decades during which the Institute for Democracy and Mediation contributed to advancing democratic processes in Albania. Among the many achievements over the years, it is difficult to single out highlights from our endeavours.

However, there are pillars that bring cohesiveness to IDM's agenda. First and foremost, we have always engaged a bottom-up perspective in all of our work, either through citizens' empowerment mechanisms or by opening up processes, producing evidence, and developing policies to enhance open and transparent governance. This has provided the Institute with an outstanding record of establishing cooperation beyond partisanship among different state and non-state actors, including political parties at the national level. Furthermore, IDM continuously shares knowledge among these stakeholders and has aimed to build their confidence to implement reforms that strengthen democracy, support development, and promote European values. By combining the advantages of knowledgeable think tank and a resourceful operational nongovernmental actor, IDM has been able to go beyond one-time delivery projects and make an invaluable contribution to improving democracy, reforms, and development processes.

Over the past 20 years, IDM has exhibited a constant grow in terms of the staff body and number of associates affiliated to the Institute, as well as deepening the areas of expertise we are engaged in. Through hard work, professionalism,

and integrity the Institute has developed from a relatively small organisation to Albania's leading think tank on governance, security, civil society development, and EU integration. This anniversary is an opportunity to thank all current and former staff members, experts, and associates for their support and dedication over the years. We are happy that the experience at IDM for most of our former colleagues has served their career in government, international institutions, academia and civil society. We, at IDM, believe to have been privileged to have enjoyed the benefits of great cooperation and support with all our donors, partners and supporters. A huge recognition goes to all.

This Annual Report features the milestones of the Institute's work during 2019; the year that we consolidated our efforts to draft and implemented the Risk Assessment Methodologies for police, municipalities, and the Ministry of Justice; expanded the School as Community Centre initiative; hosted a regional conference on Religion in Western Balkan Societies; organised several Policy Forums on EU integration; and promoted local consultation meetings between the Mayor, Prosecutor, and Police Chief.

At the closing of this letter, we at IDM are looking optimistically at our agenda for the third decade. We have goals based on our vision for a better society, better governance, more civic space, and more trust in our capabilities to grow into a viable democracy.

*Sotir Hroni*

# 2019 IN FIGURES

In 2019, the Institute for Democracy and Mediation was engaged in the implementation of **26 projects**, of which some lasted three months while other projects were multi-year initiatives.

During 2019, IDM organised **108 public events**, including four national and regional conferences; 36 training workshops; 27 consultative meetings; 13 public accountability meetings; 8 (policy) roundtables; 4 launching events; a policy forum; a networking event; an awareness-raising campaign, an advocacy event; and 10 high-level visits abroad.

**11 donor organisations** have supported our work in 2019, with a total **annual budget of approximately 640,000 EUR**.

Over **2289 people attended** our events in 2019, among whom participants from local and central government; law enforcement; academia; societal groups; religious communities; media; local businesses; youth; civil society; and the international community.

IDM published **54 publications** in 2019; including research studies, policy papers, handbooks, monitoring reports, integrity instruments, and several other deliverables such as training modules, news bulletins, and information brochures.

In 2019, the Institute for Democracy and Mediation was **featured 132 times** in television, radio, newspapers, online news media, academic blogs, and other media outlets.

In addition to IDM experts, associates and partners, **68 high-profile speakers including foreign ambassadors, researchers and politicians** from Albania and abroad presented at our events.

