

## **Interaction between actors in a country regional context, RCE Middle Albania**

“RCE is a network of existing organizations as (Universities, Ngo, Local Governments, Individuals, Businesses, Scientists, Researchers, Volunteers, Media, Students, involved in the spheres of sustainable development such as: Economic growth, Social development, and Environmental protection, with the purpose to contribute to the goal of UN Decade of Education for Sustainable Development DESD, (2005-2014), by translating its global objectives into the context of the local communities. There are 116 RCE-s around the world, each of them unique”

### **Abstract**

In the context of the course insights about the emergence of a new interplay between the state, business and civil society, the model of Regional Centers of Expertise on Education for Sustainable Development in Albania will be elaborated to show a case of this interplay in a part of a country regional context, with a model promoted internationally by United Nations University in Japan. The ways of interaction between partners composing RCE Albania, will be analyzed based on the theory “Governance by Networks” and its components interaction, coordination and pluralism. RCE Albania, is a tool for regional development, based on cooperation, to solve sustainable challenges of the region as; sprawl urbanization, environment degradation, uncontrolled movement of population, rapid and chaotic growth, illegal housing, underdevelopment of rural areas, slow decentralization, weak education system, unemployment, lack of cooperation, with the aim to influence the policies dossier, and to connect the region with international advanced innovation in the field.

*The new modes of rule making and the blurring of traditional borderlines raise a lot of questions in terms of legitimacy and accountability.* Due to RCE hybrid constellation made of different type of actors, the degree of institutionalization in different stages will be described taking into account possible scenarios of its institutional consolidation, by using the chart “From the unorganized groups to the bureaucratic world”.

To conclude, questions as; can it be considered a form of governance, and to what extend it will function from informal cooperation to institutionalized coordination structure, will try to be answered through the network of RCE Albania as a new mode of governance for the region due to its diverse structure and expected influence in the policy field of sustainability. The hybrid organization and networks may influence in policies depending on their commitment and form of interventions, apart from their unclear institutional organization status.

## **1. Country context**

Albania during the last 20 years is in a state-transition process, since 1990-ties when the communist regime collapsed, moving from a centralized to democratic system of governance, experiencing Political changes as pluralism, Economical changes as private property, and social changes as individual rights. The pressure of fast development, EU integration and adaptation to international requirements fostered the decentralization of public institutions, strengthening of private companies and development of associations from civil society. Democratic principles as public participation, transparency and involvement of interested actors in decision and policy making are part of the agenda.

Although decentralization process is slow in Albania, the regions are getting more and more important in the view of European Integration. The region of RCE, middle part of Albania, Tirana-Durres-Elbasan, it is the most populated, more than 1, 5 million inhabitants, approx. the half of the country's population. It is a crossroad for the Balkans and has the biggest concentration of administrative and educational institutions. Major challenges related to sustainability are: **Uncontrolled movement of population:** because of the huge influx of population triggered by the uncontrolled movement of population seeking better opportunities for employments, it has experienced a rapid and chaotic growth of 5 – 7% per year, one of the highest in Europe. **Uncontrolled urbanization and sprawl development:** this involves

issues such as inappropriate land use, illegal buildings, and degradation of environment, real estate speculation, rapid migration, and ownership problems. Privatization combined with free movement of population caused the uncontrolled and speculative investment of capital. The complexity of Albanian property system and the fluidity between public, municipal and private land have dramatic impacts both on the urban planning system, which remained practically inactive, as well as on the processes of urban development. **The environmental problems:** High level of water pollution due to inadequate sewage treatment and pollution of water resources, high level of erosion due to exploitation of gravels and sands from river banks; high seismic risk in some parts of the area; pollution due to accumulation of untreated urban waste; existence within the urban centers old factories for the production of chemical fertilizers and metal constitute as environmental hot spots, conflict between open disposal of sewage water and tourism settlements along the coastal areas, inappropriate solid waste disposal; low investment in agriculture.

## **2. Background of RCE-s global network**

In December 2002, based on a proposal that first came to light in Johannesburg at the World Summit on Sustainable Development (WSSD), the United Nations General Assembly (UNGA) adopted resolution 57/254 to put in place a United Nations Decade of Education for Sustainable Development (DESD), spanning from 2005 to 2014. The overall goal of the DESD is to integrate the principles, values, and practices of sustainable development into all aspects of education and learning. The basic vision of the DESD is to realize a world where everyone has the opportunity to benefit from education and learn the values, behavior and lifestyles required for a sustainable future and for positive societal transformation. In 2003, as preparations for the DESD unfolded, the United Nations University Institute of Advanced Studies (UNU-IAS) launched a programme on education for sustainable development (ESD) and developed the initial concept for the RCEs. (RCE positioning paper 2012)

“ An RCE is a network of existing organizations as (Universities, Ngo, Local Governments, Individuals, Businesses, Scientists, Researchers, Volunteers, Media, Students, involved in the spheres of sustainable development such as: Economic growth, Social development, and Environmental protection, with the purpose to contribute to the goal of UN Decade of Education for Sustainable Development DESD, (2005-2014), by translating its global

objectives into the context of the local communities. Since 2005 when the first seven RCE-s were acknowledged, there are 116 RCE-s around the world, in 2013. Each of them is unique, trying to reflect the specific challenges of the region they represent. RCE middle Albania was acknowledged from UNU-IAS on December 2012, after more than one year preparatory process of consultations and activities.

