NATIONAL RESOURCE CENTRE FOR CIVIL SOCIETY IN ALBANIA

PARTNERSALBANIA
FOR CHANGE AND DEVELOPMENT

Mapping and assessment of civil society organizations' networks in Albania

Assessment Report

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of civil society organizations' networks in Albania

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Executive Summary

The strengthening of civil society organizations' (CSO) networks is an important element of the development of civil society in Albania. National Resource Centre for Civil Society in Albania (NRC) provides support for capacity building of the networks as a component of its strategic objectives to strengthen the capacities of civil society and to contribute to the creation of an environment that is conducive to civil society, participatory democracy and the EU integration process in Albania.

The purpose of this study is to provide a mapping of CSO Networks and to assess the networks capacities and the needs to further support the development and ongoing work of networks, coalitions and active community groups (potential networks) in Albania. Such assessment serves to provide information, raise questions, and begin a conversation about networks, in the development context.

Today, networks are a firmly confirmed part of society and exist just about everywhere in the world. The utility of networks in the development field has been well acknowledged by many donors. There is a great need to learn more about networks and understanding of the contributions that they can make.

A variety of network sub-categories exists, including communities of practice, knowledge networks, sectoral networks, social change or advocacy networks, or service delivery networks, just to name a few. This variety points to the fact that networks are created for a variety of purposes and embody a variety of structures. They can be both informal and formal associations, and exist at the local and national levels. They are more than just a resource centre for their members – most networks involve member collaboration and sometimes engage in mutual or joint activities.

Effective networks possess characteristics of strong social capital, leadership, governance and management, joint learning, and mutually beneficial partnership with donors. Effective networks have a diverse, dynamic membership and structure, and are committed to excellence and democratic decision-making processes.

Network Formation (Driving forces)

No formula exists for how and why network develops. Network formation can be instigated by external or internal sources, or for practical or value-based reasons. Networks can form either from the top down or from the bottom up. In fact, it is often a combination of all of these things that serves as the impetus for network formation. Networks evolve over time, and may vary considerably in the level of formality at different stages of their life cycles. While many networks gradually adopt more formal measures, this formality is by no means necessary for all. The structure that a network decides to adopt is shaped by the motivation and the way in which the network was formed, as well as the purposes for which it was established or evolved.

While many networks form with the intention of being sustainable in the long run, some networks form in response to a very specific stimulus and are designed to be time-bound. In order to ensure that they are being responsive to their members' needs, networks must constantly assess all elements of their functioning. If a network no longer meets the needs of its members, participation will drop off, and the network will naturally cease to exist. We believe that considering the sustainability of benefits, such as the building of strong social capital, is a more useful concept to use in relation to networks than the sustainability of structure.

The Benefits of Network Membership

The benefits that are perceived to be associated with network are plentiful. Some of the most commonly cited benefits for network members are: bigger impact on advocacy, increased access to information; expertise and financial resources; a multiplier effect, which increases the reach and impact available to member organizations; solidarity and support; and increased visibility of issues, best practices, and underrepresented groups. Other important perceived benefits are risk mitigation, reduced isolation, and increased credibility, particularly for developing CSOs. There are significant risks to network membership as well, so CSOs that are contemplating participation in a network should undertake a cost/benefit analysis to determine whether or not network participation will meet their particular needs.

Challenges of working in a team

Bringing together multiple stakeholders with a variety of expertise and perspectives to work out agreed-upon goals is wise, but often difficult to accomplish. Even if the goal of the network is largely understood when a group first convenes, it can be difficult to know where to begin to tackle the issue at hand. Once that happens, it is not uncommon for there to be challenges and barriers as the network moves forward in carrying out its strategic plan. Some of the most cited challenges are: unwillingness of members to engage in network activity, lack of funds to support network activities and the desire for protagonism on the part of some members which in some times creates discrepancies in the teamwork.

Needs for capacity building programme

The contribution of CSO networks to building the organizational capacity of their members is complex. Essentially, the purpose of CSO organizational capacity building is to enable CSOs to be self-confident, independent, and effective organizations that make a difference in the lives of the people, communities, and countries that they serve, as well as make a contribution to the thinking and practice in their fields. Some of the most cited needs for capacity building themes are fundraising, tax legislation, fiscal obligations & financial reporting, preparing a policy paper, and conducting advocacy initiatives.

Mapping of the civil society networks

This report also provides a mapping of the networks in Albania. For all the identified networks is designed an individual passport which carries the most important information of a network starting

from: the network's name; field of action; mission, membership, network's legal status, current network status (whether it is passive or active), network coordination unit and its contacts.

Introduction

Purpose of the Study

The strengthening of CSO networks is an important element of NRC's framework. The purpose of this study is to provide a mapping of CSO Networks and to assess the networks capacities and the needs to further support the development and ongoing work of networks, coalitions and active community groups (potential networks) in Albania.

There is a great need to learn more about networks and understanding of the contributions that they can make. The study provides information on the networks and explores into the networking dynamics. It raises questions and begins a conversation about networks, in the development context.

This study was guided by the following research questions:

1. What is the driving force for network formation?
2. What benefits do members perceive to be associated with networking?
3. What challenges do members perceive to be associated with networking?
4. What are the needs of the CSO networks' members for capacity building?
5. Is there a need for establishing a new network to address a specific topic?
6. What are the gaps in our knowledge about networks, and what should be the direction of future practice?

Structure of the Research Analysis

For the purpose of the research, at first was set the stage for the analysis by looking at the overall context in which networks have flourished in recent years, the breadth and scope of networks, and the value of networks in the field of national development. We also look at the relationship of knowledge management to the proliferation of networks today. Since the term "network" can mean many things to different users, we take particular care to define our terms and elaborate the most common definitions currently in use in the field.

Following this contextual information, the report examines the conditions under which networks tend to form, including external and internal impetuses and formation based on vision and values. The assessment addresses the continuum of network evolution and discusses differences in networks that evolve organically versus those that are engineered with strategic intent. It also looks at factors relating to social capital and network sustainability.

To conclude, the report discusses the benefits, challenges and needs for capacity building programmes of networks, drawing on responses from thought leaders and network members.

Overview of Albanian civil society

The civil society sector in Albania has experienced a significant increase in the number of CSOs since the fall of the communist regime. The sector has been broadened and exists at multiple levels in society. Most CSOs are small and many of the 10,000+ registered organization are not operational with no staff behind the front names, making them unable to sustain operations between projects. Movements with strong grassroots bases have yet to develop.

Albania has been an official candidate for accession to the European Union (EU) since 2014. In July 2016, Albania adopted a comprehensive judicial reform plan, which includes legislative, institutional, and policy changes. In November 2016, the European Council conditionally recommended opening EU accession talks with Albania, subject to continued progress in the implementation of five key priorities and progress in the implementation of the justice reform. According to the 2018 EU Report for Albania, there is still a need for closer cooperation and coordination at all levels of government with parliamentary and civil society platforms dealing with key reforms and EU integration matters. The report notes the need to continue systematic and transparent public consultation with civil society at local and central level. The fiscal and legal environment for civil society in Albania requires improvement as the financial sustainability of civil society remains a challenge.

The 2018 Communication from the Commission to the European Parliament (EU Commission, 2019), the Council, the European Economic and Social Committee and the Committee of the Regions on "A credible enlargement perspective for and enhanced EU engagement with the Western Balkans"(Western Balkan Strategy) notes that governments should ensure that stakeholders can actively participate in the reform and policy making process. This can be for example by establishing inclusive structured dialogues on reform priorities with the involvement of an empowered civil society. An enabling environment for civil society organizations is therefore crucial.

CSOs are allowed to engage in economic activity and generate income through service contracts and public procurements. CSOs that do not engage in economic activity are exempt from the value-added tax (VAT) on their non-profit sources of income, including membership fees, funds, grants, and donations. CSOs that engage in economic activity in the social, educational, cultural or sports fields are exempt from VAT when recognized by the competent authority in Albania.

In 2016 civic activism and advocacy efforts addressed a wide range of fields including environmental protection, women's and children's rights, high education reform, and rule of law and good governance (EU Commission, 2019). In general, CSOs at the national level have stronger advocacy capacities. Advocacy capacities at the local level continue to be underdeveloped and require further support and strengthening.

CSOs are allowed to participate in public procurement but according to the Monitoring Matrix on Enabling Environment for Civil Society Development in Albania, participation in public tenders remains very limited mainly due to the limited capacities of CSOs to meet requirements, lack of

trust in the transparency of the process, and the lack of a supportive financial framework for CSOs offering social services (Partners Albania, 2019).

Absorption capacities of CSOs in rural and remote areas remains limited, however CSOs continue to engage in networking and coalition building. In 2016, some active networks focused on women's and children's issues, youth issues, LGBTI rights, justice reform and environmental issues (EU Commission, 2019).

According to the CSO networks surveyed by this assessment, lack of a fair and well-functioning justice system, closely followed by political interference are also top challenges faced by Albanian civil society. The recent studies, also noted the challenge for CSOs at the local level to act as a watchdog and maintain a critical voice in the long term due to political pressure and lack of independent media. While some stronger civil society organizations have emerged, many lack capacities on several fronts. Organizational capacities and internal governance are often weak. With insecure funding, staff turnover within civil society organizations is high. In addition, civil society engagement in the new phase of the EU integration process is critical but civil society generally has insufficient understanding of the implication of this accession process for the country's reforms. Discussions with different stakeholders and CSO partners reveal that public trust in civil society is relatively low and CSOs often have weak connections with the grassroots and support base. There is often a lack of representativeness, and limited public relations capacity. CSOs are often perceived as the vehicles of their founders and linked to political agendas.

Defining Civil Society networks and coalitions

Civil society networks may be defined as civil society groups, organizations and sometimes, individuals that come together voluntarily to pursue shared purposes of social development or democratic governance. These purposes may include exchanging resources, addressing common social goals or expressing their identities as community or social group. In civil society networks, member groups and organizations retain their basic autonomy, with their own identity, mission, and governance Networks can be composed of informal social relationships or formal bodies that are legally registered and institutionalized. Networks often choose their names based on their own identity, context and language (Mona Younis, 2017).

In the CSO world, the term 'network' is used loosely to indicate a variety of individuals and groups working together; nodes which often cooperate on the basis of varying strengths and with varying intensity (Fox J, Coalitions and networks: Grassroots movements, NGOs and local government. Alternatives, 2010). Quite often, the term network is used to indicate just the network's hub or secretariat, or a hierarchical membership organization. This may be an indication of a - not necessarily jointly agreed or justified - shift in power and authority away from the collective nodes and towards an administrative center that then proceeds to position itself, and act, as 'the network'.

'Network' and 'networking' are not the same thing. Networking means either that individuals meet and keep contact to further their interest or that organizations start to join forces to address a

common concern. This can also be called 'networked approaches', while a 'network' might be the result of these processes.

Coalitions are partnerships among distinct actors that coordinate action in pursuit of shared goals. But what distinguishes them from other kinds of partnerships? The term is widely used to describe joint ventures in a wide range of arenas, most notably in international geopolitics or political party competition and governance. The literature on coalitions is dominated by discussions of war and peace, election campaigns, and parliamentary dynamics. Just as in war or politics, successful collective action in civil society often depends on the formation and survival of coalitions.

