

INSTITUTE FOR DEVELOPMENT POLICY  
INSTITUTI PËR POLITIKA ZHVILLIMORE



ANNUAL REPORT  
2014



# ANNUAL REPORT 2014



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**Tempus**



**Burim Ejupi**  
Executive Director

It has been another rewarding year at the Institute for Development Policy – INDEP. This year marked the 3rd birthday of INDEP. While our Institute is relatively young, we have managed to meet successfully the set goals and position ourselves as one of the most credible think tanks in Kosovo and in the region.

INDEP, which is committed towards the promotion of sustainable development practices and policies in the country, is successfully attaining its aims by also intersecting its activities in this area with well-structured efforts towards encouraging democratic governance at the institutional and inter institutional level as well as stimulating regional cooperation. During 2014, INDEP has managed to achieve a significant progress and success in all of its three operational programs, respectively, in the area of sustainable development, democratic governance and regional cooperation.

This year we have expanded significantly the network of our partners, collaborators and have marked a serious progress in terms of fundraising, hence, resulting in a better and enhanced cooperation with the donor community.

We are proud to announce that INDEP individually and also as part of the Kosovo Civil Society Consortium for Sustainable Development (KOSID) continues to play a leading role with regards to the developments in the energy sector. In that regard, in 2014, we have invested significantly in promoting Energy Efficiency as one of the most important and yet fast effective measures to cut down energy consumption in the country, reduce financial costs at the central and individual level, create green jobs, protect the environment, etc.

Our work has been complemented with our continuous dedication to ensure that the passed legislation by the parliamentary Committee on Economic Development, Infrastructure, Trade and Industry, (CEDITI), our longstanding partner, was in line with general principles of sustainable development and specific targets that Kosovo is committed to achieve as part of the integration process. As part of our work in the area of democratic governance, the major highlight of 2014 was the establishment of mechanisms to ensure that independent agencies are more accountable to the Parliament, as is the case of the drafting of the manual on reporting of the independent agencies.

Driven by the idea of consolidating further our efforts through ensuring a wider scope of acceptance of our ideas and their promotion at the regional level as well, we have invested seriously towards expanding the network of partner organizations and individuals in the greater part of the countries of the region. We have now fruitful and sound partnerships with organizations from Albania, Serbia and Montenegro, while we specifically take pride from the fact that we are now a member CONSUS, which represents the network of organizations from Kosovo and Albania that are committed towards connecting science-society collaborations for sustainable innovations.

On a final note, I want to take this opportunity to thank all of our partners, donors, local and central institutions, the INDEP staff and all of our supporters for a successful year.

Thanks for your cooperation and support,





Rinora Gojani  
INDEP



Krenar Gashi  
INDEP



# Sustainable Development

Sustainable Development is a programme through which INDEP promotes economic development that advances social and political causes whilst preserving the environment. The programme focuses on the future of economy and energy projects in Kosovo and the region. Realizing the importance of the development of the private sector for long term and sustainable economic development, the focus of the programme is now mainly in providing technical and research based support towards the advancement of this sector. Generally, INDEP applies the principles of sustainable development in every policy work, thus combining the outcomes of this programme with the rest of our work.



## Round-table for the Spatial Plan of the National Park 'Sharri'

On January 31, 2014, Institute for Development Policy ( INDEP ) within the Kosovo Civil Society Consortium for Sustainable Development (KOSID) held a roundtable to discuss the Spatial Plan National Park 'Sharri'.

The panel comprised of Nait Hasani, President of the Parliamentary Committee for Agriculture, Forestry, Environment and Spatial Planning, Dardan Gashi, Minister of Environment and Spatial Planning and Bernard Nikaj, Acting Minister for Trade and Industry and other officials responsible for this plan in the Park 'Sharri'. The focus of the discussion was the plan, the investments and the protection of nature in the park.

The purpose of this roundtable was to encourage discussion about the concerns raised about the proposal of the Inter-Ministerial Commission of the Kosovo Government to amend the zoning of the land area from zone I to zone III specifically for the purpose of the "Brezovica" Project in order to create legal conditions for human intervention. This has initiated changes towards the depreciation of the natural resources of the protected zone I to zone III, although this assessment was carried out before in the draft National Park Spatial Plan 'Sharri' of 2009.