“RCEs are committed to building a global learning space on sustainable development issues while helping people in local communities and regions learn the values, behaviors and practices needed to create a sustainable future. By acting as the premium 'global learning space' on sustainable development, the RCE network will measurably contribute to building a sustainable future at local, regional and international levels”.

### **3. RCE Albania creation process**

RCE Albania is created as a tool for regional cooperation, to access to the up-to date information on research innovation and advanced technology, to participate and contribute in the international networks for achieving global objectives, to connect local partners with international institutions, to influence local policies applying a different model for regional cooperation.

**The base of RCE is a coalition** with more than 20 partners which have confirmed their commitments, to fulfill the objectives, to be inclusive and flexible. The identification of partners comprises all sectors (public, private, non-profit) specifically as:

**Public:** Local government Units, Three Regional Councils of Tirana, Durrës, Elbasan, with the purpose to foster their collaboration as neighbors, to diminish the discrepancies between communes and municipalities, where municipalities have the main power and financial support.

**Private:** Businesses and companies trying to approach the advanced practices of eco-building and sustainable architecture, (architecture studios, eco tourism agency production company) eager to experiment the knowledge transfer from educational institutions.

**NGO-s and Associations:** for playing a role in balancing the society and environmental aspects.

**Educational institutions**, private and public: active in including sustainability in their curricula

**International organizations**, willing to operate in Albania, with their expertise and resources, for introducing the international advanced innovations and

**Individuals** with contribution in the field. Taking into consideration the field of operation of partners, the main global goal of RCE-s in the international context, and local challenges, the vision is: *“promoting equal partnership through joint activities, serving as a platform for exchange of information, encouraging innovation and influencing policies related to SD, improving education, raise awareness, focusing on: “Sustainable Architecture, Research and Education, Sustainable Tourism, Capacity building, Inter-Regional cooperation, Innovation, Expanding of RCE-s in the Balkan”, based in the framework of core elements: Governance, Collaboration, Research and development, Transformative education”*. The proposal for cooperation to the group of partners is done through creation of a new organization, where they all are equal partners. It's not the purpose to add another organization in the region, but to create a structure that will improve the performance of existing organizations, as a proposal for putting sustainability into agenda in an “institutionalized” way.

**The internal organization structure** of RCE Albania consists of the Core Team, Board, and Secretariat. The Core Team is the coordinating team, where every confirmed partner has its representative. Each of the members of the Core Team can create its extended working group related to the projects and assigned activities. The working groups will be divided and recreated according to the new initiatives, facilitating the cooperation and continuous interaction between partner institutions and outsiders. Each of the core team members can be a project leader in different stages and create its own team. Board is composed with ten leaders from each group of organizations of the same type: businesses, LGU-s, Educational Institutions, International partner, and three distinguished individuals representing communities of three respective regions.

**Scheme of collaboration** is: between three regions, between partners of each region, between each group of partners, ex, (between businesses), and connection with the international flow. It intends to strengthen connection within actors of the region, link to international arena, advanced practices, technologies, capacity strengthening, increase of the budget by

participating in new projects, increase of sustainable image, discovering of tools for success and promotions of their innovation and activities

- **Between three regions, local governments units**

RCE can encourage the interaction between three government units and act as an inter-regional agency. The relation between the regions, local authorities and the state are specified in the Articles 54/h and Article 74 of the Law on Organization and Functioning of Local Government of July 2000. Indeed, regional councils are in consultation with other local governments in order to achieve synergies and to avoid duplication in those activities of shared competence. Moreover, by having a membership in the Organization of Regional Councils, the regional councils are free to develop collaborative relationships among themselves (AER, 2009, p.30). Hence, regional councils and local governments establish collaborative relationships and conclude international treaties, agreements, and protocols with foreign region in accordance with the competencies and capabilities of the regions involved. Albania is in the process of EU accession. The introduction of the EU regional policies and “EU structural funds” will lead to a new administrative reform for the country, defining bigger regions. The middle Albania region chosen by RCE can be a pre-collaboration test for inter-regional development.

- **Between partners of each region**

Exchange platform with a multiple character, able to influence policies through the implementation of the program. Different types of organizations involved, informal functioning of diversity of alliances, efficiency of the flexibility of the working groups, and reduction of boundaries, increase communication and resource sharing.

- **Between each group of partners, ex, (between businesses)**

RCE can encourage the creation of the “green social business corporate” for revitalization of building with the “green building certifying standards”

- **Between educational institutions**

RCE will influence curricula change acting as a research institute

- **Coordination between non-profit**, ( some of the educational institutions are non-profit)
- **Between Educational Institutions and Businesses** with the aim of knowledge transfer and involvement of students

Although different schemes of collaboration are proposed that main function is to connect all the actors of the region, especially civil society.