Though terminology does differ from network to network and author to author, there are a set of commonly used definitions that capture the essence of the forms of networks in use.

Communities of Practice
Communities of practice are self-organized networks of organizations and individuals that share common work interests and practices. Communities of practice often start out as informal associations that provide a space for knowledge sharing and encouragement of new ideas. They may become more formalized over time as the perceived benefits of regular exchange increase. While often loosely structured, there is a certain amount of regularity inherent in the communication within communities of practice that differentiates them from general networking. Communities of practice generally do not engage in collective action so the motivation for participation is usually to build individual capacity for individual work (Wenger & McDermott and Snyder, 2002)
Sectoral Networks
Sectoral networks are organized around a specific sector, such as the non-governmental sector, the environment, or health. They are often donor-initiated. The activities of sectoral networks are directed toward enhancing public information and awareness of a particular sector. Sectoral networks are generally highly collaborative, and often involve advocacy, technical capacity building, joint research, and the development of standards (Goodin, 2002)
Social Change or Advocacy Networks
Social change or advocacy networks, sometimes called alliances and coalitions, are created in order to advance the causes or interests of the network members, often with a specific goal in mind. Most often this goal is related to the social conditions in an area. In contrast to other types of networks, advocacy networks often engage governmental and inter-governmental entities directly, with the aim of producing a desired change. Membership is not limited to organizations, and the networks are often informal in structure (Goodin, 2002) (Ricardo Wilson-Grau & Martha Nuñez, 2007)
Service Delivery Networks
Service delivery networks involve autonomous organizations that coordinate efforts in the provision of services, generally in the health and human services sectors. Although they are usually comprised mostly of NGOs, most service delivery networks are publicly funded. In terms of maximizing reach and impact, coordination of services in a network helps to increase efficiency, reduce duplication of efforts, and reduce competition.

Mapping of CSO networks in Albania - Networks' passports

In this assessment has been carried out a mapping of all Albanian CSO's networks / coalitions operating in the territory of Albania and beyond. Based on the desk research analysis and also on the available information that Partners Albania has accumulated over the years by functioning as a resource and support organization for capacity building and enabling environment for the civil

society sector, 27 networks have been identified, of which only 33% are formally registered and 67% operate informally. Regarding the field of activity where they operate, it is noted that are three main areas covered by networks: *Youth Issues and Rights, Good Governance, and Human Rights* with 15% of the cases respectively, followed by *Environmental Issues and Women's Rights* with 11% of the cases.

From the start of its activity, Partners Albania has established the Directory of Civil Society Organizations based on a sector-wide assessment developed in 2001. Over the years, as an essential part of its work with CSOs and other institutions in the country, the database has been further enriched with updated contacts not only from the PA activity (trainings, conferences, meetings with CSOs) but also from other lists of state institutions and donors in the country.

Geographically speaking, in almost all cases, networks operate at national level. Only in one case, it is noted a network operating beyond the borders of Albania.

If we analyze the networks' establishment year, networks started to establish from 1999 until 2017 with an average age of 6 years. It should be emphasized, however, that there is a continuing interest in networking as new networks are constantly being created. Another important fact highlighted in the following analysis explains the tendency of organizations to form networks or coalitions at certain times, mainly related to the specific donor drive and country specific status at that time.

It is with interest to note that networks/coalitions in most of the times have in their membership only CSOs, but there are also cases of networks which have as members a public institution (1 case) and donors (1 case).

A further elaborative mapping of the networks is provided in Appendix 1. For all the networks is designed an individual passport which carries the most important information of a network starting from: the network's name; field of action; mission, membership, network's legal status, current network status (whether it is passive or active), network coordination unit and its contacts.

Literature Review

In a review of the political science literature on ''coalition theory and government formation,'' Strøm and Nyblade define coalitions more broadly as ''a team of individuals or groups that unites for a common purpose'' (Strøm K & Nyblade B, 2007). Yet this formulation is so broad that it could describe most forms of collective action – and hence fall prey to ''conceptual stretching'' (Sartori G, 1984). Clearly, coalitions involve collective action, but they involve collaboration between actors that remain distinct in some way (in contrast, for example, to fusion or a merger). Downs offers a more precise definition of coalition: ''when two or more political groups or actors agree to pursue some common objective(s), pool resources . . . and actively communicate during joint action'' (Downs, 2008). He suggests that one of the most challenging questions involve the conditions under which adversaries sometimes cooperate.

Many approaches to coalitions refer to interest-based collaboration involving instrumental behavior, often within a limited time horizon, in pursuit of tangible goals (e.g., to win a war, an election, or to pass legislation) (Diani & McAdam, 2003). From the viewpoint of civil society analysis, however, many actors that form coalitions are also value-based in their orientation. These values may well conflict with some of the instrumental behaviors and power imbalances that often characterize, for example, short-term campaigns. This latter view of coalition does not resonate with the verb to coalesce, which implies growing together – but it raises one of the main issues that arises when considering coalitions and alliances (a widely used synonym).

One of the main challenges involved in defining coalitions is how to distinguish them from networks. Among the many definitions of network, few are tailored to civil society actors. Keck and Sikkink's classic study offers a succinct formulation: "Networks are forms of organization characterized by voluntary, reciprocal, and horizontal patterns of communication and exchange". Both coalitions and networks vary empirically in terms of their respective degrees of centralization or decentralization (Keck, 1998). For organizational theorists, who distinguish networks from markets and hierarchies, coalitions would refer to a form of network. For civil society actors, coalitions refer to networks that are engaged in joint action. As Keck put it, ''coalitions are networks in action mode'' (Fox, 2002).

Coalitions Are Distinct from Networks and Movements

In practice, civil society discussions often use the term coalition interchangeably with movements and networks. Yet the three terms are not synonyms, and for analytical purposes it is useful to distinguish between them. Movements are always grounded in social networks, though only some networks generate movements (Diani & McAdam, 2003). In the process, labels can be confusing – some dense coalitions refer to themselves as networks. Some thin networks refer to themselves as coalitions. Some coalitions of disparate actors describe themselves as movements, overstating their degree of cohesion and shared collective identity; on the other hand, some movements may express themselves as coalitions of organizations (Sen et al, 2004)

One way to frame the distinction between networks, coalitions, and movements is to consider each term as referring to a different point along a continuum of varying degrees of organizational density and social cohesion (Fox J, How does civil society thicken? The political construction of social capital in Rural Mexico, 1996). Moreover, transnational coalitions face challenges that are similar to those faced by domestic coalitions – especially insofar as they cross class, gender, or racial boundaries (Bandy, 2005).

Both networks and coalitions involve interconnected systems of communication, grounding the emergence of a transnational public sphere. Yet while many networks involve shared goals among their participants, they do not necessarily involve joint action. Whether networks are face-to-face or virtual, they involve exchanges of information, experiences, and expressions of solidarity. Sometimes these exchanges generate networks of ongoing relationships. Sometimes these networks generate the shared goals, mutual trust, and understanding needed to form coalitions capable of collaborating on specific campaigns. But networks do not necessarily coordinate their actions, nor do they necessarily come to agreement on specific joint actions (as implied by the concept of coalition).

Civil society networks and coalitions are based on interests as well as ideas. Advocacy networks are defined ''largely by the centrality of principled ideas or values in motivating their formation'' (Keck, 1998). Indeed, many cross-border civil society relationships are motivated by shared worldviews.

Main findings

Characterizing Networks

This section presents the main findings from the interviews conducted with organizations which at the moment were the head of networks' coordination units included in the study. Initially it is analyzed which are the purposes of networking based on literature and the data available. Furthermore, it is analyzed the functioning structure of networks and their characteristics. Also, there are analyzed the key dimensions of networks such as their relevance, network capacities, their networking capabilities, as well as an overview of the needs of these networks for capacity building.

Network Purpose

One very useful way to distinguish among types of networks is according to their shared purpose and the associated level of interdependence needed to pursue it. Most civil society networks adopt one or more of five main types of shared purpose. Each of these types of shared purpose is associated with a level of interdependence from low to high.

The five types of shared purposes for networks often found among CSOs in international development include:

1. To exchange information and learn from one another, e.g., to learn more about what each organization is doing, to share program approaches and identify best practices or to hear about innovative approaches to addressing common problems.
2. To coordinate policies, programs or other activities, e.g., to address issues such as duplication or gaps or to maximize use of resources for common purposes.
3. To obtain common funding for members, e.g., to augment the resources of each individual member or to allocate program funds in a given sector or theme to a range of individual organizations.
4. To create new social value, e.g., to carry out an advocacy campaign for policy or social change or to develop joint programs for service delivery.
5. To strengthen members' common identities and interests over the long-term, e.g., to build sector standards or enact legislation to create an enabling environment.

In Albania, most of the networks or coalitions analyzed fall under category 4 but not necessarily only in that category. By analyzing also how they were created and the "driving forces" that have enabled their creation, we conclude that a large proportion of networks fall into category 2. Then all of these established networks exploit these networks to "To exchange information and learn from one another".

Another mechanism that has served as the driving force for networking is the international organizations, which through donors and their specific programs aimed at strengthening the role

of civil society as a whole. Among them we can mention USAID, which during the reform period of the justice system, stimulated the creation of a civil society network in order to increase the role of civil society in the conception and implementation of justice reform. Also REC is one of the mechanisms which has supported the establishment of several networks of environmental organizations which are active even today.

Among other things, there are networks in Albania that have as part of their network, state institutions or cooperation agreements with these institutions. Here we can mention the OGP network which operates through a cooperation agreement with Albanian institutions. We also have the National Coalition of Anti-Trafficking Shelters, a network that has a public institution in its membership. Such relationships, besides the positive sides, often impede the functioning of the network when the network has to advocate for specific issues in front of state institutions. Another consequence that these networks have to face is the high turnover of executives with whom they are obliged to cooperate. In such cases it is incumbent on other members to raise the awareness of new leaders and seek their engagement in this network of the institution they represent.

Structure

Many networks in the civil society world are formal, with a legal form convenient for non-for-profit organizations, i.e. an association, foundation, charity, or social enterprise structure. This usually means that their governance is performed by a board which provides strategic guidance to those who manage the network, while this board also monitors and controls the management's implementation thereof. Also, CSO networks are often membership organizations with membership ranging from individuals and single organizations to 'umbrellas of umbrellas', i.e. international platforms consisting of national platforms. But a great many networks too, exist, that are informal, have joint decision-making but no 'secretariat' or a secretariat hosted permanently or on a rotating basis by one of the network partners.

From the interviewed networks, 52% of them stated that they operate as informal structures and only 43% formal. These figures are attributed to the fact that in Albania the majority of networks are cooperation between organizations, working under no legal registration form, on a voluntary basis, without any formal agreement. Only one of the interviewed networks turns out to be in suspended status and litigation is needed to re-activate it.

In the case of registered networks, some of the interviewees stated that they are legally registered as specific donor initiatives that prefer to collaborate with formalized networks so that they can support them with funding schemes.