# PUBLICATIONS

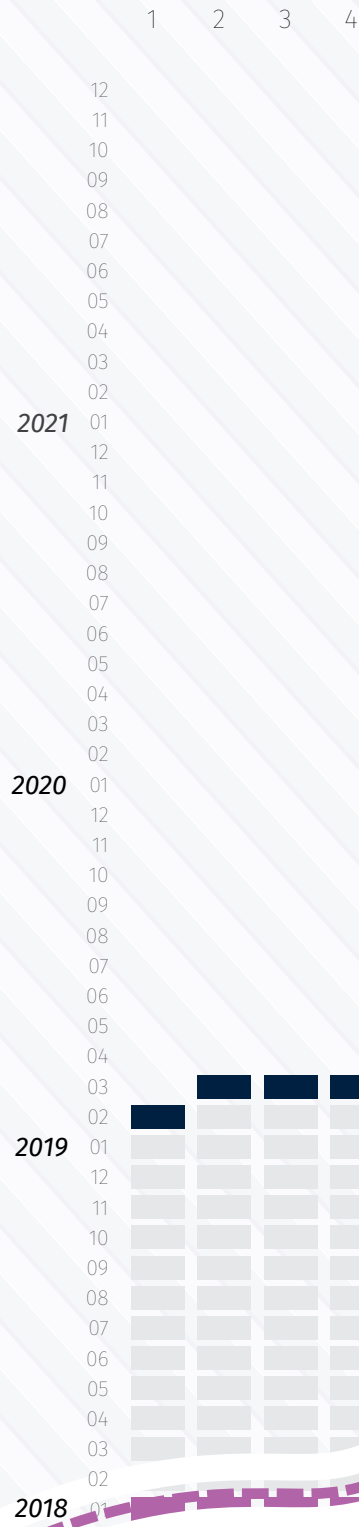
In 2019, IDM has released **53 publications** tailored to a wide range of stakeholders; from government officials and other policy stakeholder to the general public. They are designed to inform, develop and motivate diverse audiences inside Albania and abroad.

- **16 research studies or research reports** on topics such as EU enlargement, governance, and sustainability in civil society
- **10 integrity instruments** that aim to improve transparency and accountability at the local and central level
- **10 commentaries** focusing on rule of law, EU accession, organised crime, media freedom, regional security, and rural development
- **5 issue reports** on enhanced integrity at the municipal level and in the State Police, as well as reports on human rights, religion in the Western Balkans, and Albania's path to EU accession
- **3 handbooks** for schools and a manual to improve integrity in the State Police
- **3 policy papers or briefs**
- **3 training modules**
- **3 News Bulletins**
- **1 online platform** for all the schools of communities to display their progress and share ideas.
- **1 brochure** explaining the 'School of community Center'- model