The area defined by the inter-ministerial Commission of the Government of Kosovo (in January 2013) for the 'Brezovica' Project includes Zone A, Zone B (existing ski center in Brezovica), Zone C and Zone D, as well as the internal and interconnecting zones. In Zone A of the 'Brezovica' Project are situated two natural reservoirs: Bistra (Ujërat e Humbura) and Durla ravine, in which are banned all human activities, especially logging, deforestation and construction activities. Participants agreed that the plan violates the laws and is in conflict with European Directives, while it is prone to cause damages to the environment and biodiversity.

Recommendations from the roundtable emphasize the need to: respect the laws of Kosovo, EU Conventions and Directives for the protection of nature and biodiversity; conduct an assessment of the natural resource of the area dedicated to the investment; the Advisory Board for the Environment to review this plan before it is adopted in the Assembly.

## INDEP presented its study on "Feed in tariffs and their importance for investment in Kosovo"

On Sunday, January 12, 2014, Institute for Development Policy (INDEP) within the Kosovo Civil Society Consortium for Sustainable Development (KOSID), presented its study on "Feed in tariffs and their importance for investment in Kosovo".

The study includes an analysis of public policies in the energy sector, a comparative analysis of the feed in tariffs scheme between Kosovo, the region, and the EU countries, and highlights the steps that Kosovo should take in promoting renewable energy. For Kosovo, as a signatory to the Energy Community Treaty, the amount of energy from renewable sources in gross final energy consumption by 2020 should be 25 %.



INDEP in this study has analyzed the importance of feed in tariff policy as a very good method to promote rapid development of renewable resources, which benefits the tariff - payers, developers of clean energy, and the society in general. The study also analyzed the types of feed in tariffs and their height in comparison with regional countries.

Feed in tariffs (the set ones), although different from the ones in the region, are relatively satisfactory. Nevertheless, tariffs on solar and geothermal energy are not determined yet. The study reflects on the fact that compared to the countries of the region, there are differences in the length of these tariffs.

The study includes a series of recommendations for the country's main institutions which are considered necessary to change the current situation. The recommendations are designed taking into account the actual needs of Kosovo as well as the institutional capacity to implement them. In this sense, the recommendations of this study are intended to serve as a basis for the changes in public policy aiming to encourage investments in renewable energy in Kosovo.

## Sustainable Development and the Print Media in Kosovo

On Thursday, the Institute for Development Policy (INDEP) held a discussion about the coverage and quality of printed media reporting regarding sustainable development in Kosovo. The purpose of this round table was to discuss the space dedicated to sustainable development topics in the printed media as well as the main gaps that printed media face in this area.

On this round-table a study was published with the results of a sixty (60) day national printed media monitoring regarding this topic. During the presentation a conclusion was drawn that the coverage of sustainable development issues is shallow and insufficient.

Sustainable development, in its core, is a process that intends to fulfill the current needs without compromising the ability of the future generations to fulfill their needs. As such, this process includes a number of areas like environment, energy, economic development, social aspects of economic competition, preservation of natural resources etc.



Ellie Teichman, the representative of the US Embassy in Prishtina, praising the work done by INDEP stated the importance of accurate coverage of topics relating to sustainable development in the information of the electorate and the wider population.

Visar Azemi from the Kosovo Civil Society Consortium for Sustainable Development (KOSID) stressed the importance of media in raising awareness to the masses regarding sustainable development. “The media should be the main partner in sustainable development. Not only by reporting their findings, but also by changing the behavioral habits of the government and the masses toward sustainable development” said Mr. Azemi. Those in attendance agreed that with a greater commitment by the media in covering sustainable development, this concept would take the deserved place with the policymakers as well.

The discussion table and the analyses were enabled with the support of the US Embassy in Pristina.



# Democratic Governance

Democratic Governance is a programme where policy research is combined with strong advocacy in ensuring free and fair elections, strengthening rule of law, advancing the freedom of the media and aiding the democratization of political parties.