Graph 1
Legal Status

5.0%

52.0%   43.0%

● Suspended   5.0%   ● Formal   43.0%
● Informal   52.0%
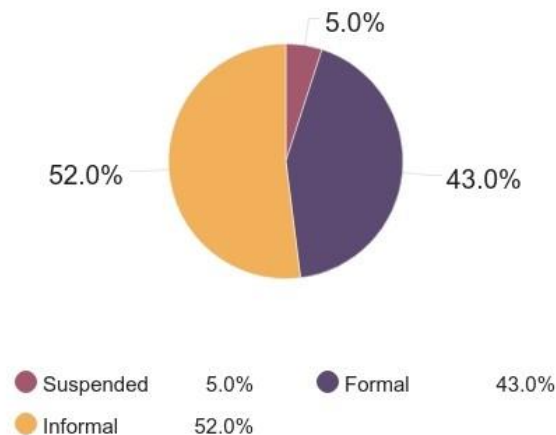
Asked about how these networks regulate their relationships between members, 75% of them said that there is an agreed internal regulation that clearly defines relationships between members and third parties, even though in most of the cases it is not a written agreement between. On the other hand, 25% of the respondents express that they do not have such a regulation. From the interviews conducted it is clear that each network has naturally found its own organizing way which according to them is optimal considering their membership engagement. From interviews with networks, it turns out that 90% of them do not have a technical secretariat while only 10% of them declare that they do. After struggling with organizational issues of network activities, the networks stressed out the importance of having a technical secretariat that would enable coordination of all network activities. They argue that such an arrangement would increase network activation and efficiency and clearly regulate relations between members.

Graph 2
Internal Regulation

25.0%

75.0%

● Yes   75.0%   ● No   25.0%
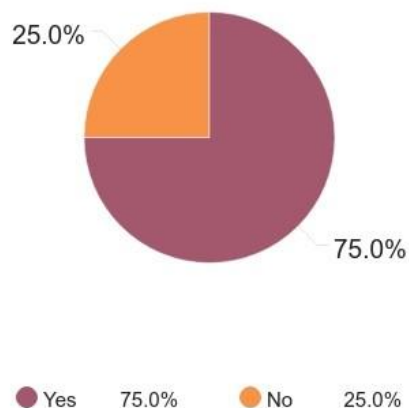
To have a better view of how these internal regulations work, respondents were asked if these internal regulations actually apply and whether these regulations stimulate members to participate in decision-making processes.

In most cases, even where there is no internal regulation, the networks state that a non-formalized operation rule applies and that all members have previously agreed to this operation. In terms of encouraging members in decision-making processes, 80% of the cases stated that these processes encourage members to participate in decision-making processes, especially those members who are actually active and contribute to the network.

The vast majority of networks stated that they have a functioning steering board through which all decisions related to network activity are adopted. Members admit that in each network there are some member organization who are the key players and carry out the most of the work in the network but that does not necessarily translate into a "one-man show".

On the other hand, it is confirmed also that a considerable number of the members considers the engagement in the decision-making process with indifference.

Regarding the inclusive membership of the networks and coalitions involved in the assessment, it is worth noting that all the networks are inclusive and have in their membership men and women.

The vast majority (75%) of them stated that they have in their membership involved youth and women, a very important indicator of network health. In 20% of the cases, however, networks say that they have only women in their memberships, as a result of the orientated focus of their work which is entirely women-oriented. While only 5% of cases result in these networks having only youth in their membership. Segregated membership cases result from the scope of work of these organizations themselves without any specific or discriminatory reasons.

Graph 3
Membership

● Women and Youth	75.0%
● Only Women	20.0%
● Only Youth	5.0%
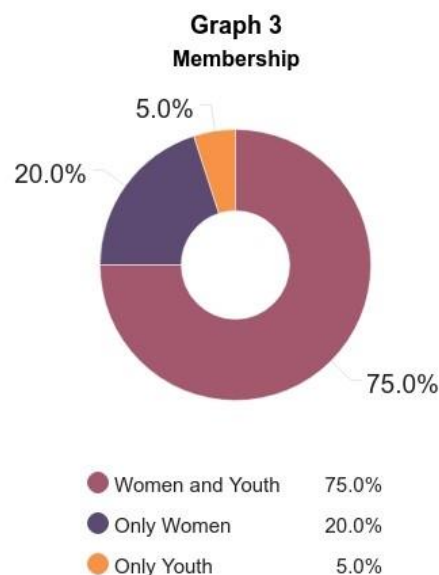
Geographically speaking, CSO networks spanning entire country or even the whole region are increasingly common. Their nodes though can be, and indeed often are, of a local, national, regional character, or a combination thereof. In addition, the links between different nodes may show different degrees of strength, according to what and whom they prefer to engage with and what they are capable of doing.

Geographic distribution is also considered as one of the key attributes that show the power and potential of a network of organizations but not necessarily as the focus of network activity has to be taken into account. From the interviews conducted with the networks included in the evaluation, 75% of them have expanded their activities in more than 3 cities of Albania, while only 25% of them are focused on 1-3 cities. It is worth mentioning that in 3 cases, the networks have extended their activity in all the 12 regions of Albania. The coordination unit of the networks is established in Tirana meanwhile their membership extends across other Albanian cities, due to the fact that policies are advocated with the central government which is allocated in Tirana. Networks, based on their scope of their work have absorbed to become part of their network organizations which are complementary and in function of the network's mission.

Graph 4
Geographical coverage

● Up to 3 cities	25.0%
● More than 3 cities	75.0%

25.0%

75.0%
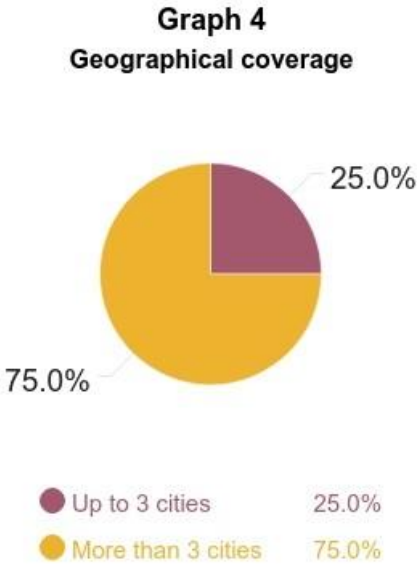
Important Dimensions

The way a network is structured may shed some light onto how it operates in practice, but this is not necessarily the case. Quite a few individual networks have been studied, evaluated and documented in order to obtain insight into how networks operate and this has yielded a host of useful insights that we describe below. All kind of network aspects have been researched by academics, think tanks, evaluators, activists, consultants and donors, by looking at the networks

from different angles and studying their different dimensions. For donors and evaluators in particular, by far the most important dimensions are:

a) Network drives
b) Relevance
c) Capacities
d) Networking
e) Membership

These dimensions need to be taken into consideration in order to arrive at concrete recommendations and/or reasoned choices concerning the future of these networks.

Network drives

Network literature mentions various drivers: contextual (social, cultural, technological, economic, environmental, political) and situational (specific issues to be addressed, the money available, public authorities who want a network to exist, individual people's aspirations and their force of persuasion) for network constitution (Strøm K & Nyblade B, 2007). The most important contextual drivers seem to be the idea:

- That sustainable change now often requires working together in networks, coalitions and alliances;
- That globalization means that action for change, and therefore structure and governance too, often have to go cross-border;
- That interconnectedness between different interests requires working in networks, both from a positive perspective (opportunities for CSOs)

CSO network constitution may also be driven by more situational drivers such as:

- Donor requirements;
- Common goals;
- Personal interests;
- Expected benefits.

In this respect, CSO network drivers are not fundamentally different from those of any other civil society organization.

In practice, Albanian networks' main drivers are situational drivers, although, it is generally accepted that contextual drivers are the right kind of drivers for network constitution.

Interviews show that 30% of networks have had the driving force - Donor Requirements and Expected benefits, although not directly expressed. Such networks operate in areas such as: Environment, Gender, Anti-corruption & Good Governance, and Youth.

On the other hand, 70% of them state that they have had a driving force - Common Goals and Expected Benefits. Areas of activity of these networks vary from environmental, gender, service delivery etc.

Relevance

With networks being voluntary arrangements to achieve collective goals, many researchers ask about networks' relevance in terms of their added value, i.e. their success in achieving goals that would have been difficult or impossible to attain by individual members. This leads to asking about duplication, i.e. whether the work networks are doing is something others are not already doing and impact, i.e. whether these networks add something specific and identifiable, whether these achievements are what the networks originally aimed for.

Asked if the network they were part of has met the strategic goals and objectives for which it was created, 45% expressed with confidence that the network has met the goals for which it was created and is continuously working on advocacy on specific issues. On the other hand, 45% of the interviewees stated that the network has fulfilled some of its goals and that it is constantly working to meet other objectives. Only 10% of them stated that their network has not achieved any of its goals.

Graph 5
Is the network meeting the strategic goals for which it was created?

45.0%

45.0%

10.0%

| 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 |

■ Yes, the network has accomplished its goals

■ The network has accomplished some of its goals and is working to accomplish others

■ No, network has not accomplished its goals
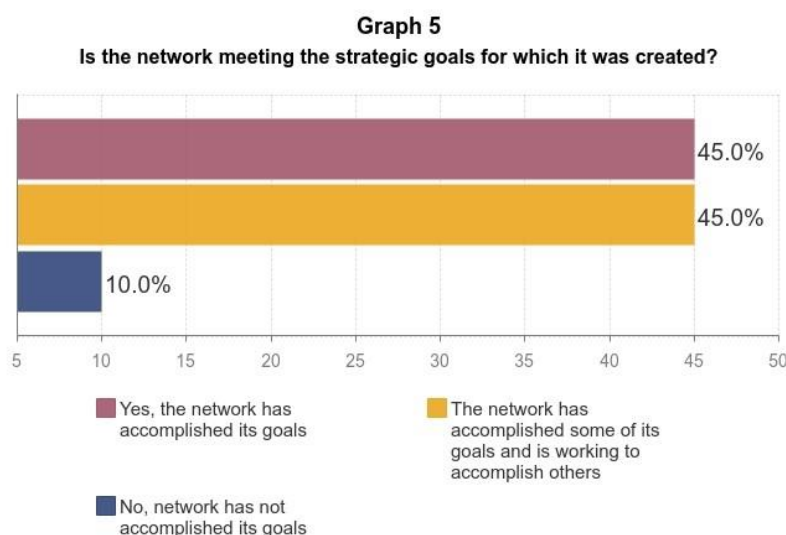
Asked if the network they were affiliated with, had offered added value to their members by helping them achieve something that they themselves would not be able to achieve, in 68% of the cases it was stated that the network offered them added value and that members are working together to advocate for common issues. In 16% of the cases stated that network members have expanded their cooperation in implementing joint projects. Meanwhile in 12% of the cases they said that members have benefited from being part of the network but at relatively low rates such as exchange of information on certain issues. According to them, this is due to the lack of financial

resources of the network and organizations which consequently translates into their lower engagement. On the other hand, a significant number of the interviewed networks (40% of the cases) declare that the network they are affiliated with has not offered any added value to its members.