### RCE Albania organizational structure

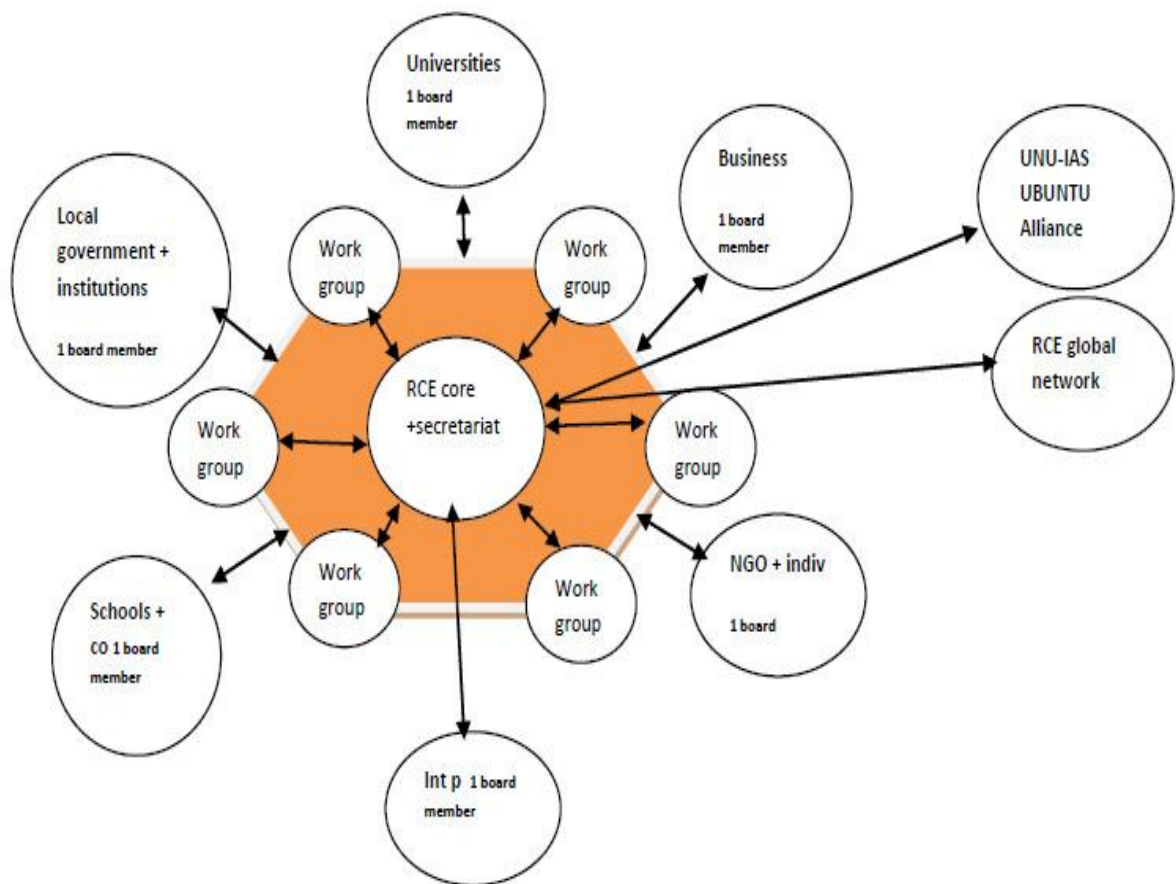


Figure 1:

#### **4. RCE interplay as a “Governance through Policy networks” and expected influence in policies**

Networks are a typical instrument of what can be called modern governance, *“while the analytical network concept describes the context of, and factors leading to joint policy-making, the concept of networks as inter-organizational relationships focuses on the structure and processes through which joint policy making is organized”*(Schubert 2008)

One of the characteristic features of modern statehood is the emergence of the new sharing of responsibilities and division of labor between the state, the market and civil society.

RCE Albania network is supposed to have an influence in curricula change in the educational institutions that are collaborating with the network. (ex. to include the elements of sustainability in the curricula of elementary schools). Recommendation and proposals in order to influence the policy dossier in the local level by implementation of the projects recommendations (ex, eco-tourism routes, included in the region tourism guides) sustainable neighborhoods, etc, interfering to the objectives of associations dealing with the social problems by including sustainability elements in their program, knowledge transfer, supporting integration to European Union by improving the performance of the organizations toward sustainability, through the component for capacity strengthening, increasing participation and contribution of Albania global initiatives and policies.

Can this network of constellation of different actors be considered a new mode of governance for the region?

Based on the analyses of “Policy network theory; Unpacking the policy network concept “(Henrik Enroth), policy networks are characterized by

1. Interdependence – network participants are mutually dependent on each other’s resources in order to realize their objectives
2. Coordination- network participants need to act jointly in order to realize shared objectives
3. Pluralism – networks are relatively autonomous vis-à-vis other networks and the state



**Interdependence-** RCE network policy is related to ESD: education for sustainable development informal and formal: formal, educational institutions curricula change, sustainable oriented policies in local governments; informal, community behavior etc,

The resources of the more than 20 partners at this stage seem not to be interdependently on each other, but the RCE itself is the ground of interdependence for the resources of each of the partners, depending on the degree of their involvement and interaction. But even in this case *“the interdependence is not objectively given by the structure of the network or the institutions in which network participants interact”*.

**Coordination** – the strong point of the RCE network is coordination among actors. Core elements of an RCE network are: governance, collaboration, research and transformative education. All partners are supposed to collaborate through joint projects and coordination among them will influence directly the results and the impact of the RCE.