# PROJECTS OF 2019

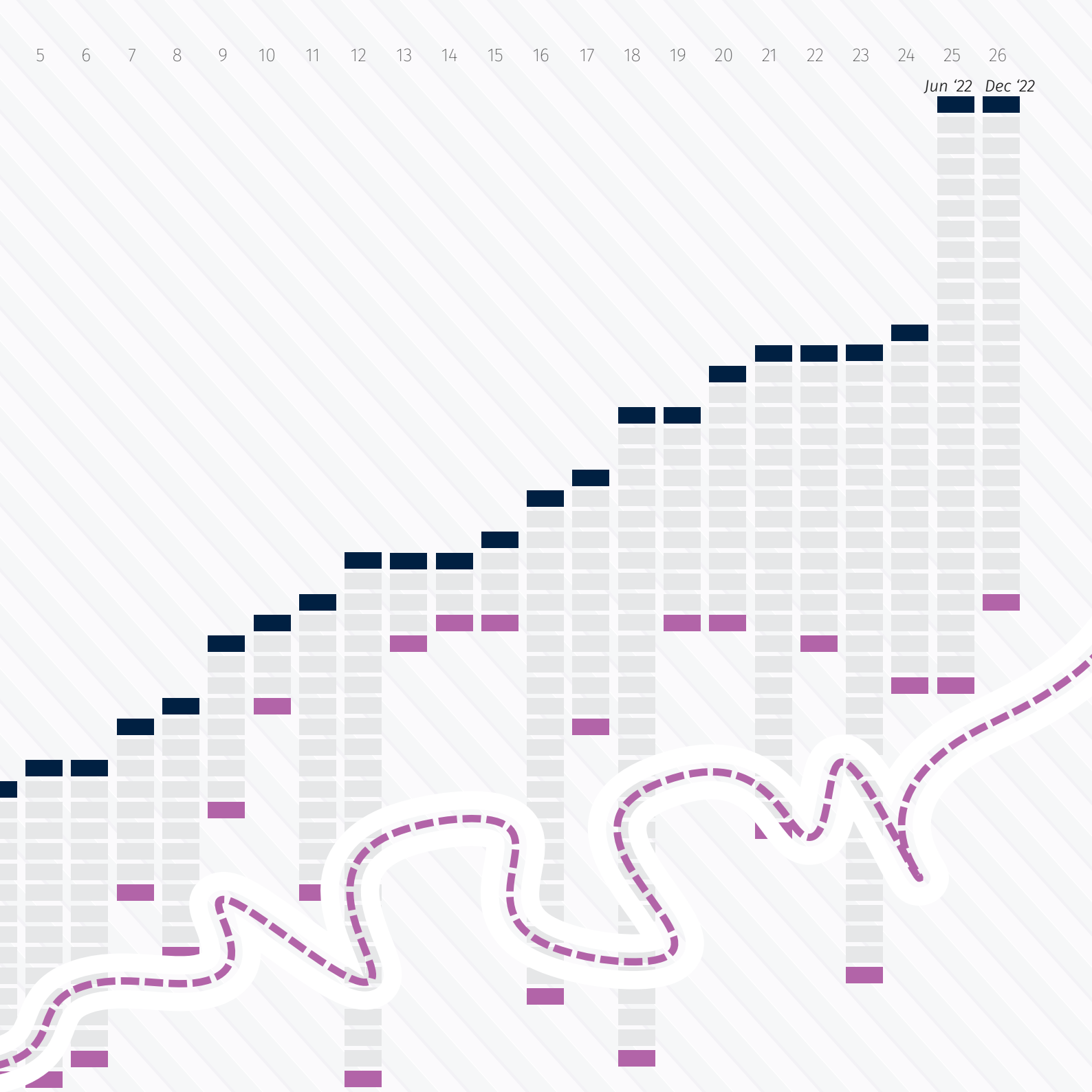
1. GRASP, Partnership for Social Development Jan '18 – Feb '19
2. Western Balkans Extremism Research and Policy Analysis Forum Jun '17 – Mar '19
3. Improve capacities of education institutions and local actors to better respond to violent extremism at a local level Oct '17 – Mar '19
4. Develop Municipal Programs of Transparency Jan '18 – Mar '19
5. Active Local Territories for Economic Development of Rural Areas Dec '15 – Apr '19
6. Understanding Civic and faith-based education Feb '18 – Apr '19
7. Religion in Western Balkan Societies Oct '18 – Jun '19
8. Opportunities for preventing violent extremism through intra-regional and cross-regional exchange Jul '18 – Jul '19
9. NATO Partnership and Cooperative Security Community in the framework of the science for Peace and Security Programme Feb '19 – Oct '19
10. Human Rights Defenders in the Western Balkans – Albania country study Jul '19 – Nov '19
11. Increasing Local Government Public Ethics and Integrity Oct '18 – Dec '19
12. Europeanisation Beyond Process Jan '18 – Feb '20
13. Strengthening Central Government Integrity: Integrity Plan for the Ministry of Justice of the Republic of Albania Oct '19 – Feb '20
14. Civil Society Organisations' Participation in Decision-making Nov '19 – Feb '20
15. Support for Innovation against corruption: Building a Citizen Centric Service Delivery Model in Albania Nov '19 – Feb '20
16. Civil Society for Good Governance and Anti-Corruption in Southeast Europe, SELDI May '18 – May '20
17. Empowering local community at preventing violent extremism through multi-sectorial prevention measures in Kamza Jul '19 – Jul '20
18. Consolidating the role of ANRD toward a functional model of bottom-up and participatory perspective in the national rural agenda Feb '18 – Sep '20
19. Demonstrating civic and leadership skills as well as willingness to become agents of change in schools and communities Nov '19 – Sep '20
20. The Civil Society Organization Sustainability Index Nov '19 – Nov '20
21. Europeanisation Beyond Process – within the Think for Europe Network Jan '19 – Dec '20
22. Building community resilience against violent extremism through 'School as Community Center' model Oct '19 – Dec '20
23. Building Integrity to improve performance and sustainability of anticorruption in the Albanian State Police Jun '18 – Jan '21
24. Ending impunity for grand corruption in the Western Balkans and Turkey Aug '19 – Jun '21
25. Developing Capacity, Cooperation and Culture in Overseeing Sectors of Albania, Kosovo and North Macedonia Aug '19 – Jun '22
26. Western Balkan Civil Society Empowerment for a Reformed Public Administration WeBER Dec '20 – Dec '22