Graph 6
Can members be considered as an added value to each other?

Legend:
- Yes, coordinating their agendas
- Yes, implementing joint-projects
- No, no added value at all
- Other
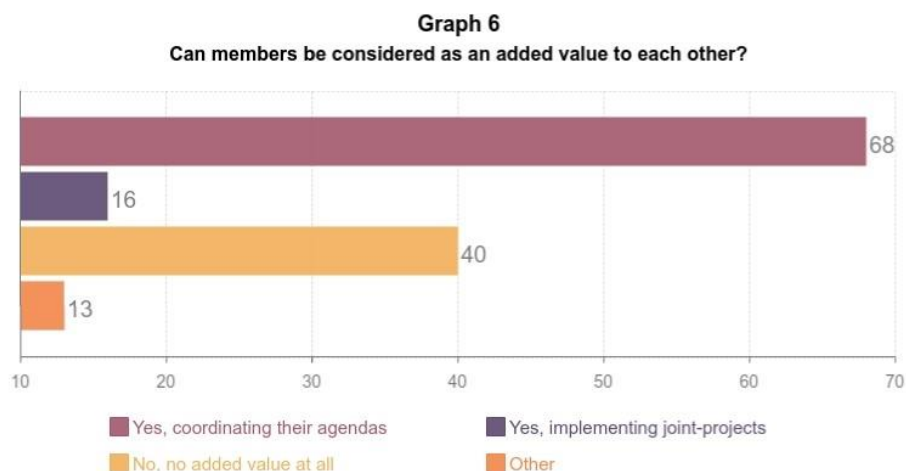
Capacities

A network of civil society organizations is as strong as its member organizations are. In the networking culture it is common for networks to increase the capacities of their member organizations and consequently the network's in overall.

Asked if the networks have the right skills to develop the capacities and capabilities of their members, 70% of them say that the network possesses these skills although in most cases this has not been the goal of the networks and consequently has not been prioritized. While 30% of them state that to some extent they possess these skills but specifically in their areas of expertise. In addition, the interviewed networks stated that in 85% of cases the capabilities and capacities of the members have increased compared to the period when they have joined the network.

Graph 7
Does the Network have the capacity to develop the capacities of its members?

30.0%

70.0%

● Yes 70.0%   ● No   30.0%
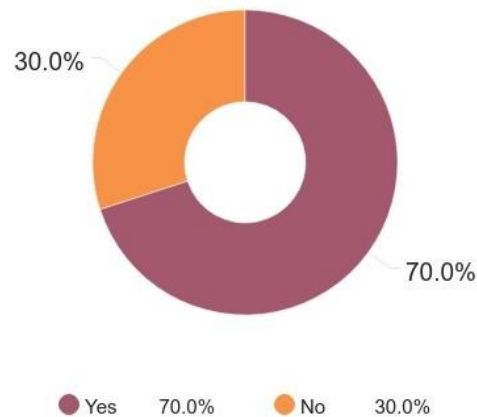
Graph 8
Have member's capacities been developed?

15.0%

85.0%

● Yes 85.0%   ● No   15.0%
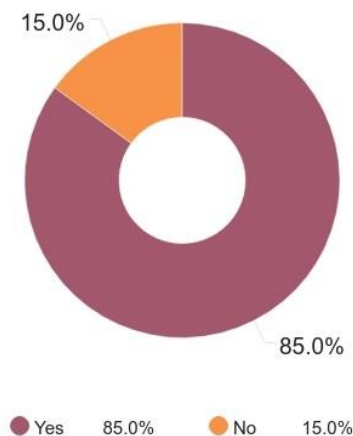
In order to better investigate cases where it is stated that the capacities of network members have increased, it has been analyzed also the method or instrument by which this goal has been achieved. In 3**8%** of the cases it is stated that the capacities of the members are enhanced through the trainings provided by the network / coalition itself. A very good indicator of the viability of networks investing in their membership capacity. In 31% of the cases it is stated that members have increased their capacities by exchanging experiences with other members of the network. What is worth mentioning is that 19% of them also stated that they have attended training provided by other networks / coalitions with which they collaborate but that collaboration is limited on specific topics. One of the best practices reported in this regard by the networks are exchanges of experience with other organizations along with study visits conducted in the context of specific projects.

Graph 9
How have the capacities of members been developed?

Through trainings provided by network/coalition itsself — 38.0%
Through trainings provided by other networks /coalitions — 19.0%
Through exchange of experience among network members — 31.0%
Through projects implemented in collaboration with other members — 6.0%
Other — 6.0%
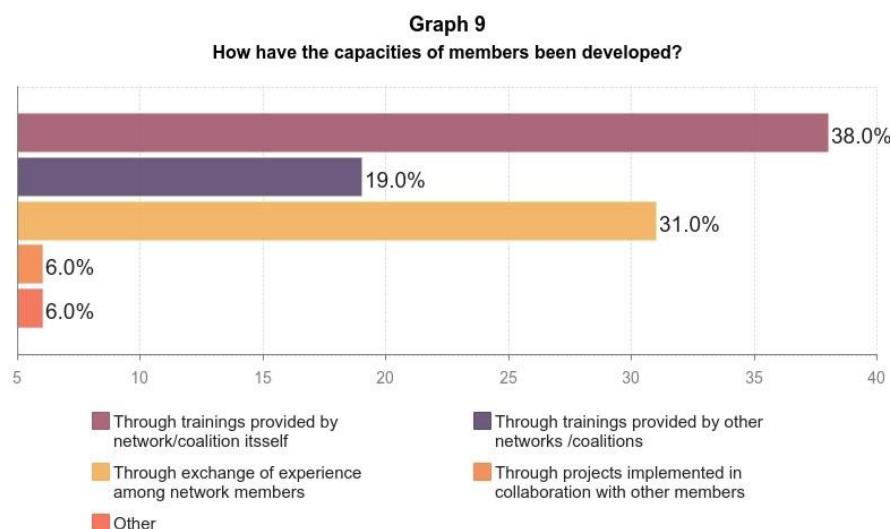
Membership

To analyse the role of each member in a network of organizations, identifying its benefits to the network and vice versa, this section aims to identify what are the benefits and challenges of working together in a network. It also aims to evaluate the contribution of each network in terms of networking and in case the network has provided sufficient networking opportunities for its members.

Bringing together multiple stakeholders with a variety of expertise and perspectives to work out agreed-upon goals is wise, but often difficult to accomplish. Even if the goal of the network is largely understood when a group first convenes, it can be difficult to know where to begin to tackle the issue at hand. Once that happens, it is not uncommon for there to be challenges and barriers as the network moves forward in carrying out its strategic plan.

One of the biggest challenges for networks or coalitions is reported to be the unwillingness of members to engage in network activity which is reported in 36% of cases. Networks also report other organizational problems stemming from a lack of funding where in many cases the problem of members' geographical distribution is identified as a problem which results in the inability to attend scheduled network meetings. In 31% of the cases, it was stated that **lack of** funds to support network activities is the biggest challenge they face. Interviewees stated that networking requires a high level of commitment and often turns out to be their primary job (leaving aside their organization every day job), even though it is not financially supported. All this commitment translates into investing in human resources and it is the small organizations that feel the feel the burden at this point. Considering the fact that some of the networks have as a driving force the donors' requirements, by rights some of the network coordinators declare that this have impacted in a negative way to their members as they value the network only as a funding source.

Another challenge is stated in 22% of cases to be the lack of willingness of some members to cooperate. In each of the interviewed networks it is stated that in their composition there are

organizations which have a significant lack of willingness to cooperate and this fact becomes an obstacle to the functioning of the network. On the other hand, the desire for protagonism on the part of some members is perceived as a challenge in 17% of cases. In one case, members of the network are also donor organizations that are comparatively more powerful than other members. This difference both financially and in the potential to influence government institutions translates into the repression of some members as this part of the membership assumes a protagonist role.

Graph 10
Which are the challenges of working in a network/coalition?

Challenge	Percentage
Lack of will for cooperation	36.0%
Lack of funding to support networks' work	31.0%
Protagonism of some organizations	17.0%
Other	10.0%
Lack of follow-up of agreed plans	3.0%
Lack of a strategy/strategic plan	3.0%
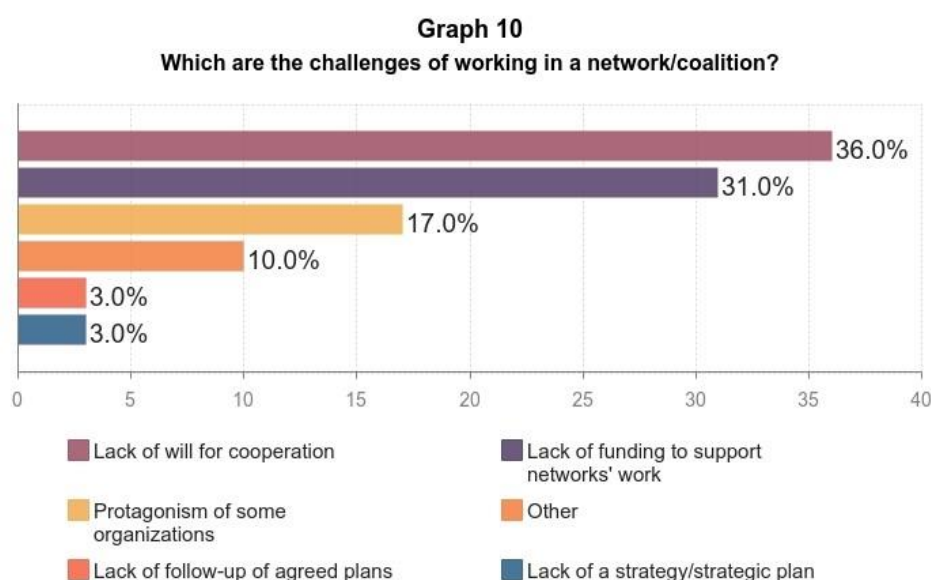
Asked about their benefits from the network, the vast majority of respondents (53%) stated that the greatest benefit they have had from the network they are part of is the *Bigger Impact* and a *Better Protection* from external factors. In 28% of the cases, organizations state that the benefit of being part of the network is the greater synergy in advocating for common issues and avoiding overlapping activities of the same nature. While only 8% of the cases consider as benefit: Higher Access to Funds, this is also due to the limited funding that donors provide in their programmatic areas for networks.

Graph 11
Which are the benefits of working in a network/coalition?