About the relation of the coordination with the degree of conflict *“excessive consensus will tend toward the exclusion of the problems, interest parties and innovation, while on the other hand, excessive conflict may result in network disintegration (Enroth)*. The polarization of the actors influenced by their political support might be obstacles for the network functioning in Albania. Usually in transitory countries the political influences in all the society actors are strong, and in some cases are object to prevent the development.

**Pluralism** - In the conditions that no state actor is acting as an activator of the network, the collaboration is horizontal and partners are required to be equal. Even in this particular case the activator is not a government actor as it is stated that *“an aspiring network manager-typically a governmental actor –needs to be able to handle complex interaction settings”*, still due to its configuration of actors, where three governmental units are part of the network, it can be agreed with the Pierre and Peters that stress: *“Networks in order to be effective must be connected to government organizations responsible for policy making, since networks without such connections are most unlikely to have any real influence over the policy”*.

## 5. Legal status of RCE middle Albania

In terms of legitimacy and rule of law- most challenging finding is the observable blurring of traditional borderlines, especially between public and private, formal and informal, and national and international. *“New actor constellations, new modes of rule making, and the blurring of traditional borderlines raise a lot of questions in terms of legitimacy and accountability. How do we hold a network responsible, and how do we deal with hybrid organizations? (Shubert 2008)*

By definition, an RCE is a network of existing formal and non-formal education organizations working together to deliver ESD in the region. The 'existing organizations' may be, and usually are, legal entities, but the RCE as a network is not. The specifics of the RCE governance and management are decided by the RCE stakeholders themselves but they must be widely participatory among stakeholders. The decision making policies and procedures must be clear.

Not being a legal entity is obviously a disadvantage because it renders the RCE as a network ineligible to enter into formal competition or legal contracts for projects. But this, however, can be addressed by letting a member (or members) of the RCE enter into competition or contract on behalf of the RCE. Another way to handle the situation is to establish a foundation or a not-for-profit organization, as a legal entity, to receive funds and enter into contracts. But this foundation is not the RCE, it is only one of the stakeholders dedicating its mission through the RCE and its resources to the RCE. *(Explanation of RCE global center)*

The process of development of RCE Albania is divided into three stages: **First phase:** (1-2 years, Sep 2011-Dec 2012) RCE- Application and preparation process until its official acknowledgement from UNU-IAS; **Second phase;** (2013 up to 5 years), Consolidation and enforcement of existing coalition to fulfill the objectives; **Third phase;** (after the consolidation, no time limit), Continuation and expansion of coalition.

The nowadays position of RCE-s Albania, at the beginning of the second stage, is not yet orientated toward any specific form of organization, thus is an informal network. The governance structures of other RCE-s vary. Some are created as offices within universities, or within the cities or regions who support them, some are independent with their own budget and resources, but always keeping the coordination and equality between the partners of the network.

The table below gives scenarios for different direction that RCE Albania structure can evolve during the second stage: Based on its wide focus and objectives, the power and commitment of actors and the availability of funds, the network can act according to diverse forms of functioning. The importance of the structure is stressed because of the influence it can have with the evolving of RCE, and in this way with the fulfillment of its goal to become an important factor for the region development. But not any of the forms completely cover the mission of the RCE, thus leading to the idea that the networks doesn't fit in the existing institutionalization framework.

Potential scenarios are based on the actual focus of the RCE program and division of components, typology and the interests of the partners, regional and country conditions and expected outcomes. The possible orientation can be: Functioning as a research centers more connected to universities; as a registered association with the typology and features of a foundation; as a corporate organizations with share of stakeholders; as a green social businesses; as an inter-regional agency etc.

Although, all scenarios and forms of development are within the frame of Regional Center of Expertise, they can be a solution for the institutionalization of the center, only in segments of it, but cannot cover all the focus and the expected activities. On the other hand, the involvement of actors in a network seen from the legal aspect, it is not in conflict with their interests.

Regarding the legitimacy of network itself, it is based on the written declaration signed form the partners where they confirm to their participation in the network, and commit to put their resources and expertise for the consolidation of the network. Although the nature of the network in flexible and inclusive and voluntary, in different stages of the RCE development other partners can join and some of the initial partners may withdraw, depending on the development process of their organizations.

There is no financial agreement between the partners although contributions for specific activities are budgeted by them. The chosen structure of RCE Albania, independent from Universities, Local Governments or to any other specific partner, make it more challenging the fund raising, but on the other hand keeps it focus of orientation broader.

Availability of funding will be an important factor that will strengthen or weaken the fluidity of this network. Although the initial stage of RCE creation was based on voluntary and good motivation first by individuals and then by the institutions that they represent, the continuity of the network and the success of its impact will be influenced by the financial aspect, especially during the second stage: consolidation.

At this point the non- institutionalization of the network according to the one of the foreseen schemes makes it longer in time the process of contracting and competing for funds.