## The increase of parliamentary supervision is required

On the 5th of February, the Institute for Development Policy (INDEP) and the Parliamentary Committee on Economic Development, Infrastructure, Trade and Industry discussed the parliamentary oversight of the Independent Agencies in Kosovo. As a mean of increasing the supervision of the agencies by the parliament, INDEP presented a general framework covering the reports of Independent Agencies to the parliamentary commissions.

The Manual on the Reporting of the Independent Agencies, framed by INDEP, intends to inform the independent institutions on a more efficient way of reporting to the Parliament. The proposition includes a reporting pattern on budget report, reports on the activities of the previous year as well as the completion of the agencies' respective legal obligations and internal goals. This pattern also intends to make the reports more accessible for the public opinion and not only for people involved in the supervision.



In the discussion, the Deputy Ambassador of Great Britain Mr. Joe Preston was also in attendance. Mr. Preston rated the discussion and the manual presented by INDEP highly as the right initiative to create the missing mechanism that would enforce the supervisory role of the Parliament. It was a common conclusion that a Law on Independent Agencies would be the right step in order for the reporting of these agencies to be uniform and serve for transparency and accountability.

This discussion and the manual was organized within INDEP's Democratic Governance program, and was enabled by the British Embassy in Prishtina.

## The cooperation between the Government and Civil Society becomes electronic

The Institute for Development Policy (INDEP) and nongovernmental organization Lens, have managed to complete the first part of their project “The fundamental platform for e-participation”. This project aims to facilitate the implementation of the Governmental Strategy for Cooperation with Civil Society 2013-2017, through the use of information technology.

Throughout the first phase of this project, INDEP has conducted a research on the civil society sector in Kosovo.

According to the project, from the 6,957 local organizations registered in Kosovo until the end year of 2013, 705 of them were impossible to contact. This happened mostly due to the outdated databases that were available to the Department for Registration and Intercommunication with NGOs in the Ministry of Public Administration, and mostly due to the inactivity of workers and their founders.



The research that INDEP conducted highlights that of 2,224 currently active NGOs, only 562 of them are organizations that are active on internet.

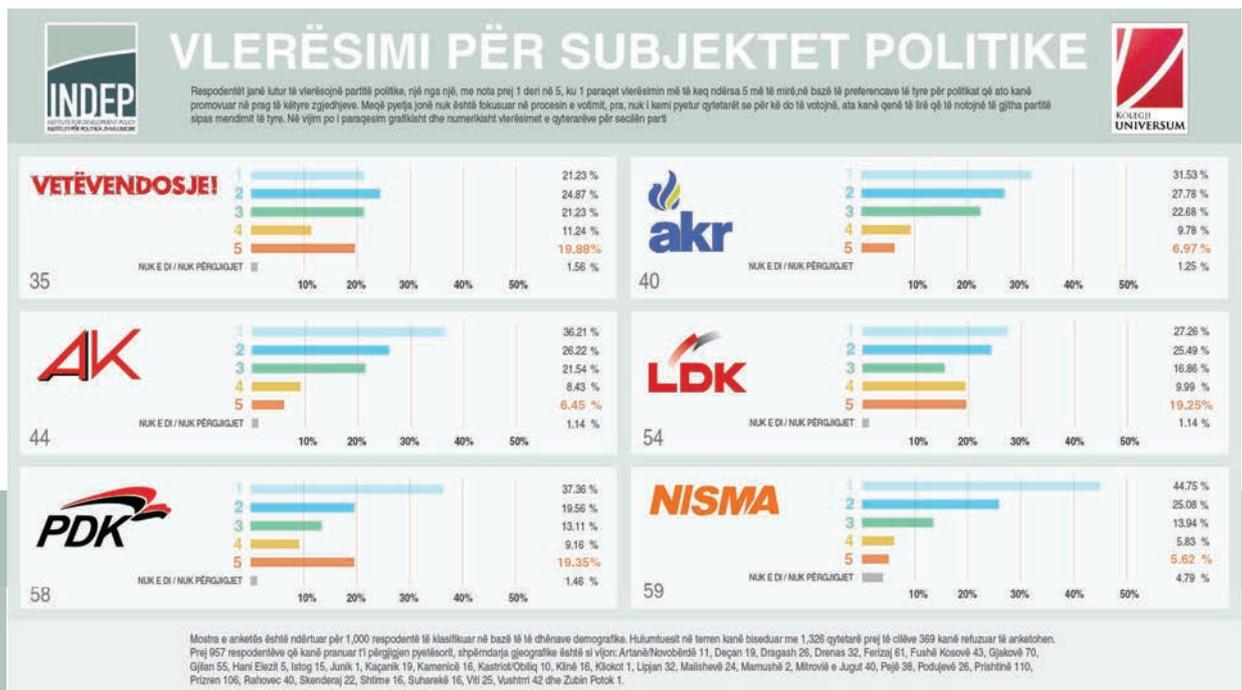
Another interesting condition is the fact that only 377 NGOs are directed by females and other 204 are directed by representatives of non-Albanian communities.