- Greater impact, better protection and representation of the groups' interests that they represent
- Easier acces to funds
- More synergy and less overlap of the same activities
- Other
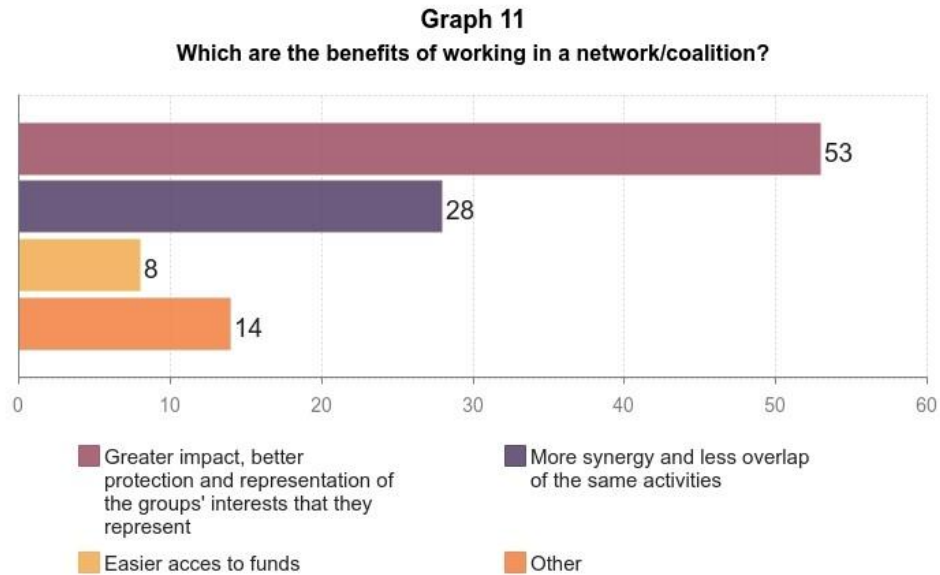
Networking

Interviewed networks were asked to evaluate the network's ability and contribution in providing better networking to its members.

In a rating of 1 to 5 where 1 indicates that the networking provided by the network is considered Not Valid and 5 means very valuable we have an average rating of 4.1. A relatively high rating which implies that networks have in most cases fulfilled one of the basic functions of networks that is networking. And this is not only in networking within the same network but also with other network organizations as well as with important donors that in other conditions these organizations could not have known or met.

Graph 12
On a scale from 1-5, how valuable would you rate the connections provided by the network?

4.1

Regarding the engagement of the members in the network work and the way they contribute, 55% of the respondents stated that they contribute together to achieve the goal and that there are no differences in terms of network engagement. While 40% of them state that as in any collaboration there is a core part of the members that contributes to most of the work while the other part is inactive. In cases where network membership is heterogeneous and in its membership there are not only civil society organizations but also donors as well as state institutions, this relationship is complicated when discussing terms of network engagement. Members of these networks declare that often the presence of these members turns into confusion about the work of the network as a whole.

Graph 13
Do all the members contribute collectively or each through individual efforts to achieve networks' goals?

55.0%

40.0%

5.0%

| | Members contribute collectively to achieve the goals of the network | A handful of members contributes, the rest is inactive |
| Each member contributes individually | | |
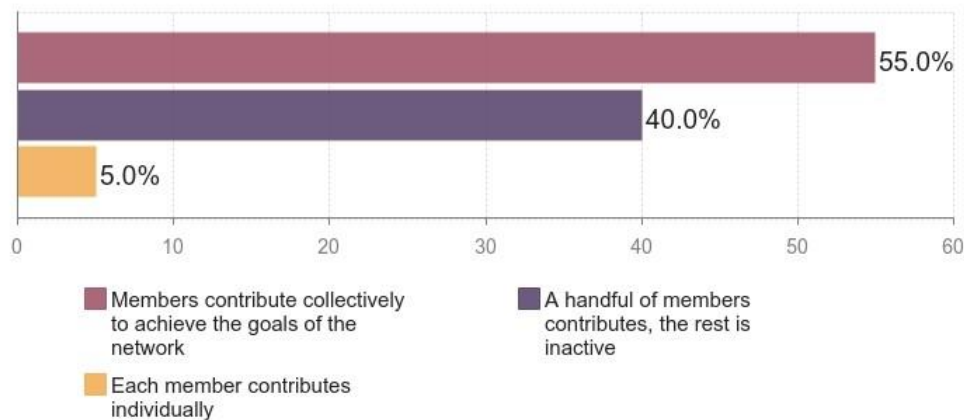
Networks situation and future perspectives

Being part of the network is widely accepted from all the organizations as an important indicator in the sustainability of their work and as a significant factor in boosting forward the advocacy initiatives.

In order to assess the needs of the networks as a whole and the members in particular, the interviewees were asked to assess whether the network they are part of, needs to change or improve any aspect of it. In almost all of the cases the networks stated that they needed to change or improve some aspects of their network and in only one case it was stated that they would not change anything.

For the majority of the interviewees, the need to increase the capacity of their members is seen as vital and is considered as their highest priority. In addition to this requirement networks state that they really need to change the way they function or organize, with some networks specifically requiring the establishment of secretariats that will function as a coordinating unit for the entire network. In this way they declare that engagement on the network will increase and members will have more time to engage in their individual projects.

There are also those cases of networks stressing the need for having a specific legislation on network recognition as they see the need for formalization but do not think registration as an association would be appropriate for them. The networks also state that public relations along with the publication of annual reports are very important so they can be recognized for the work they do.

Graph 14
In the network/coalition you are part of, do you find it necessary to change/improve any aspect of it?

95%

In addition to identifying the needs of networks to improve or change any aspect of the network, it was acknowledged that capacity building of network members was a top priority for organizations.

For this purpose, networks were asked to self-identify their needs for specific themes on which they felt they needed realistically to build their capacities.

As noted in the above analysis, in 20% of cases *Fundraising* is declared to be the most important aspect on which they want to develop the capacity of their members. The need to create better financial sustainability seems to prevail over any network issues or concerns.

In the second place, in 12% of the cases is stated as a need for capacity building the *Tax Legislation, Fiscal Obligations* and *Financial Reporting*. Networks have often stated that their members lack significant capacity to meet fiscal and legal obligations in the context of financial reporting and often have had difficult experience in implementing joint projects.

One of the most important functions of networks is to provide concrete recommendations on different policies or issues identified and then advocate at central or local level depending on the issue being advocated. Therefore, *Policy Paper* and *Advocacy* and *Lobbying* are ranked 3rd and 4th in 8% and 7% of the cases, respectively.

Other topics that are of interest to networks and member organizations are: Effective Communication, Development of EU Project Proposals and Project Management. It is precisely these areas that are seen as strategic for the sustainability of their networks.

As it resulted from the interviews conducted, the financial sustainability prevails as a matter of concern for all the networks. None of the networks declared having a strategic plan which would provide the structure to follow a larger vision, create directions for its operations, and maximizes their options for influencing their environment.

Graph 15
What topics would you be interested in enhancing your organizations' capacities, in the context of increasing your contribution to the network?

Legend:
- Fundraising
- Fiscal legislation/ Fiscal liabilitis and Financial reporting
- Designing a policy paper
- Advocacy and Lobby
- Effective communication and public relations
- EU project proposal writing
- Project Management
- Building effective awareness-raising campaigns

In addition to existing networks operating in Albania, this assessment also aims to assess the ability or interest of organizations to participate in any network at the national or local level to address a particular issue which in their perception need to be addressed.

In 65% of the cases, organizations have indicated that they are ready to join a new group to advocate for specific issues. 20% of them stated that they are not interested and 10% of them did not agree to answer this question.

Graph 16
Would you be interested in joining a network/coalition to address a specific issue?

Yes	65.0%
No	25.0%
NA	10.0%

10.0%

25.0%

65.0%
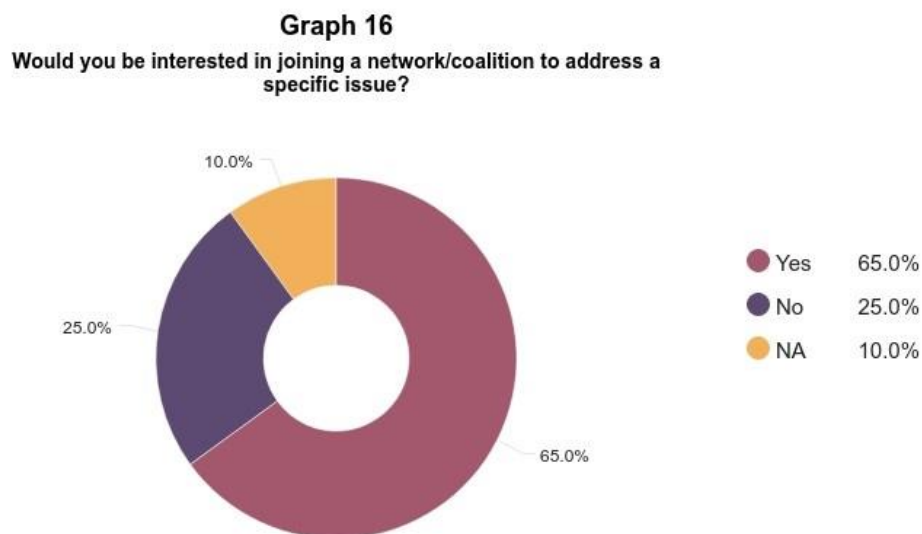
Following the expression of interest in becoming part of a network to address a particular issue, organizations listed the programmatic areas in which they would like to advocate. Network responses are organized into 6 main categories. Of higher interest are the integration of marginalized groups and national minorities, as well as the legislation on CSOs with 18% of the cases, respectively. Next is the Gender Equality along with the Protection of Youth Rights and their economic empowerment in 16% of the cases, respectively.

Anticorruption and good governance and the EU integration process remain the least interesting issues to be addressed at present by the organizations interviewed in 13% of the cases, respectively.

Graph 17
In which programmatic area would it be?

Bar chart values:
- 18.0%
- 18.0%
- 16.0%
- 16.0%
- 13.0%
- 13.0%
- 6.0%

Legend:
- Integrating marginalized groups and national minorities
- CSO's legislation
- Gender Equality
- Protecting the rights of young people and their economic empowerment
- Anti-corruption and good governance
- EU integration process
- Environmental issues
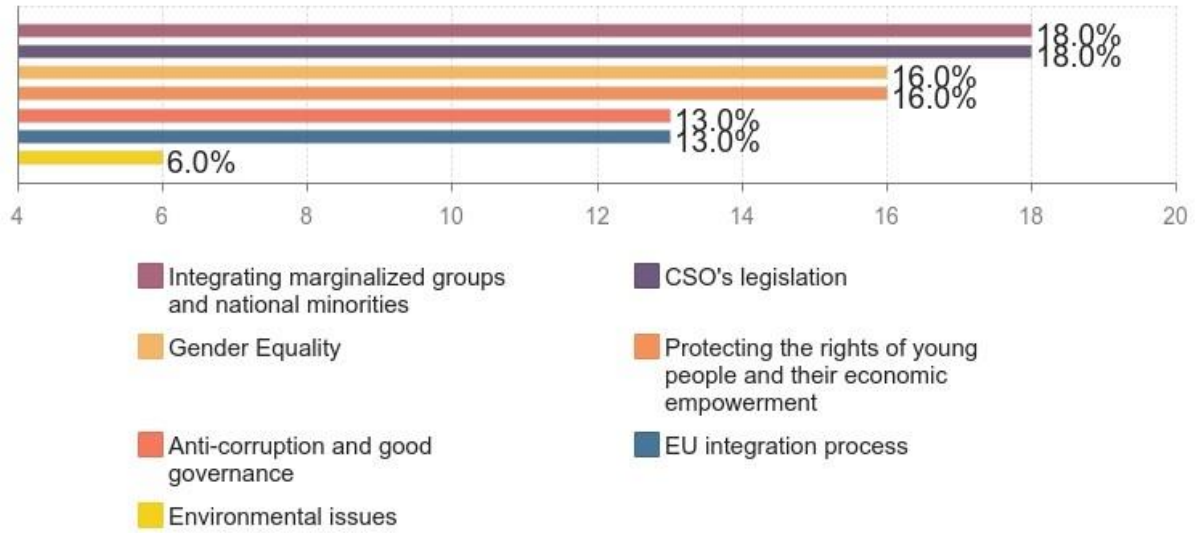
Conclusions

Internal democracy/ governance structure and processes/organizational transparency: Improvement in capacity with regard to organizational governance/internal democracy is rated as low by networks. This indicates that there is more work to do in this area. The data gathered from networks websites suggests that organizational transparency is also low. This too is an area, which merits greater engagement and investment.