### **RCE Albania institutionalization according to the degree of organization**

<b>Focus divided in 7 components</b>	<b>Type of Actors, public private, non-profit and individuals</b>	<b>Outcomes and expected results</b>	<b>Degree of organization institutionalization</b>
Sustainable architecture and green building	businesses: architecture studios and construction, community	Market influence, Education	<u>Business corporate</u> ,  The business partners to come with a plan for introducing green building standards, in a profitable manner, registering as a corporate keeping the RCE focus and the cooperation with non state and state actors
Inter-regional cooperation	Public: three local government units and other communes within the region  Businesses, NGO-s, Universities	Local policy influence  Decentralization	<u>Inter-regional agency</u> ,  These legal structures are missing in Albania, fostering inter-regional cooperation RCE Albania can act “informally” as a. Legal status is upon approval from the

			government
Research on ESD	Private and Public Universities	Curricula change	<u>Research center</u> ,  connected to the partner universities
Capacity strengthening	All actors	ESD deliver	<u>Center of Expertise</u> , licensed as center of expertise for deliver trainings , or combine and out-souse the service to the licensed units
Eco-tourism	Private, nonprofit community	Local policies influence	<u>Foundation</u> ,  social business for the community involved in the eco tourism packages
Bio gardens in school systems and neighborhoods	Private, public	Social impact in community, School curricula	Association, Foundation ,social business for the food chain network
Balkan cooperation	Universities, non profits	Exchange platform	<u>Transnational network</u> which makes it difficult to enter into a specific form of institutionalization

Table.1

**Thinking in sectors** In the graph of “worlds”

Bureaucratic	Associational	Personal
List of RCE partners (registered structures) 3 regional councils (public) 1 university (public) 2 university (private) 6 businesses (private) 4 non profit ( non-gov) 1 club (rotary club) 1 research institute ( non-profit) 1 elementary school (public)	RCE structure  Core team and secretary Board (10 members from each group) Team leaders according to the themes Working groups	Initiation of the process by individuals  personal unorganized groups
<b>AVA Ambiguous Voluntary Agencies _____UG Unorganized groups</b>		
		First phase      1.5 years
		Second phase      5 years
	Third phase      no limit	

Table.2

First phase belong more to the UG-unorganized groups until the acknowledgement from the global RCE service center, Second phase is toward taking one of the forms explained in the first table. After the consolidation the third phase a more institutionalized form can be achieved. In any case it is within the middle column “associational world”, which in a way can be considered as a safe position protected from bureaucratic procedures.

Going through different forms and types until defining the organization institutionalized form can be considered as an advantage due to the different empower of groups within RCE in different stages, and to different priorities that might come out, always within the nature of RCE-s networks that are voluntary, inclusive and flexible. *“By blurring the barriers between actors of the region is aimed fostering of co-production of services”*

## **Conclusions**

The RCE network is voluntary, inclusive and flexible, as a spider net, which creates, connects and expands. By introducing in the region of middle Albania a new form of cooperation is aimed to advance sustainability governance for the region and to assist in inclusiveness of global sustainability governance for the country. It satisfies the three elements of theory of governance by networks, as interdependence, cooperation and pluralism.

It can be considered a new mode of governance for the region Tirane Durres Elbasan, due to the diversity of group of actors, (public, private, non-profit and individuals), due to its focus ambitions and program for policy influence and the new strategic thinking. Lack of cooperation is often used as an obstacle in country development. By introducing RCE Albania as an instrument to foster cooperation, introducing the possible ways in which the partners will cooperate, it's a challenge in the conditions where the network is on voluntary bases, informal, and fragile based to the individual commitments of the partners.

Regarding its accountability and legal institutionalization, in the practical aspect not necessary it can have a legal status to achieve the targets, in specific cases the partner's legal coordinates can be used. Different scenarios are explained to show the possible direction of RCE in the coming years depending on its program development and focus orientation, ( foundation, research center within universities, social business, interregional agency, association corporate) but from the analyses, doubly any of the forms prescribed can fit all the program

and ambitions of RCE. The undefined institutional scheme might influence fund raising process and influence time efficiency but on the other hand this undefined status might help keeping the wide initial focus necessary for achieving the objectives. The institutionalization of the network into a legal framework of cooperation between the actors is not yet challenging at this early stage of RCE Albania.

The efficiency and the beauty of these networks stay in their flexibility to adapt to the local conditions and stay informal.

## **References**

Prof. Dr. Gunnar Folke Schuppert. „Governance“ (ed.), the International Encyclopedia of the Social and Behavioral Sciences, Second Edition

Klaus Dieter Wolf. “Emerging Patterns of Global Governance: the new interplay between the state, business and civil society”

Henrik Enroth (2011), “Policy Network Theory”, in: The SAGE Handbook of Governance, pp. 19-35.

Prof. Dr. Gunnar Folke Schuppert (2011), Partnerships, in: The SAGE Handbook of Governance, pp. 286-299.

Michale Zürn, Matthias Ecker-Ehrhardt, Martin Binder (2012), International Authority and its Politicization, in: International Theory, 4 (1), pp. 69-106. Transnational Governance – The Role of Transnational Organizations

[http://www.ias.unu.edu/sub\\_page.aspx?catID=108&ddlID=183](http://www.ias.unu.edu/sub_page.aspx?catID=108&ddlID=183)



## **Networks and partnerships for sustainable development and their influence in small scale local actions**

“RCE is a network of existing organizations as (Universities, Ngo, Local Governments, Individuals, Businesses, Scientists, Researchers, Volunteers, Media, Students, involved in the spheres of sustainable development such as: Economic growth, Social development, and Environmental protection, with the purpose to contribute to the goal of UN Decade of Education for Sustainable Development DESD, (2005-2014), by translating its global objectives into the context of the local communities. There are 116 RCE-s around the world, each of them unique”

### **Abstract**

This paper is mainly based on the course topic, “Global Sustainability and energy governance: new challenges new instruments” trying to link it with a practical example in Albania, more specifically, with the Regional Center of Expertise on Education for Sustainable Development established as part of an international network of RCE-s.