Active NGOs are mainly located in big cities, where Prishtina leads with 850 NGOs, followed by Prizren with 183 and Peja with 136 active NGOs.

# Citizens evaluate political parties

In the graph you can find a visual representation of the evaluation of political parties through surveys held by the Institute for Development Policy (INDEP) and Universum College, supported by the Friedrich Ebert Stiftung (FES).

Results reflect the evaluation that the respondents have given to political parties separately and they do not necessarily coincide with their vote today.



The survey, organized throughout Kosovo, was conducted by the trained staff of Universum College, and the data were analyzed by INDEP. FES has financially supported the realization of this survey, which aims to analyze the motivation of voters in Kosovo for public policy, without any prejudice regarding their party preferences.

In total, 957 people responded to the questionnaire. The number of respondents was divided proportionally according to the population of each municipality in Kosovo, while samples, selected by random respondents, were based on accurate demographic data.

## INDEP held a workshop titled "How to change public policy"

Within the project "Fostering the policy-making cycle for development policies in Kosovo", Institute for Development Policy (INDEP) held a workshop titled "How to change public policy" alongside civil society organizations.

The workshop discussed the possibilities for public policy change by the characteristics of the political system in the country. Additionally, this workshop presented "Policy cycle in Kosovo", a detailed reflection of the procedures beginning from the introduction of the legislative initiative into agenda up until its entry into power.

During the workshop, e-Platform of civil society was also presented, an instrument developed by INDEP in cooperation with NGO Lens. This platform enables increased communication between the Government and civil society organizations.



## INDEP takes part at the International Day of Democracy Fair

On September 15, Institute for Development Policy (INDEP) took part in the Fair of Civil Society Organizations in the International Day of Democracy organized by the Assembly of Kosovo. Different organizations participated in this fair where they presented for the visitors their works and activities.

INDEP is in its third year of implementing the project "Empowering Parliamentary Oversight" in the framework of the Democratic Governance program which works closely with the Parliamentary Committee for Economic Development, Infrastructure, Trade and Industry.



The purpose of this project is to install research practices within the Assembly and to empower the participation of Civil Society and other interest groups in the process of policy-making. The motto of the International Democracy Day this year was: "Democracy is freedom of participation and responsibility".

# PERSPEKTIVA – the first electronic space which is aimed at clarifying and discussing the Normalization Agreement amongst Kosovo citizens

Institute for Development Policy INDEP, in cooperation with NGO “New Perspektiva” has launched the website [www.new-perspektiva.com](http://www.new-perspektiva.com), which is aimed at discussing, providing information and ensuring the sustainability of the Normalization Agreement which was reached on April 19, 2013 as a result of the dialogue between Pristina and Belgrade.

This communication platform is the first of its kind in Kosovo and it aims to actualize and bring a comprehensive approach to different stakeholders affected by the agreement, with a focus on two major communities in the country, Albanians and Serbs, in regards to the Normalization Agreement.

PERSPEKTIVA will be a meeting point for bloggers and opinionists from Kosovo with its main focus being the exchange of opinions regarding the processes and activities that derive from the Agreement.