Capacity Building: CSO networks lack capacity in fundraising, policy analysis, tax legislation, fiscal obligations & financial reporting, preparing a policy paper, and conducting advocacy initiatives. The desire to have better capacity in these areas was raised in most of the interviews. The recognition of this being a shortcoming can be regarded as an indicator of organizational maturity. To remain relevant in a context where i) the institutional framework is slowly opening up a role for civil society; and ii) civil society engagement in the upcoming phases of the EU integration process is critical, enhanced capacity to conduct policy analysis and understand the implication of the accession process will be particularly important.

Local networking: While networking across the country and among prefectures is taking place among the partners, outside Tirana networking among CSOs at the local level is typically weak. There are few a networks which local regularly interact in local level. Local CSOs have demonstrated lack of capacities to network and interact locally. Considering the fact that policies are advocated mainly in the central level, networking locally is put in the second place, but in fact its this kind of networking that feeds the network with ideas and issues to advocate for. With the increase of local government competencies, the need for CSO activism and advocacy at the local level has increased. Strengthening the capacity of local CSOs to collaborate on local issues remains crucial.

International networking: All groups of partners felt a need for greater international networking. To some extent, this may be a desire to travel and have new experiences and/or a reflection of the longing to belong to Europe among many in Albanian society, caused by Albania having been cut off from the rest of Europe for decades and being somewhat geographically and linguistically isolated. Some interviewees, however, reflected a genuine interest to connect with European CSOs to exchange ideas, work together on cross-border grants, and learn tried and tested approaches which would avoid having to reinventing the wheel.

Sustainability: Almost all CSO Networks do not have strategic plans which would provide the structure to follow a larger vision, create directions for their operations, and maximize the options for sustainability and for influencing their environment. Financial sustainability prevails as a matter of concern for all the networks. CSO networks are struggling to find sources of funding for core costs and activities, and are highly dependent on project funding and donors, particularly from the European Union. In general, interviewees feel that they are lagging behind in terms of capacity, time and resources to respond to trends in the funding landscape. Such trends can represent a challenge, and, if handled correctly, also an opportunity. The sustainability of networks is directly linked to the sustainability and capacity of member organizations; therefore, further strengthening of CSOs to increase their sustainability remains a key factor.

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Appendix 1: Network's Passport

Network`s/ Coalition`s name	Albanian Coalition for Roma Integration in Albania*		**Acronym**	NACRIA
Mission	To advocate for mainstreaming and enhancing successful practices for Roma integration in Albania, participating in the public debate on social inclusion and influencing policy decision making and budgetary processes.			
Activity Field	Minority Rights	**Geographic coverage** National	**Year of Establishment**	2016
Legal status	Informal	**Activity status** Active	**Coordinator/ Head**	Mr.Bledar Taho
Members	Institute of Roma Culture in Albania "Roma Active Albania"			
	Voice of Roma in Albania	Roma Active Albania	USHTEN	
Email	institute.irca@gmail.com	**Contact** +355 42 425 717	**Website/ Facebook**	www.irca.al

Network`s/ Coalition`s name	Albanian Network for Rural Development		**Acronym**	ANRD
Mission	To promote and revive community-led rural development through advocacy and initiatives in the formulation and implementation of sustainable rural development policies with the final aim improvement of the quality of life of rural communities in Albania.			
Activity Field	Rural Development	**Geographic coverage** National	**Year of Establishment**	2015
Legal status	Formal	**Activity status** Active	**Coordinator/ Head**	Ms. Evelina Azizaj
Members	Institute for Democracy and Mediation	Argitra Vision · Agro Puka	CESVI Foundation	Women in Sustainable Agriculture
	Agriculture Development of Alp Districts – Mountainous ADAD	Reggio Terzo Mondo	Foundation Dorcas Aid International · Biological Agriculture Institute	Instituto Pace Sviluppo Innovazione Acli
	AgriNET	COSPE	Consortium Pro Përmet · Center for Development and Integration	Rural Association Support Programme
	VIS Albania	Green Vision	World Vision Albania · Albanian Alps Alliance	Integration Association
	Mountain Areas Development Agency (MADA)	Foundation for Mirdita Development (Suspended)		
Email	info@anrd.al; eazizaj@idmalbania.org	**Contact** +355 (04) 2400 241	**Website/ Facebook**	www.anrd.al

Network`s/ Coalition`s name	Albanian Coalition for Education			Acronym	ACE
Mission	To advocate for universal children's right to education.				
Activity Field	Education	Geographic coverage	National	Year of Establishment	2004
Legal status	Informal	Activity status	Active	Coordinator/ Head	Ms.Linda Pino
Members	Children's Human Right Centre of Albania	Albanian National Child Helpline-ALO 116	Information and Research Centre for Children's Rights in Albania	MEDPAK	Partners for Children
	National Association Education for Life (SHKEJ)	Albanian Disability Right Foundation	La Casa nel Cuore	ADRA-Albania	Independent Teachers Union
	Education and Science Federation	Children Today Centre	Pink Embassy		
Email	acce@acce.al	Contact	+35542 242 264	Website/ Facebook	www.acce.crca.al

Network`s/ Coalition`s name	Albanian National Child Rights Network			Acronym	ACRN
Mission	A national network of leading children's rights organizations and civil society in Albania to take joint actions and initiatives to respect and promote children's rights, and to protect them from violence, discrimination, abuse, exploitation, daily or virtual life.				
Activity Field	Children Rights	Geographic coverage	National	Year of Establishment	1999
Legal status	N/A	Activity status	Active	Coordinator/ Head	Mr.Altin Hazizaj
Members	Children's Rights Centre Albania	ALO 116: National Child Help Line	Albanian National Youth Network	Albanian Coalition for Education	ECPAT Albania
	Centre "Children Today"				
Email	info@crca.al	Contact	+355 042 242 264 +355 422 265 741	Website/ Facebook	www.crca.al

Network`s/ Coalition`s name	Albanian National Youth Network			**Acronym**	ANYN
Mission	To promote the issues and rights of young people at local and national level, despite political, economic or social status, sexual orientation, gender identity, skills or background to which they belong; to advocate for youth participation representation at all levels of decision-making, promote new youth friendly policies at national and local level, as well as encouraging new national laws and programs to support youth in Albania.				
Activity Field	Youth Issus and Rights	**Geographic coverage**	National	**Year of Establishment**	2015
Legal status	Formal	**Activity status**	Active	**Coordinator/ Head**	Mr. Klaudio Pulaha
Members	Active Disabled People Albania	Pink Embassy	European Association of Electrical Engineering Students	Institute for Democracy, Media and Culture	La Casa nel Cuore
	Lezha Youth Committee	Albanian Coalition for Child Education	Coalition for Promotion of Women and Youth in Politics	ALO 116: National Child Help Line	Youth Center, Puka
	New Vision	Open Mind Spectrum Albania	Student Youth Organization	PO Youth Center, Tirana	USHTEN Organization
	The International Association for the Exchange of Students for Technical Experience	Children's Rights Centre Albania - CRCA	Information and Research Center for Children's Rights in Albania	Civil Society Development Center, Durres - CSDC	Hope for the Future, Shkodra
	TAMAM Albania	Voice of Roma in Albania	Youth in Action, Korca	Youth Political Forum of Red & Black Alliance	Youth Forum of Party Unity for Human Rights
	Youth Forum of the Democratic New Spirit Party	The Club of Young Patriot	Youth Movement for Integration	Aulona Youth Center, Vlora	
Email	info@crca.al klaudio.pulaha@crca.al	**Contact**	+355 42 265 741	**Website/ Facebook**	www.crca.al

*Network`s/ Coalition`s name	Albanian Students Abroad Network			Acronym	ASAN
Mission	ASAN is an inclusive network for Albanian students that are currently studying abroad throughout the world. ASAN creates the needed spaces and infrastructure for the effective collaboration of the Albanian students abroad.				
Activity Field	Youth Issues and Rights	Geographic coverage	International	Year of Establishment	N/A
Legal status	N/A	Activity status	N/A	Coordinator/ Head	N/A
Members	Albanian students studying abroad.				
Email	N/A	Contact	N/A	Website/ Facebook	Rrjeti Asan

Network`s/ Coalition`s name	"An eye on the Environment!" Network			Acronym	N/A
Mission	To protect the environment by promoting law enforcement and civic activism.				
Activity Field	Environment & Watchdog	Geographic coverage	National	Year of Establishment	2013
Legal status	Informal (Thematic network)	Activity status	Active	Lead partner/ Contact person	EDEN Center Ms. Lira Hakani
Members	Environmental Center for Development Education and Networking (EDEN)	Ecologic Club-Elbasan (KEE)	For Social and Environmental Welfare (FSEW), Berat	Aarhus Information Center Shkoder (AIC), Shkodër	Center for Research Cooperation and Development (CRCD), Vlorë
	Center for Protection of the Natural Ecosystems in Albania (EcoAlbania)		Association for Protection of Life and Ecosystems around the cement factory Titan Burinzane		
Email	vigjilenca@eden-al.org eden@eden-al.org lira.hakani@eden-al.org	Contact	+355 42 227 615	Website/ Facebook	www.eden-al.org Nje sy per mjedisin

Network`s/ Coalition`s name	Coalition "All Together for Holistic Care of Children"			**Acronym**	BKTF
Mission	To advocate for and lobby on behalf of children for their protection, through the establishment of a functional child protection system in Albania. To educate Albanian society to both recognize and respect children's rights. To coordinate and promote the sharing of models of best practices in the field of child protection. To promote active child participation in child related matters.				
Activity Field	Children Rights	**Geographic coverage**	National	**Year of Establishment**	2003
Legal status	Suspended	**Activity status**	Active	**Coordinator/ Head**	Ms. Ana Majko Mr. Arjel Trajani Mr. Adriatik Hasantari
Members	Terre des Hommes	Save the Children	Centre of Integrated Legal Services and Practices	Partners for Children	Children of the World-Albania
	Help for the Children	World Vision Albania and Kosovo	Peace through Justice	AmaroDrom	ADRA Albania
	Child Rights Centre Albania	The Psycho – Social Centre Vatra, Vlora	Roma Active Albania	Tirana Legal Aid Society	National Center Education for Life
	Caritas	Initiative for Social Change ARSIS	SOS , Children Villages Albania	Centre Children Today	Albanian Services for Refugees and Immigrant
Email	ana87majko@yahoo.com arjeltrajani@gmail.com a.hasantari@gmail.com	**Contact**	+355695272 948 +355672166 873 +355692058 782	**Website/ Facebook**	bktfcoalition.org