5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26

Jun '22 Dec '22





2019  
**HIGHLIGHTS**  
PER  
RESEARCH  
AREA

## 2019 HIGHLIGHTS PER RESEARCH AREA

*Promoting regional cooperation and nurturing an inclusive learning process from best practices has been at the heart of several regional initiatives*



## EU AND THE BALKANS

IDM marked its 20th anniversary with a strong focus on the western Balkan (WB) region and the challenges WB countries face on their path towards consolidated democracy, development reforms and membership in the European Union. The Institute has conducted program activities in several EU Member States including in Germany, France, the Netherlands, Belgium, and Finland. These high-level visits were not only conducted in light of Albania's bid for EU membership, but also to underscore the need for improving the EU enlargement process so as to make it a meaningfully transformative endeavour that delivers at a societal level on the expectations of WB citizens.

It is in this context, that IDM produced several analytical papers focusing on the impact of EU accession on Albania and the WBs. Furthermore, the Institute has organised regional events gathering think tanks from the region and from EU Member States to discuss evidence-based policy making and the Enlargement process.

Promoting regional cooperation and nurturing an inclusive learning process from best practices has been at the heart of several regional initiatives such as the Regional Conference on the "Role of religion in western Balkan societies", which was held in Tirana in June 2019. The regional perspective, the axis of EU – Western Balkan relations, and facing challenges in light of accession has been an integral part of several regional initiatives initiated by IDM and the networks it is a part of. Moreover, it has been a priority in almost all of the Institute's program activities – governance and integrity, security, local development, democracy and civic space.

## 2019 HIGHLIGHTS PER RESEARCH AREA

*The key milestone of the Governance Program was the development and piloting of the Integrity Risk Assessment Methodologies.*

### GOVERNANCE

2019 was an important year for IDM's efforts to enhance reforming processes for the consolidation of good governance, accountability and institutional integrity. The key milestone of the Governance Program was the development and piloting of the Integrity Risk Assessment Methodologies. Local Integrity Plans and Municipal Codes of Conduct were drafted and adopted in six pilot municipalities. The integrity instruments are adopted by the Ministry of Justice, making it mandatory for all local governments units to comply with the integrity planning process.

Following the success of the local integrity efforts, the methodology was piloted in the Ministry of Justice, which houses the National Coordinator Against Corruption. The assistance under these assignments sought to promote an ethical organisational climate to fight corruption in public institutions.

In addition, a series of Integrity measures were conducted to improve transparency and accountability of the State Police. The Institute's experts drafted an integrity plan for Tirana's main Police Commissariat, produced three monitoring reports about the vetting of the State Police, and published an assessment report on State Police ethics and integrity. Furthermore, IDM is working with Transparency International to conduct research on grand corruption cases and tailor-made laws in Albania, an effort that is demonstrative of our commitment to address the issue of corruption. Lastly, in the framework of the SELDI project IDM participated in the several regional events, contributed to the network's regional anti-corruption report, and provided input to regional thematic policy briefs on corruption and state capture in the Western Balkans.



## 2019 HIGHLIGHTS PER RESEARCH AREA



*offered qualified expertise to several security institutions such as the National Coordinator against Violent Extremism, the Police Academy, and the Albanian State Police.*

## SECURITY

Throughout 2019, the Security Program has continued its focus on research, capacity building and advocacy. The program has implemented projects in close cooperation with various security institutions, international organisations and local communities. Its projects stretched from organised crime and prevention of violent extremism, to partnering with State Police, youth and local government in developing a risk assessment and promoting resilience against extremism.

IDM's security program has shown tremendous achievements in 2019, by successfully delivering research on strengthening community resilience against VE and subsequently implementing the research findings in three projects around various local communities in Albania. These projects focus on empowering local communities in preventing violent extremism through sustainable cooperation among community actors by promoting schools as community centres in Albania.

In addition, the Institute saw an increase of cooperation with security institutions. Throughout 2019, IDM has delivered training to the Albanian State Police and cooperated with international missions such as PAMECA and ICITAP. The team also attended numerous panel discussions on security related issues and has offered qualified expertise to several security institutions such as the National Coordinator against Violent Extremism, the Police Academy, and the Albanian State Police. Experts from IDM's Security Program have delivered, on many occasions, speeches on national television, published articles, and have continuously kept the public and other security stakeholders informed about security issues concerning Albania.