According to the founders, in the absence of space where Kosovo citizens can debate, ask questions and freely express their opinions on the Agreement, and also, due to the lack of more detailed information provided from the leaders who were part of the dialogue, PERSPEKTIVA will be a communication and information space that will offer full access on Agreement related information to the citizens. The aim of this project is to bring an independent, reliable and constructive source regarding the Brussels Agreement reached in April 2013 and to explain the meaning of this agreement to the citizens of Kosovo, especially to the citizens living in the northern part of the country.

In the opening speech, Burim Ejupi, executive director of INDEP, welcomed the participants and appreciated the establishment of the project and the promotion of such a website. On her part, Joanna Hanson, co-founder of the NGO “New Perspektiva”, stated that she hopes that if people do openly talk and communicate, eventually they will have a joint understanding of the reality of these lands if nothing else; even if they have to agree to disagree.

The launching of this website was supported and financed by National Endowment for Democracy (NED).

## INDEP organized the NGO Fair in Peja

On November 20th, the Institute for Development Policy (INDEP) and NGO Lens in collaboration with Forum for Civic Initiatives (FIQ), organized the NGO Fair in Peja.

Syri i Vizionit, Shpëtimtari, Rotary Club Peja, Era, Let's Do It Peja, Qendra për Mirëqenien e Gruas, Operacioni i Mëkëmbjes, Promotion of Heritage Menagment-West, presented their organization's profile and projects and discussed with hundreds of citizens who visited the fair.

The aim of this fair was to collect the active non-governmental organizations based in Peja, in order to present the work of the NGO sector to citizens through meeting and discussing with citizens.



The organization of this fair is part of the Basic Platform for E-Participation project, which aims to empower the civil society to actively participate in decision-making and policy-making at all levels of governance through a systematic and a constructive dialogue with the government.

KBeP's key idea is to use the internet to develop an electronic platform that facilitates the dialogue between non-governmental organizations and the government and enhances the participation of the civil society in policy-making. This project is funded by the Office of the European Union in Pristina.



Mbikëqyrja parlamentare ndaj institucion  
të pavarura në Kosovë



# Regional Cooperation

Democratic Governance is a programme where policy research is combined with strong advocacy in ensuring free and fair elections, strengthening rule of law, advancing the freedom of the media and aiding the democratization of political parties.



## INDEP presented in the Regional Conference: Environmental Civil Society in Southeast Europe organized by the Regional Environment Center

Rinora Gojani, researcher and coordinator of Sustainable Development program in INDEP, on the 3rd of April talked about the importance of cooperation between the Civil Society and State Institutions, as well as the role of Civil Society in creating and implementing environmental and energy policies in Kosovo.

This presentation was focused on the work that INDEP has done so far on the field of Sustainable Development as well as the cooperation between INDEP and the Parliamentary Committee for Economic Development, Infrastructure, Trade and Industry as a good way that exemplifies the possibility of constructive cooperation between Civil Society and the State Institutions. However the cooperation between Civil Society and state institutions should be more present.



Gojani stated that one of the key indicators of a democratic society is the development of civil society, its role in the decision making process, as well as its ability to partake in the implementation and monitoring of the results and possible consequences of various public policies.

Gojani also noted the role of Civil Society which in most cases serves as the voice of the people and as a bridge between the society and the institutions. Gojani also explained the methods which the Civil Society can use to affect the policymaking and the implementation of those policies, and the way their impact usually pushes the decisions makers to treat the problems in accordance with the research data.

The conference was organized within the “SENSE” program which aims to strengthen the Environmental Civil Society and was supported by the Swedish Ministry for Foreign Affairs.

## INDEP publishes two recent works focusing on the mutual economic relations between Kosovo and Serbia and on key challenges for the process of European integration

The Institute for Development Policy (INDEP) publishes two workings on the mutual economic relations between Kosovo and Serbia and on key challenges for the process of European integration.

The first work, “Economic aspects of the dialog among Kosovo and Serbia - Trade relations and business cooperation between local communities”, identifies the main problems, trade barriers as well as economic relations among local communities on both sides of the border, and suggests measures to be taken for the improvement of the cooperation between decision makers.