Network`s/ Coalition`s name	Coalition of Domestic Observers			**Acronym**	CDO
Mission	To development of democracy in Albania and the protection of human rights, in particular the monitoring of electoral processes.				
Activity Field	Good Governance	**Geographic coverage**	National	**Year of Establishment**	2013
Legal status	N/A	**Activity status**	N/A	**Coordinator/ Head**	Co-Steering Committee
Members	Society for Democratic Culture	KRIIK Albania	Women and Children Centre	Center for Human Rights in Democracy	Vlora Youth Centre
	Civil Society Development Centre	Antigonea	Epoka e Re Youth Centre	Trokitje Youth Centre	Albanian Women Democratic Network
	Shoqata në Dobi të Gruas	Saranda Youth Council	Me, The Woman	Youth in Free Enterprise	Protection of Rural and Urban Women's Rights
Email	shkd.sdc@gmail.com gertameta@yahoo.com	**Contact**	+355692469393 +355696522805 +355694262080	**Website/ Facebook**	www.zgjedhje.al Shoqata per Kulture Demokratike

Network`s/ Coalition`s name	CSOs Coalition on Open Government Partnership – Albania			**Acronym**	OGP
Mission	OGP is a State-CSO partnership aimed at: Transparency, Accountability and Anticorruption.				
Activity Field	Good Governance	**Geographic coverage**	National	**Year of Establishment**	2014
Legal status	Informal	**Activity status**	Passive	**Coordinator/ Head**	Institute for Democracy and Mediation
Members	Institute for Democracy and Mediation	MJAFT! Movement	Open Data Albania	Institute for Policy and Legal Studies	Open Society Foundation for Albania
	AULEDA	Women Centre Hapat të Lehtë	Institute for Parliamentary Studies		
Email	info@idmalbania.org	**Contact**	+355 4 240 0241	**Website/ Facebook**	www.idmalbania .org/open-

Network`s/ Coalition`s name	Disability and Development Coalition Albania			**Acronym**	DDCA
Mission	To advocate for disability and important issues in Albania				
Activity Field	Human Rights	**Geographic coverage**	National	**Year of Establishment**	2010
Legal status	Informal	**Activity status**	Active	**Secretariat**	Ms. Blerta Cani
Members	The Ombudsman Albania	Albanian Helsinki Committee	MedPAK	Centre for Legal Civil Initiatives	Help the Life
	GIZ	Save the Children	World Vision Albania & Kosovo	ANAD	Bethany Centre
	Partners for the Children	Association of Labor Invalids of Albania	Albanian Trauma and Torture Rehabilitation Centre	Albanian Disability Rights Foundation	Association for Mental Handicaps Assistance, Tirana
Email	adrf@albmail.com	**Contact**	+355 042 269426	**Website/ Facebook**	N/A

Network`s/ Coalition`s name	Ecosystem of Communication and Environmental Information			**Acronym**	ECIM
Mission	To unite and strengthen the voice of civil society in environmental protection and sustainable development, to become a factor in decision-making processes, by strengthening the integrity of the network of environmental associations, enhancing the quality of activities, expanding participation, informing and raising public awareness.				
Activity Field	Protection of Environment	**Geographic coverage**	National	**Year of Establishment**	2006
Legal status	Formal	**Activity status**	Passive	**Coordinator/ Head**	Mr. Xhemal Mato
Members	AJMMI	Egnatia	Eco-Environmental	Free Thought Forum	Milieukontakt Albania
	Together for Life	Social Education and Environment Protection Organization			
Email	ekolevizja@yahoo.com	**Contact**	N/A	**Website/ Facebook**	www. ecimalbania.wordpress.com

Network`s/ Coalition`s name	Independent Cultural Scene Of Albania			**Acronym**	ICSA
Mission	To ensure equal conditions of activity compared to those of public institutions, and to improve the position of people of culture and art in society.				
Activity Field	Culture and Art	**Geographic coverage**	National	**Year of Establishment**	2013
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Mr. Andi Tepelena
Members	Art Contact	Albania Dance Company	Albania Art Institute	Aleph Magazine	Argjiro
	DoArt	EDS Foundation	Cesvi	Gjirokastra Foundation	Open Doors
	H2H Foundation	Tirana Art Lab	Zenit: The Promenade Gallery		
Email	info@spk.al	**Contact**	+355 42 275 658	**Website/ Facebook**	www.spk.al

Network`s/ Coalition`s name	"Justice for All" Coalition			**Acronym**	N/A
Mission	The Justice for All coalition contributes to a transparent, independent and accountable justice system, professional and reliable, serving citizens and in particular disadvantaged groups, through monitoring of justice institutions, advocacy, and public education.				
Activity Field	Good Governance	**Geographic coverage**	National	**Year of Establishment**	2016
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Ms. Iris Shima

Members	The Psycho – Social Centre Vatra, Vlora	Albanian Foundation for the Rights of Persons with Disabilities	Women Democracy Network	Centre of Integrated Legal Services and Practices	Tirana Legal Aid Society
	Different and Equal	Albanian Legal and Territorial Research Institute	South East European Institute for Social Contract	Child Rights Centre Albania	Society for Democratic Culture
	Institute for the Promotion of Social and Economic Development (IPSED)	The Institute for Sustainable Policies	Regional Professional Journalism Association	Together for Life	Antigonea Association
	Foundation Conflict Resolution & Reconciliation of Disputes	YMCA Tirana	National Centre for Community Services	Open Horizon	People in Focus
	Centre for Legal Civic Initiatives	European Centre			

Email	drejtesipertegjithe@gmail.com	Contact	+355694 805 095	Website/ Facebook	Koalicioni "Drejtësi për të ... "

Network`s/ Coalition`s name	National Network of Roma and Egyptian Organizations		Acronym	N/A
Mission	To strengthen the Roma / Egyptian voice at the national level by lobbying, advocating, exchanging experiences and best practices on the Roma / Egyptian issue.			
Activity Field	Minority Rights	Geographic coverage	National	Year of Establishment	2014
Legal status	Infomal	Activity status	Active	Coordinator/ Head	Ms. Ilda Zajmi

Members	Rromano Kham	Tomorrow's Roma Woman	Roma Gate for Integration	Ushten Organization	A Place for All
	Roma Versitas Albania	IRCA	Roma for Integration	Romano Sezi	For a better Future
	TREJA	Roma Women Right Centre (RWRC)	Disutni Albania	Voice of Roma In Albania	CERA Association

Email	amarodrom@abissnet.al rrjeti.organizatave@gmail.com	Contact	+355 4 223 13 91 +355 4 224 89 25	Website/ Facebook	Amaro-Drom

Network`s/ Coalition`s name	National Youth Congress			**Acronym**	NYC
Mission	To mobilize youth organizations and to strengthen the role of youth in society. Young people across Albania will have a common voice to advocate and lobby on issues that affect them.				
Activity Field	Youth Issues and Rights	**Geographic coverage**	National	**Year of Establishment**	2013
Legal status	Formal	**Activity status**	Active	**Coordinator/ Head**	Ms. Dafina Peci
Members	People First Association	Act for Society	Civic Resistance	Social Club	New Age- Youth Center Kuçove "ATA"/ "THEM"
	AMEDA	Past for Future foundation	Albanian Education Foundation	Youth Union for Development	
	Belsh Youth Council	Kukës Youth Regional Council	Parental Hand, Korçë	Youth Support	Medical Association Youth Albania
	Joscelyn Foundation	The our future	Changing the Future, Dibër	Voice of Roma in Albania	Youth Organizations Freedom and Democracy
	Youth Movement for Democracy, Pukë	Macedonian Association "Ilinden"-Tirana	Woman Vision of Change	"Youth Voice" Network of Organizations	Albanian Center for Population and Development
	Youth in Charge	DoART	Vjosa Explorer	Vocational education training and research VETAR	Youth Platform Vorë
	Liberi di Viaggiare Organization	Brave New Generation	Ambassadors of Peace Association Lezha	5 Plus, Cërrik	"YMCA Tirana"
	Beyond Barriers Association	"Vllazeria Egjiptiane" Association	Leadership Development Association Albania & Kosovo	Young Environmental Experts Association (SHERM)	Albanian Young Leaders Forum
	Food Bank Albania	Youth Center "Perspektiva"	Together Foundation	Mirdita Youth Council	New Bridges Berat
	Librazhdi Young Initiative for Protective the River Shkumbini	The light of life	Information Network & Active Citizenship	Lezha Youth Assembly	Voice 16+
	United Nations Association Albania	Cesvi Albania	Liburnetik Organization	The Messengers	Experts of Special and Social Education
	Youth Activities Centre	Center of Development Gramsh	Balkan Youth Activism	Albanian Consumer Centre	
Email	dafinapeci@krk.al info@krk.al	**Contact**	+355 42 203 054	**Website/ Facebook**	www.krk.al Kongresi Rinor Kombëtar

Network`s/ Coalition`s name	Nature Protection Network in Albania			**Acronym**	N/A
Mission	To protect and promote the nature in the country, mainly those of protected areas and natural resources.				
Activity Field	Protection of Environment	**Geographic coverage**	National	**Year of Establishment**	2013
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Mr. Nihat Dragoti
Members	The Institute of Nature Conservation in Albania, Tirana	Green and Cleen, Korçë	Cross-Border Shkodra Lake Forum	Environmental Protection and Environmental Administration-Adriatic, Vlorë	Friendship Organizatio, Ulëz
	Environment South Organization Çajupi, Gjirokastër	Nature Protection and Tourism Development, Kukës	Social Protection and Development Iliria, Tirana		
Email	info@inca-al.org	**Contact**	+355 42 231 437	**Website/ Facebook**	www.inca-al.org

Network`s/ Coalition`s name	Anti-poverty Network in Albania			**Acronym**	N/A
Mission	To organize and coordinate antipoverty and social exclusion in-country efforts; engage target individuals, groups and organizations in action, and promote and represent the network in other international organizations and institutions.				
Activity Field	Antipoverty and Social inclusion	**Geographic coverage**	National	**Year of Establishment**	2012
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Ms. Garentina Gramo (Perdhiku)
Members	Diakoni Agapes, Tirana	Dorcas Aid International Albania, Korça	Fondacioni "Emanuel Mission", Korça	For Gender Integration, Tirana	Livestock and Rural Development Centre, Tirana
	National Community Service Centre, Tirana	"Integration" Association Tropoja	"For Women and Children " Association, Tirana	World Vision Albania & Kosovo, Tirana	ANTTARC
Email	daoffice@diakoniagapes.org	**Contact**	+355 4 2266 452 +355 4 2266 378	**Website/ Facebook**	N/A