Regarding the overall effects of partnerships for sustainable development, “the systematic assessment of the influence of partnerships in global sustainability governance and how the role and relevance of this new type of global governance remains contested” as it is argued in *“The overall effects of partnerships for sustainable development: more smoke than fire? Frank Biermann, Sander Chan, Aysem Mert and Philip Pattberg”*, the three potential functions that partnerships could address are: 1) Further development of new norms and regulations in sustainability governance in areas where intergovernmental regulations is largely non-existent, 2) To advance sustainability governance by helping to implement intergovernmental regulations that do exists, 3) Expected to assist in inclusiveness of global

sustainability governance. Following this assumptions this paper will not argue the role and relevance of the whole RCE-s global network in the sustainability governance, but rather the influence of this network and its effects in the local development actions on sustainability, showing in this way the possibility of the third point mainly, the expected role of these partnerships to assist in inclusiveness of global sustainability governance.

The efficiency of network itself in contributing in the global learning space will not be evaluated, but the expected influence in translating the global objectives into local communities, as a fulfillment of their main goal of partnership. On the whole sustainability picture energy efficiency is an important element, treated in many of the RCE-s as a response to their local challenges. RCE middle Albania focuses on the sustainable architecture and building efficiency, raising awareness and encouraging education of community for energy efficiency, considering reducing the demand as an important factor in the system, trying to influence the local policies in this sector. Some indicator of “Explaining variation in the effectiveness of transnational energy partnerships” Kacper Szulecki, Philipp Patterber, Frank Biermann, as Influence of inclusion of important actors, Influence of their numbers, of Internal organization structure and Influence of level of institutionalization are used to show the involvement and the influence of the main network of RCE-s in the specific case of RCE Albania.

## **Background of RCE-s global network**

*In December 2002, based on a proposal that first came to light in Johannesburg at the World Summit on Sustainable Development (WSSD), the United Nations General Assembly (UNGA) adopted resolution 57/254 to put in place a United Nations Decade of Education for Sustainable Development (DESD), spanning from 2005 to 2014. The overall goal of the DESD is to integrate the principles, values, and practices of sustainable development into all aspects of education and learning. The basic vision of the DESD is to realize a world where everyone has the opportunity to benefit from education and learn the values, behavior and lifestyles required for a sustainable future and for positive societal transformation. In 2003, as preparations for the DESD unfolded, the United Nations University Institute of Advanced Studies (UNU-IAS) launched a programme on education for sustainable development (ESD) and developed the initial concept for the RCEs. (RCE positioning paper 2012)*

“ An RCE is a network of existing organizations as (Universities, Ngo, Local Governments, Individuals, Businesses, Scientists, Researchers, Volunteers, Media, Students, involved in the spheres of sustainable development such as: Economic growth, Social development, and Environmental protection, with the purpose to contribute to the goal of UN Decade of Education for Sustainable Development DESD, (2005-2014), by translating its global objectives into the context of the local communities. Since 2005 when the first seven RCE-s were acknowledged, there are 116 RCE-s around the world, in 2013. Each of them is unique, trying to reflect the specific challenges of the region they represent. RCE middle Albania was acknowledged from UNU-IAS on December 2012, after more than one year preparatory process of consultations and activities.

*“RCEs are committed to building a global learning space on sustainable development issues while helping people in local communities and regions learn the values, behaviors and practices needed to create a sustainable future. By acting as the premium 'global learning space' on sustainable development, the RCE network will measurably contribute to building a sustainable future at local, regional and international levels”.*

RCE Global Network works closely with hundreds of partners at the local, regional and global levels. Its partnership with UNESCO, the designated lead agency for the United Nations Decade of Education for Sustainable Development 2005-2014, is among its most significant. The RCE Network also works closely with the Ubuntu Alliance, an alliance of 14 of the world's foremost educational and scientific/technological institutions that together signed the Ubuntu Declaration at the Johannesburg Summit in 2002.

## **The need for RCE Albania**

### *a) Regional challenges and Overview of Energy System in Albania*

Albania during the last 20 years in transition from centralized to democratic system of governance, experienced Political Economic and Social changes after the 90-ties, which influenced the development process. The main problems noticed are: **Uncontrolled movement of population:** because of the huge influx of population triggered by the uncontrolled movement of population seeking better opportunities for employments, it has experienced a rapid and chaotic growth of 5 – 7% per year, one of the highest in Europe. **Uncontrolled urbanization and sprawl development:** this involves issues such as inappropriate land use, illegal buildings, and degradation of environment, real estate

speculation, rapid migration, and ownership problems. Privatization combined with free movement of population caused the uncontrolled and speculative investment of capital. The complexity of Albanian property system and the fluidity between public, municipal and private land have dramatic impacts both on the urban planning system, which remained practically inactive, as well as on the processes of urban development. **The environmental problems:** High level of water pollution due to inadequate sewage treatment and pollution of water resources; high level of erosion due to exploitation of gravels and sands from river banks; high seismic risk in some parts of the area; pollution due to accumulation of untreated urban waste; existence within the urban centers old factories for the production of chemical fertilizers and metal constitute as environmental hot spots; conflict between open disposal of sewage water and tourism settlements along the coastal areas, existence of foul water swampy areas; inappropriate solid waste disposal; low investment in agriculture; increasing number of migrants from the rural areas; no use of solar energy or other alternative energy sources; old and deficient energy supply networks.