## 2019 HIGHLIGHTS PER RESEARCH AREA

*The Institute has taken significant steps towards introducing the multi-stakeholder and cross-sectorial approach of rural development*



## LOCAL GOVERNANCE & INTEGRATED DEVELOPMENT

For the Local Governance and Integrated Development programme, a large part of our efforts were channelled towards strengthening the role of civic society in rural development, policy formulation, and implementation in Albania. Chief among these efforts was consolidation of the Albanian Network for Rural Development (ANRD), which together with its constituents initiated concrete initiatives and processes that advance rural communities' interests and accelerate rural reform processes. These initiatives have boosted enthusiasm, generated high interest, and increased trust among local actors to sustain rural development efforts.

Besides consolidating the ANRD network, LGID focused on evidence-based and bottom-up advocacy, capacity building, and networking, aimed at bringing national agrarian and rural policies to the core of public discourse. Several training courses were delivered to strengthen capacities of rural CSOs and ANRD member organisations, to help them influence the national agenda of rural development. The Institute has taken significant steps towards introducing the multi-stakeholder and cross-sectorial approach of rural development as well as building partnership and dialogue between the government institutions and civil society. Moreover, 2019 marked the start of two important initiatives; the first edition of the 'Pro rural women' event and the ANRD Rural Youth Hub, an advocacy effort to promote the well-being of people residing in rural areas and social inclusion of vulnerable groups.

## 2019 HIGHLIGHTS PER RESEARCH AREA

*the Policy Lab has developed methodological instruments, research quality frameworks and has carried out qualitative and quantitative analysis*

### **POLICY LAB: FACTS & SPACE**

The Facts & Space Program is a crosscutting area within IDM, designed as a policy lab with the primary objectives of advancing fact-based policy analysis and broadening space for an enhanced role of civil society and interest groups (private, academia, media etc.) in governance and inclusive policy-making. In 2019, the Policy Lab has developed methodological instruments, research quality frameworks and has carried out qualitative and quantitative analysis assisting the research and policy work in IDM's program areas, including the sustainability of civil society in Albania, civic space and the EU accession process. Moreover, the Policy Lab has helped develop policy instruments and drafted several policy documents for more inclusive, transparent and accountable governance.



# REACH OF OUR PROJECTS



Of the twenty-six projects IDM carried out in 2019, thirteen projects had an international character. Most of these initiatives were regional projects covering the Western Balkans, such as SELDI and WeBER, or were a part of a regional study, such as IDM's contribution to the CSO Sustainability Index. In other cases, projects were intended to increase cooperation between local think tanks and policy-makers or civil society organisations in the European Union. The Europeanisation Beyond Process project made possible numerous meetings with high-level policy stakeholders in Brussels, Helsinki, The Hague, Paris and many other European capitals.

The institute is an active member of the following regional and wider networks:

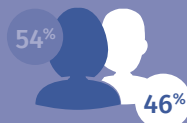
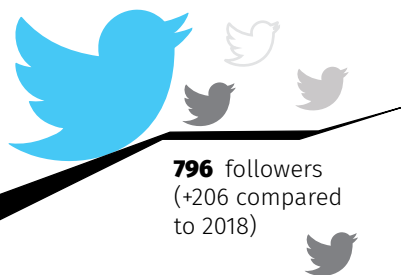
- **TAP** – Transparency, Accountability & Participation for 2030 Agenda
- **SELDI** – Southeast Europe Leadership for Development and Integrity
- **TEN** – Think for Europe Network
- **UNCAC** – Civil Society Coalition
- **Balkan Security Platform**
- **OSCE** Network of Think Tanks and Academic Institutions





# ONLINE OUTREACH

Over the past three years, IDM has increased its focus on its online communication efforts in order to demonstrate the organisation's work on a daily basis and to improve the relation with online audiences. Consequently, the reach and engagement of all online platforms, including the website, Facebook and Twitter, has increased significantly. From 2020 onwards, the Institute will implement its 2020-2022 communication strategy, which aims to further streamline all communication efforts and create a recognisable institutional style for offline and online communications output.



our followers are mostly women and girls



**48%** of the audience is 25-34 years old, while **25%** 35-44 years old



**47,328**  
visits

In 2019, our website [www.idmalbania.org](http://www.idmalbania.org) was visited 47,328 times.