Network`s/ Coalition`s name	"Youth Voice" Network of Organizations			**Acronym**	N/A
Mission	To mobilize, integrate and strengthen the youth potential through awareness, information, advocacy and lobbing services in education, care, health, and employment areas.				
Activity Field	Youth Education, Empowerment and Rights; Human Rights and Gender Equality	**Geographic coverage**	National	**Year of Establishment**	2014
Legal status	Formal	**Activity status**	Active	**Coordinator/ Head**	Mr. Andi Rabiaj
Members	Albania Community Assist	Aiesec Albania	Action Plus	Act For Society Center	"Epoka E Re" Youth Centre
	Albanian Educational Foundation	Albanian Human Rights Group	Infinit Plus	Hand to Hand Against Nation Apathy Center (H.A.N.A) Lezhë Training and Education for Democracy Centre	"5 Plus" Group, Cërrik
	Roma Active Albania	Children Rights Observatory	Media and Social Issues Centre		Young Women's Christian Association SOS Children Villages Albania
	Young Men's Christian Association	Y-Peer Albania	Youth Club "Petro Nini Luarasi"	Together For Life	
	Albanian Centre For Population And Development		European Movement In Albania		
Email	e.kica@observator.org.al arabiaj@acpd.org.al	**Contact**	N/A	**Website/ Facebook**	www.jotabu.al Youth Voice Albania

Network`s/ Coalition`s name	Reproductive Health Coalition in Albania			**Acronym**	N/A
Mission	To improve the situation of reproductive sexual health in the country including sexual education, access to sexual and reproductive health care especially for marginalized group.				
Activity Field	Sexual and Reproductive Health and Rights and Gender Equality	**Geographic coverage**	National	**Year of Establishment**	2012
Legal status	Informal	**Activity status**	N/A	**Coordinator/ Head**	Ms. Brunilda Hylviu
Members	Albania Centre for Population and Development	Action Plus	Albanian Association of People Living with HIV / AIDS	Albania Community Assist	Young Women's Christian Association in Albania
	The Psycho – Social Centre Vatra, Vlora	STOP AIDS	Rromano Kham		
Email	info@acpd.org.al	**Contact**	+355 4 2251 475	**Website/ Facebook**	http://acpd.org.al/

Network`s/ Coalition`s name	The Albanian Women Empowerment Network			**Acronym**	AWEN
Mission	To work together to empower girls and women socially, economically and politically to participate and realize their rights throughout Albania, regardless of their political orientation, religion, education level, age, sexual orientation, disability, gender identity, or other factors.				
Activity Field	Women Rights and Gender Issues	**Geographic coverage**	National/ Regional	**Year of Establishment**	2009
Legal status	Formal	**Activity status**	Active	**Head**	Ms. Ines Leskaj
Members	Gender Alliance for Development Centre, Tirana	Woman to Woman, Shkodra	Me, the Woman, Pogradec	Agritra Vision, Dibra	Woman's Forum , Elbasan
	Jona Association, Saranda	The Psycho – Social Centre Vatra, Vlora	Association of Women and Girls with Social Problems, Durrës	Center for Civic Legal Initiatives, Tirana	Counselling line for Girls and Women, Tirana
Email	info@awenetwork.org ines.leskaj@awenetwork.org	**Contact**	+355 692 052 450	**Website/ Facebook**	www.awenetwork.org AWEN -Network

Network`s/ Coalition`s name	The Coalition for Free and Fair Elections and Sustainable Democracy			**Acronym**	CFFE
Mission	CFFE is an independent, non-partisan coalition that promotes democracy in Albania through citizen's involvement, monitoring of the political and electoral processes, enhancing of the cooperation and dialogue among different actors, and mobilizing of the resources and expertise.				
Activity Field	Good Governance	**Geographic coverage**	National	**Year of Establishment**	2014
Legal status	Formal	**Activity status**	Active	**Coordinator/ Head**	Ms.Esmeralda Hoxha/ Ms.Megi Zylali
Members	Gender Alliance for Development Centre	Human Dimension	Balkan Youth Link-Albania	Agro Puka	Roma Active Albania
	Alliance against LGBT discrimination	Agritra Vision	ARSIS	Albanian Women Empowering Network	Association for Integration of Informal Areas
	The Mother, Children and the Future	Counseling Line for Girls and Women	Social Education and Environment Protection organization	Shkodra Intellectual Woman	Mother and Child Hospital Foundation
	European Movement Albania	Civil Society Development Centre	Association for the Protection of Rights and Culture for Children	Association of Women in Development Focus	The Center for Healthy Childhood
	Association of Independent Local medias	Social Services Centre	Today for the Future Community Development Centre	MedPAK	

	Jona Organization	Albania Christian Women Association	Association of Friendship and Cooperation with Europe	National Association for Integration, Development and Assistance to Layers in Need
Email	kzln@kzln.org.al	**Contact**	+355 42 255 514	**Website/ Facebook** www.kzln.org.al

Network`s/ Coalition`s name	The Monitoring Network Against Gender Based Violence		**Acronym**		N/A
Mission	To monitor international standards, promote the implementation of the recommendations of the CEDAW Committee, GREVIO and UPR and contribute to addressing shortcomings / problems during and after the monitoring and reporting process.				
Activity Field	Women Rights and Gender Issues	**Geographic coverage**	National	**Year of Establishment**	2017
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Ms. Aurela Bozo
Members	Albanian Women Empowerment Network	Useful to Albanian Women	Counseling Office for Men and Boys, Shkodër	Human Rights in Democracy Centre	Community Development Center "Today for the Future"
	Organization "Different & Equal"	Young Women's Christian Association of Albania	Institute for the Promotion of Social and Economic Development	Albanian Institute of Public Affairs	Albanian Center for Population and Development
	Mary Ward Loreto Foundation	Albanian Helsinki Committee	Center "Children Today"	Albanian Group for Human Rights	National Centre for Community Services
	Women Towards Integration	Roma Women Rights Centre	Albanian Disability Rights Foundation	Association of Women Business Professionals and Skilled Crafts	In the family for the family
	National Association of Social Workers	Albanian Association of PLWHA	National Organization "STOP – AIDS"	Refleksione Women Association	Centre of Integrated Legal Services and Practices
	Counselling Line for Men and Boys	Tirana Legal Aid Society	Voice Of Children Calls	Ad Litem	Child Rights Centre Albania
	ALO 116 – Albanian National Child Helpline	Pink Embassy / LGBT Pro Albania	Center for Legal Civic Initiatives	Observatory for Children and Youth Rights	Shelter for Abused Women and Girls–Albania
	Women's Democracy Network Albania	Albanian Center for Family Development	Women in Public Service Albania	Center for Development of Rural Women (CDRW)	
Email	avokatore2@yahoo.com	**Contact**	+355 4 240 933	**Website/ Facebook**	www.rrjetikunder dhunesgjinore-monitorime.al Rrjeti i Monitorimit Kundër Dhunës me Bazë Gjinore

Network`s/ Coalition`s name	The National Coalition of Anti-Trafficking Shelters			Acronym	NCATS
Mission	The National Coalition of Anti-Trafficking Shelters works for integration for the trafficking victims.				
Activity Field	Human Rights and Social Services	**Geographic coverage**	National	**Year of Establishment**	2007
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Ms. Mariana Meshi
Members	The Psycho – Social Centre Vatra, Vlora	National Reception Center for Victims of Trafficking	Different & Equal Organization	Another Vision Association	
Email	kksat.al@gmail.com	**Contact**	+355 42 221 892	**Website/ Facebook**	Koalicioni Kombetar i Strehezave Anti - trafik ne Shqiperi

Network`s/ Coalition`s name	Today For the Future Community Centers Network			Acronym	CDC-TFF
Mission	The Network's **mission** is achieving the social, economic, political and cultural cohesion of society by prioritizing gender equality through the application of new liberal and democratic attitudes and behaviours; mediation in promoting the coexistence and cooperation between different gender communities, ages and ethnicities, both cultural and religious; consolidating diversity and tolerance values in these communities, democracy and coexistence, social unity and gender equality; by working for the implementation of these principles through lobbying, advocacy and providing the best practices for the multi-ethnic, multicultural communities, women, youth, children and to persons of third age in need.				
Activity Field	Human Rights and Social Services; Employability, Education, training services; Culture, Art, Country promotion; Environment Protection; Good Governance	**Geographic coverage**	National	**Year of Establishment**	2013
Legal status	Formal	**Activity status**	Active	**Coordinator/ Head**	Ms. Fabiola Egro
Members	Today for the Future Center in Durres	Today for the Future Center in Tirana	Today for the Future Center in Shkoder	Today for the Future Center in Korca	Today for the Future Center in Puke
Email	info@cdc-tff.org	**Contact**	+355 42 247502 + 355 42 302 410	**Website/ Facebook**	www.cdc-tff.org

Network`s/ Coalition`s name	United Response Against Trafficking			**Acronym**	URAT
Mission	To coordinate anti-trafficking efforts between agencies, organizations, and individuals and strives to promote human dignity and create a strong network of resources for those involved in anti-trafficking efforts and the victims of trafficking.				
Activity Field	Human Rights and Social Services	**Geographic coverage**	National	**Year of Establishment**	2010
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Mr. Erion Prendi
Members	National Association Education for Life	The Psycho – Social Centre Vatra, Vlora	Terre des Hommes Albania	Mary Award Loreto, Albania	Peace Corps
	Different and Equal Organization	Initiative for Social Change	Tjeter Vizion		
Email	erioprendi@gmail.com	**Contact**	N/A	**Website/**	N/A

Network`s/ Coalition`s name	Woman, Peace, Security Coalition			**Acronym**	
Mission	The Network works for a proper implementation of UN Security Council Resolution 1325 and the Albanian Government's National Action Plan through monitoring, advocating, and lobbying for their implementation as well as public awareness on security issues and peace of women.				
Activity Field	Women Rights and Gender Issues	**Geographic coverage**	National	**Year of Establishment**	N/A
Legal status	Informal	**Activity status**	Active	**Coordinator/ Head**	Ms. Bajana Ceveli
Members	Women Peace, Security Association	The Psycho – Social Centre Vatra, Vlora	Agrita Vision, Dibra	Jona Association, Saranda	Me, Women Pogradec
	Women to Women, Shkodra	Social Club, Korca	Elbasan, Women's Forum	"Children today" Center	AWEN
	Association for Psychosocial and Cultural Development of Children and Youth, Elbasan	Albanian Helsinki Committee	Women in Focus, Durres	SH.P.G.F	Equal and Different
	National Youth Congress	Mary Word Laureto	Lezha Youth Committee	Helping Children and Women with Problems	Albanian Consumer Center
	Focus - Helping Children	Atom, Peshkopia	CSDC, Shkodra	Association of Journalists, Elbasan	Dev-Aid
	For You Mother and Child	Parental Hand, Korçë	Past for Future, Korçë	Youth's support, Korçë	Orphaned Children, Korçë
	Institute for the Promotion of Social and Economic Development (IPSED)	National Center for Community Services			
Email	qendrasocialedr@yahoo.com shoqatagrave@yahoo.com	**Contact**	+35552 234 600	**Website/ Facebook**	www.siguria-paqja.al/