Among the main findings, it is emphasized the need for intervention on the field of transportation and customs, with the aim on lowering the costs of customs terminal in Mitrovica, which are one of the most expensive in Europe (EUR 41). Other priority needs include the request to provide more affordable prices for car insurance policies, the presence of trade in the grey zone and the need to fight it, etc.



Moreover, the second work, “Kosovo-Serbia: The potential for cooperation and key challenges of the joint European perspective”, displays an analysis of the European integration process of Kosovo and Serbia, with a special emphasis on the open opportunity from Brussels Agreements and a number of initiatives of regional cooperation in the Western Balkans. In this publishing, it is further elaborated on the necessary legislation and reforms that will affect the overall modernization, as well as the democratic and economic development in the region. The authors suggest that for a successful implementation of the Brussels Agreement, it is necessary to open a public debate that would cover all points of agreement and to include the northern Serbs as well in the Kosovo - Serbia dialogue. In addition, authors propose an increase on the cooperation among the organizations of civil society of both Serbia and Kosovo, while at the same time improving the communication among local communities.

These two publications are prepared in cooperation with European Movement in Serbia (EMINS) and are a result of two round tables organized in Leskovc December 2013 and in Beograd April 2014. In the organized round table sessions, there were the many representatives of civil society present, as well as businessmen, senior officials and representatives of international organizations from both countries.

## INDEP attends the Second Regional Conference Organized by the School of Ecological Activism in Podgorica

Institute for Development Policy INDEP participated in the second regional conference organized by the School of Ecological Activism in Podgorica and supported by the OSCE and the Ministry of Tourism and Sustainable Development in Montenegro.

The theme of the conference was 'The role of the civil society (Media, NGO, political parties) in the creation and implementation of public policy on climate change from the perspective of Croatia, Bosnia and Hercegovina, Serbia, Albania and Kosovo.'



On this occasion, representatives of different organizations from the countries of the region shared their experiences and the undertaken activities within the scope of ecological activism in their respective countries. On behalf of INDEP and the Kosovo Civil Society Consortium for Sustainable Development-KOSID, Learta Hollaj delivered a presentation on the engagement of civil society in the field of sustainable development and climate change in Kosovo with a focus on the organized activities so far in this direction.

The organizers and the participants placed a great emphasis on the need for regional cooperation and joint efforts towards the unification and coordination of the activities of the civil society representatives. In the following months, the participants are expected to take initiative to start working towards reaching a consensual agreement on how should the region be represented in the United Nations' conference on climate change to be held in Paris in 2015.

## INDEP participates in the project management meeting of CONSUS

The Executive Director of the Institute for Development Policy, Mr. Burim Ejupi is participating in the project management meeting of CONSUS project that is being held at the University of Leuphanan Luneburg in Germany.

This project is particularly important in increasing the cooperation and in encouraging innovation and scientific research. INDEP is an important part of the meeting that aims to identify interested parties and to compile the annual working plan of this networking. The Consus project is part of the INDEPs program for regional cooperation.



## INDEP and IShSN organized a roundtable discussion on economic and trade relations between Kosovo and Albania

Institute for Development Policy (INDEP), in the framework of Regional Cooperation, on October 29, 2014 in Tirana together with the Albanian Institute for International Studies (IShSN) from Tirana organized a round table "Challenges and potential of economic relations between Albania and Kosovo".



This roundtable table was organized within the project "Albania and Kosovo in the search for a common future", which is supported by the Friedrich Ebert Stiftung, offices in Pristina and Tirana. The roundtable was attended by former Ambassador of Albania in Kosovo, Mr. Union Rama, the Charge d'Affaires of the Republic of Kosovo in Albania Mr. Ramiz Lladrovci, top experts in the field of economy and civil society representatives.

## Unified standards in the food industry as a first step towards improving trade relations between Kosovo and Albania

Institute for Development Policy (INDEP) in cooperation with the Albanian Institute for International Studies (ISHS), organized a roundtable on Wednesday regarding the potential and challenges of economic relations between Albania and Kosovo.

The purpose of this roundtable was to discuss and identify the problems in terms of economic and trade relations on countries. The roundtable discussion, in addition to the panelists and invited guests, it was also attended by representatives of the embassies of EU countries, media, civil society and representatives of the trade associations of Kosovo.