The majority of our audience resides in Albania, but IDM also has a substantial following in Kosovo, North Macedonia, Italy, United States, Germany, United Kingdom, Greece, France, and in Belgium.

# MEDIA MENTIONS

In 2019, the Institute of Democracy and Mediation, our staff, events and our publications were mentioned 132 times in international, national and local news outlets. In some occasions, our staff members participated in television shows, gave an interview or wrote an op-ed about their research topic.

IDM appeared in the following **broadcast media**: A2 News, Euronews Albania, Top-channel TV, Ora News TV, Albanian Radio Televizion, ABC News, Vizionplus TV, News 24, RTV Scan, Fax News, and Voice of America. Relevant **print and online news outlets** included, but were not limited to: Trouw (Netherlands), LaCroix (France), Parool (Netherlands), BIRN Balkans, Gazeta Panorama, Gazeta Shqiptare, Balkanweb, Fax News, Dritare.net; and we were featured in several **specialised outlets**.

## Highlights:

- 1.** In March 2019 IDM published a call for a **one-year political moratorium**, which was picked up by numerous Albanian news outlets, including Ora News, Panorama, Konica, and Sot.com. Executive Director Sotiraj Hroni was invited to speak about this idea at CNN affiliate A2 News.
- 2.** Security Program Manager Redion Qirjazi was quoted by multiple international news outlets in reports about the **planned NATO base in Albania**.
- 3.** The **regional conference on Religion in Western Balkan' Societies** attracted a lot of local and regional media attention, including an interview at Radio Televizioni Shqiptar.
- 4.** Program Director Gjergji Vurmo was interviewed several times about **Albania's EU accession process, EU-Albania relations, and the potential enlargement reforms**.





# IDM TEAM

- Governance
- EU integration
- Security
- Civic activism
- Legal expert
- Local governance
- Rural development



**Sotiraq Hroni**  
Executive Director



**Gjergji Vurmo**  
Program Director



**Evelina Azizaj**  
Program Manager



**Rovena Sulstarova**  
Program Manager



**Redion Qirjazi**  
Program Manager



**Armela Xhaho**  
Project Manager



**Lorena Totoni**  
Project Manager



**Shefqet Shyti**  
Project Manager



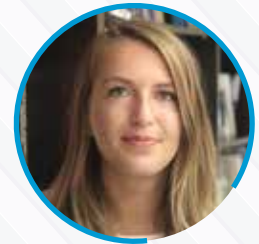
**Nesila Koka**  
Project Manager



**Genta Hoxha**  
Project Manager



**Besjana Kuçi**  
Project Coordinator



**Leonie Vrugtman**  
Researcher



**Alban Dafa**  
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**Iliada Korçari**  
Researcher



**Romario Shehu**  
Project Coordinator



**Anxhela Bruçi**  
Project Officer



**Diori Angjeli**  
Project Assistant



**Sheila Hafzi**  
Project Assistant



**Denisa Shabani**  
Head of Finance



**Eni Almeta**  
Finance Officer

**Durim Tabaku**  
IT Support

**Edlir Daci**  
Driver and logistics

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*Former*

**Member - Pashk Tusha,**  
*Former Regional Police Director*

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*PhD Marie Curie Fellow, Uppsala University (Sweden)*