**Energy problems** in national scale are mainly because of the loss of the network, and inefficiency of the buildings. Albania has significant renewable energy resource potential from hydro, wind, and solar energy. The country currently relies on hydropower for almost all of its electricity, which creates difficulties when water flows are low. The National Energy Efficiency Action Plan (NEEAP) tries to be in compliance with the: Directive 2006/32/EC, April, 5, 2006 on “energy efficiency end use and energy services”, Directive 2002/91/EC “On energy performance building” (recast 2010/31/EP), Directive 92/75/EC (recast 2010/30/EP), containing a description of measures to improve the energy efficiency in Albania in order to achieve indicative targets for 2010 –2018.

*The final energy consumption within the scope of the Energy Services Directive (ESD) in 2008 is equal to 1841 ktoe. The contributions on consumption among the sectors are as follows: 23% residential, 44% transport, 13% industry, 10% services, 10% agriculture. The leading sector into the electricity consumption is the Residential Sector by 49% for 2008. Besides of the high amount of electricity consumption, Residential sector consumes 83.7% of the amount of the fuel wood, and 3.8% of the oil by-products. Energy consumption in Residential Sector reports five energy services: space heating, air conditioning, domestic hot water and cooking, lighting and electric appliances. It should be underlined that space heating, domestic hot water and lighting for all sub-sectors is generally realized with a low quality, due to old energy infrastructure in the public service institutions and lack of budget*

*for maintenance energy systems. The Service Sector considers: Public and Private Service but dividing in three categories with existing buildings, new buildings and energy efficiency appliances (labeling).* The Public Service Sector has a traditional experience in the heat demand, based mainly on the old technology, installations and organization, but in some cases new schemes have been introduced.

*b) RCE establishment process*

RCE Middle Albania is created to be a tool for interregional cooperation, based on cooperation to solve sustainable challenges of the region (sprawl urbanization, environment degradation, uncontrolled movement of population, rapid and chaotic growth, illegal housing, underdevelopment of rural areas, incapability of institutions to anticipate development, slow decentralization, weak education system, unemployment, lack of cooperation) and influence the policy dossier, linking the region with an international network, by acting as an interregional agency strengthening its cooperation, as a test for the new administrative country reform. The pressure of fast development, EU integration and adaptation to international requirements fostered the decentralization of public institutions, strengthening of private companies and development of associations from civil society. Democratic principles as public participation, transparency and involvement of interested actors in decision making are part of the agenda.

Process of establishment of RCEmA, started one year ago, translating the global objectives according to local challenges of middle Albania (Tirana, Durres, Elbasan). The proposal for cooperation to a group of organizations is done through creation of a new organization, where they all are equal partners. It's not the purpose to add another organization in the region, but to create a structure that will improve the performance of existing organizations, as a proposal for putting sustainability into agenda in an "institutionalized" way, stressing the fact of creation of RCEmA, as the first one in the Balkans.

The base of the RCE is a coalition with more than 20 partners which have confirmed their commitments, to fulfill the objectives, to be inclusive and flexible. The identification of partners comprises all sectors (public, private, non-profit) specifically as: **Public:** Local government Units, Three Regional Councils of Tirana, Durres, Elbasan, to foster their collaboration as neighbors, to diminish the discrepancies between communes and municipalities, where municipalities have the main power and financial support. **Private:**

Businesses and companies trying to approach the advanced practices of eco-building and sustainable architecture, eager to experiment the knowledge transfer from educational institutions. **NGO-s and Associations:** for playing a role in balancing the society and environmental aspects. **Educational institutions,** private and public: active in including sustainability in their curricula. **International organizations,** willing to operate in Albania, with their expertise and resources, for introducing the international advanced innovations and **Individuals** with contribution in the field. Taking into consideration the field of operation of partners, the main global goal of RCE-s in the international context, and local challenges, the vision is: *“promoting equal partnership through joint activities, serving as a platform for exchange of information, encouraging innovation and influencing policies related to SD, improving education, raise awareness, focusing on: “Sustainable Architecture, Research and Education, Sustainable Tourism, Capacity building, Inter-Regional cooperation, Innovation, Expanding of RCE-s in the Balkan”, based in the framework of core elements: Governance, Collaboration, Research and development, Transformative education”*.

**The internal organization structure** and structure of RCEmA consists of the Core Team, Board, and Secretariat. The Core Team is the coordinating team, where every confirmed partner has its representative. Each of the members of the Core Team can create its extended working group related to the projects and assigned activities. The working groups will be divided and recreated according to the new initiatives, facilitating the cooperation and continuous interaction between partner institutions and outsiders. Each of the core team members can be a project leader in different stages and create its own team. Proposed scheme of collaboration is: between three regions, between partners of each region, between each group of partners, ex, (between businesses), connection with the international flow. A Board was composed with ten Leaders from each group of organizations of the same type: businesses, LGU-s, Educational Institutions, International partner, and three distinguished individuals representing communities of three respective regions.