The Ambassador of the Republic of Albania in Kosovo, Qemal Minxhozi, during his presentation announced that the Albanian Government will draft a document about the steps towards a better cooperation, especially in terms of unifying standards of food products industry, which according to Dritan Sulçebe from the ISHS, occupy the major share in the volume of exports between two countries.



This roundtable was organized within the project "Albania and Kosovo in the search for a common future", which is supported by the Friedrich Ebert Stiftung (FES), offices based in Pristina and Tirana. The findings from this table will be summarized and reviewed in a final paper that will be published in the near future.



# **INDEP's Staff Capacity Building**

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# INDEP

## INDEP's Staff Capacity Building

INDEP and EMinS organized the round table on the topic of cooperation and European Integration of Serbia and Kosovo

On April 29th, 2014, in cooperation with the European Movement in Serbia, INDEP organized the second roundtable in the framework of the project Serbia and Kosovo: European Perspectives and Practicalities. The topic of this roundtable was the potential cooperation and key challenges of common European perspective of both Serbia and Kosovo.

On behalf of INDEP, Burim Ejupi recalled that the European Union is now a role model for both communities, pointing in the right direction, and that the painful decisions necessary to further prosperity, cooperation and peace. He also stressed that there are two aspects of the negotiations between Serbia and Kosovo: the first politically, which is slower than the other, technical, actually a real progress. On this note, Vlastimir Matejić from EMinS, stressed the need to replace the confrontation between Serbia and Kosovo with cooperation as soon as possible.



Rinora Gojani from INDEP's estimated that the dialogue process including the signing of the agreement was not transparent and that this created a lot of fuss in the public opinion in Kosovo. The findings of the roundtable have been presented in a white paper which is an analysis of European integration of Kosovo and Serbia, with special emphasis on the opportunities opened by the Brussels Agreements, as well as a number of initiatives of regional cooperation in the Western Balkans. One of the main highlights of this publication was the discussion about the necessary legislation and reform steps that should contribute to the overall modernization and democratic and economic development of the region and provided key recommendations.

**Creative Action Training** - The 5-day Creative Action Training was held in Budapest, Hungary in the month of September. The training, organized by the Global Call for Climate Action (GCCA) in collaboration with 350.org and Beautiful Trouble, focused on preparing the participants for creative resistance as well as to strategize and network on effective ways to take action together. Throughout the training, the participants learnt innovative new skills, and developed creative local action plans to confront the climate crisis. The training was attended by more than 20 participants coming from Poland, the Czech Republic, Hungary, Kosovo, Serbia, Ukraine, Slovakia, Romania, Russia, and Belarus.

## INDEP's Staff Capacity Building

On December 3-5, INDEP attended the Pre-Exchange Workshop - Professional Work Exchange for Enhanced Policy Dialogue Program in Belgrade, Serbia.

This exchange program, supported by the Balkan Trust for Democracy, seeks to strengthen collaboration and partnerships between both professionals and organizations in Kosovo and Serbia, working in one of the thematic areas of: government accountability & transparency, human rights protection, independent media, security and justice, and migration policy. Through this programme, INDEP initiated a new partnership with the National Alliance for Local Economic Development (NALED).

As a result, one of the staff members of INDEP will be working with NALED for a period of 6 weeks. As a part of its policy and advocacy activities, NALED has created the Regulatory Index of Serbia (RIS), an objective and verifiable mechanism for monitoring the quality of regulatory environment in Serbia. The exchange participant will work on policy research that would improve and modify the Regulatory Index Simulator, if needed, to become fully applicable in another country in the region and in the same time create first regional comparison.

In November 2014, INDEP researcher participated in the International Training Program on "Efficient Energy Use and Planning" which was held in Sweden. The training was organized by LIFE Academy and supported by Swedish International Development Cooperation Agency (SIDA). The training provided learning and contact opportunities in the field of Sustainable Development.

The purpose of the training was to support ongoing reforms and change processes, an important part of the training was to prepare the participants for their new role as "Change Agents", including activities aiming at strengthening the participant's self confidence as a "Change Agent" and understanding of all aspects of a Sustainable Development.





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