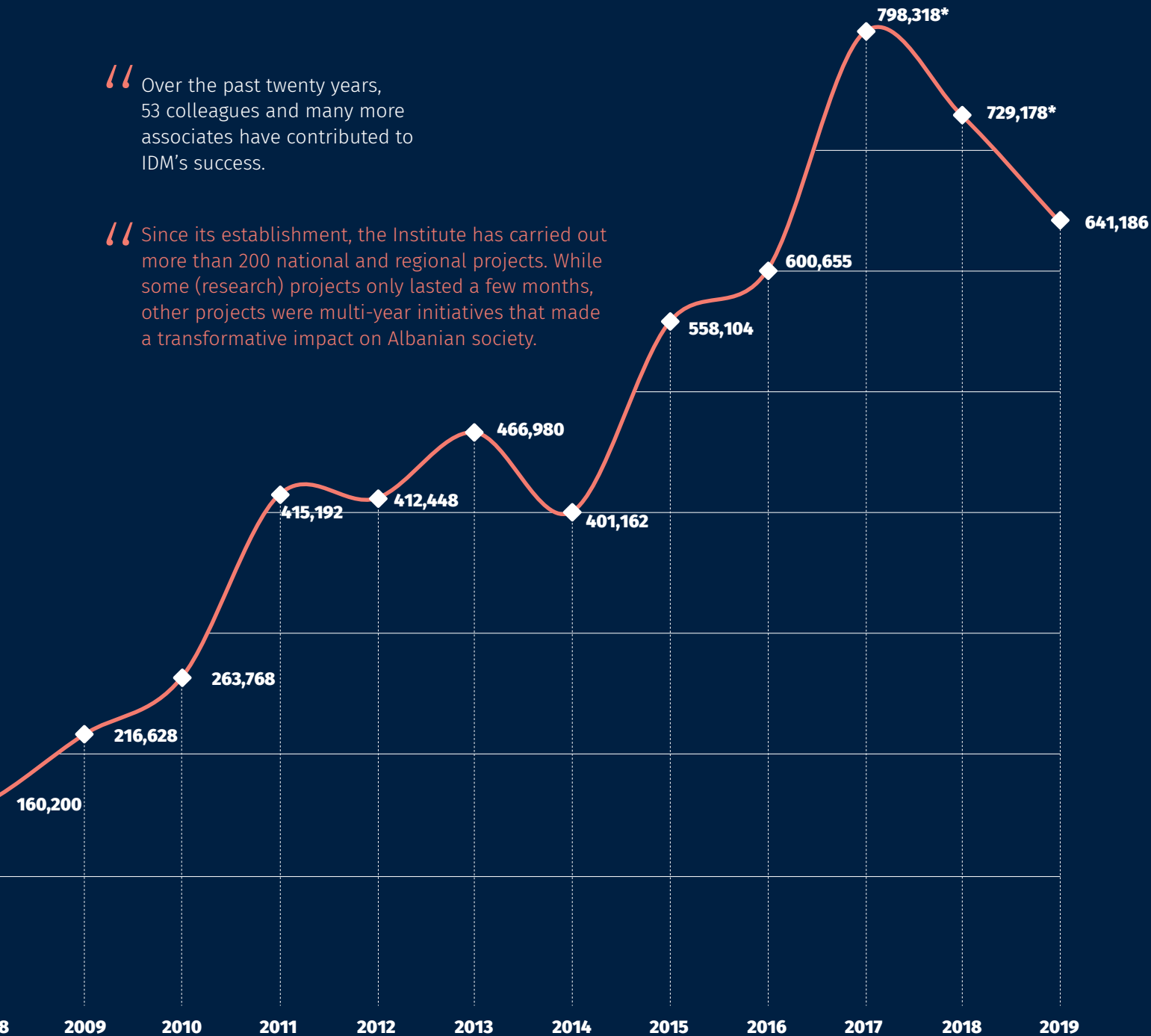
# IDM FINANCE AND DONORS

Over the past 20 years, the Institute for Democracy and Mediation has grown from a small non-profit organisation to a think tank organisation with the capacity of implementing over 20 projects a year. IDM would like to express its gratitude to long-term partners and other donors for their continuous support over the past two decades.



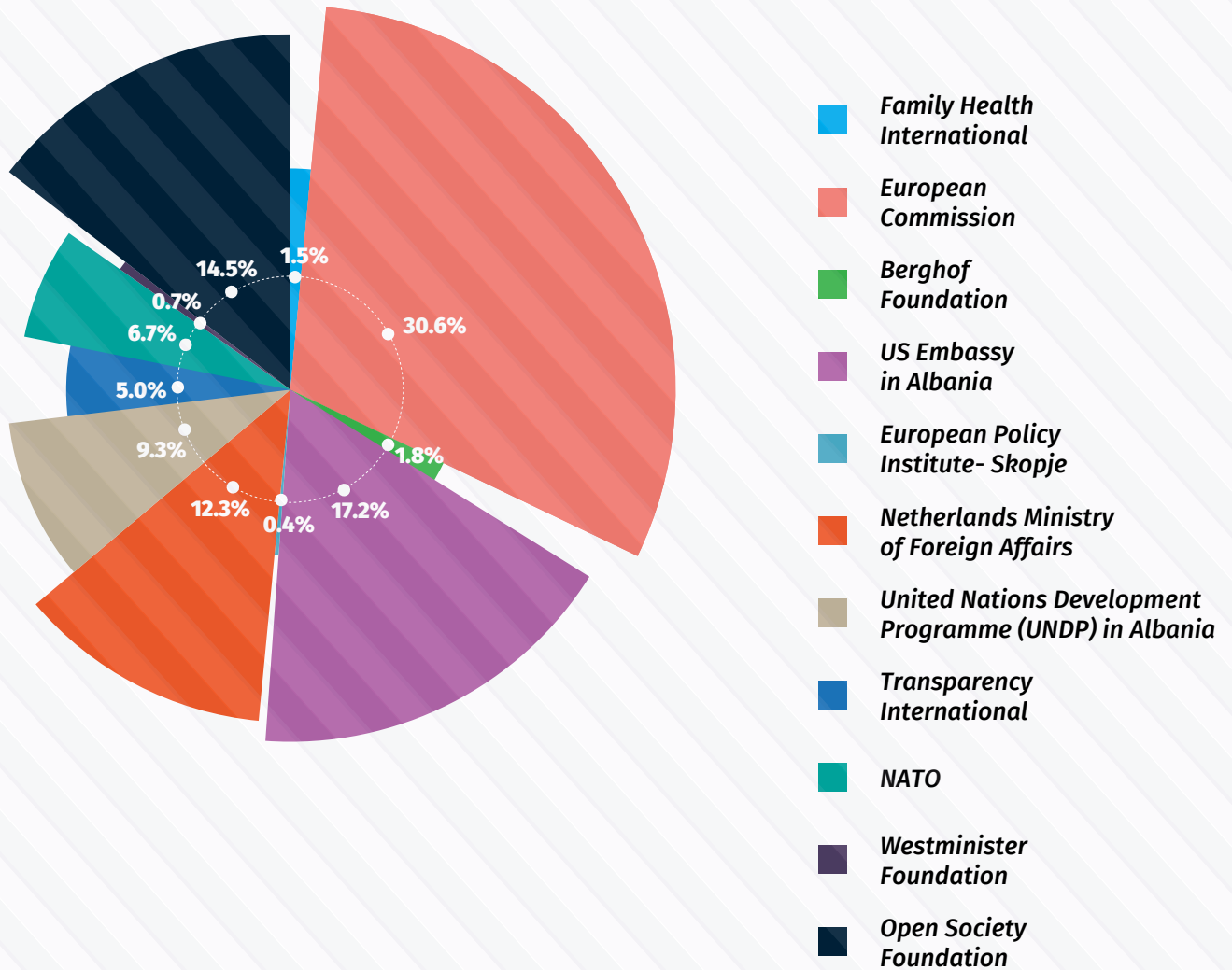
Over the past twenty years, 53 colleagues and many more associates have contributed to IDM's success.

Since its establishment, the Institute has carried out more than 200 national and regional projects. While some (research) projects only lasted a few months, other projects were multi-year initiatives that made a transformative impact on Albanian society.



\* In 2017 and 2018, substantial re-granting schemes for the projects CIVILISC, WeBER, and ALTER impacted IDM's annual budget.

# DONOR CONTRIBUTION





A large, bold, black number '20' is the central focus of the graphic. The '2' is thick and blocky, while the '0' is a simple, rounded shape.

**I D M** years



Inform  
Develop  
Motivate

The Institute for Democracy and Mediation – IDM, was established in November 1999 as a non-governmental organization dedicated to consolidate participatory governance and democratic institutions, Euro-Atlantic integration processes, civil society development, regional cooperation and security through independent research, capacity building and engagement of societal players.

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