### **Expected influence of RCE-s network in RCE Albania**

In this specific case, the connection to RCE-s international network created as a partnership for Education for sustainable development, it is expected to have some benefits as: access to the up-to date information on research innovation and advanced technology, participation and contribution in the international networks for achieving global objectives, linking local partners with international institutions, applying a different model for regional cooperation, an

interesting structures that include different type of organizations, to influence local policies, exchange between other local communities part of the network. Although the success or failure of RCE middle Albania, might not depend to a large degree only by its participation on this international network. It will also depend on the degree of the involvement and commitment of the regional actors and of the financial support for implementation of the program.

Assuming that RCE-s network will continue to be in place in the existing structure after 2015, when the UN development goals will be reevaluated, local initiatives and diversities can enrich the network.

Turning back to the three potential functions that the international networks are supposed to resolve, 1) new norms and regulations: RCE-s network through RCE Albania is supposed to have an influence in curricula change and policy dossier in the local level. Through implementation of the projects recommendations, proposals to institutions will be made, ex. to include the elements of sustainability in the curricula of elementary schools.

2) Helping to implement intergovernmental regulation: in this case might influence in improving the performance toward sustainability and helping integration to European Union by capacity strengthening of the institutions partners of RCE.

3) Increasing inclusiveness: passive involvement of less privileged actors, in this case participation of Albania which is a transition county, to contribute in global initiatives. Regarding the increase participation of non-governmental actors, it can be noticed that RCE Albania structure is mainly formed by non-governmental actors, except the three local governments units, the regional councils of Tirana, Dures, Elbasan. They are considered as important regional actors, in order to influence their policies, are necessary involvement in joint projects with universities and businesses and NGO-s. But they have not provided financial support for this initiative.

Regarding the point that the overall role of 400 partnerships for sustainable development advance or not global sustainability governance, it can be said that there is potential for positive results of RCE-s network, through individual and each single RCE, that make use of the network and contribute to the fulfillment of the millennium development goals, taking as the beneficial aspect the introduction of this particular structure as a new model of governance.

The table below shows the involvement of the RCE-s global center since the beginning of the process of establishment of RCE middle Albania.

<b>RCE m Albania process</b>	<b>RCE global center</b>	<b>RCE local</b>
Preparatory process 1, 5 years	Yearly Calls for applications for creation of new RCE-s  Review and feedback during the application process, in three rounds	Actor identification, structure organization, definition of challenges to be addressed, vision and actions  Establishment of RCEmA
Overall objectives: Contribute to global learning space	Given Structure model and application requirements	Adoption to local challenges
Specific objectives: translate global objectives to local communities	Within the main focus of RCE-s: Governance, Collaboration, Research and Development, Transformative Education	Focus: Sustainable architecture and green building, Research transfer to business, Capacity strengthening, Inter-regional cooperation, Eco-tourism, Balkan cooperation, Energy efficiency in the building, Education for efficient use of resources and energy demand reduction, Influence in local policies
Influence of inclusion of important actors	No restriction or specific requirements	Businesses, Public, and Non-profit actors are important in the region but not the most powerful
Influence of Number of actors	No restriction or requirements	20 partners, very diverse network of partners, considered as a strong point
Influence of internal organization	Request for a clear organization and decision making structure	Difficult due to the fact that, board and core team is composed by partners, and they have other commitments as well
Influence of level of Institutionalization	No formal registration in each country is required  Acknowledgement by UNU-IAS and provision of their logo	Informal network, not registered within the country legal system due to its specific nature  In case the legal registration number is required, from any of the partners is provided for a specific project
Frequency of exchange of information	Yearly conferences and regional meetings  Monthly RCE-s bulletin	Local scale activities,  Monthly meetings
Encourage cooperation within the network	Individual RCE-s initiatives, continental cooperation	Depending on the possibilities of each RCE



Funding	No funds from the RCE-s center are provided for establishment of RCE-s or further consolidation	Resources of partners Application in project calls as EU funds etc,  Fundraising from donors and foreign organization operating in the country
Consolidation of RCE	Not clear vision from the RCE-global center  Success or failure of each RCE seems not to affect the whole network  Promotion of success stories and publishing in the RCE-s network	Increasing the number of partners and expanding the region territory, Analyzing performance through screening of each organization based on a list of sustainability criteria according to international standards; reduction of boundaries, Increase communication and resource sharing, Functioning of RCE as an inter-regional agency and exchange platform with a multiple character, able to influence policies through the implementation of the program

## Conclusions

The RSE-s global partnership with 116 RCE-s, promoted and acknowledged by UNU-IAS, is aiming to contribute to global learning space on Education for Sustainable Development, through each RCE and their interaction. Each RCE forms a small regional partnership within the region they operate ex. RCE Munich has 34 partners, RCE Albania 20, etc. Proposed model of an RCE is an interesting structure enforcing regional development through cooperation of different type of actors, in order to translate UN development goals on ESD, to local communities. An indicator of success of this kind of partnership is the increase in their number from 7 in 2005, to 116 in 2013, in the absence of direct funding from the RCE-s global center for their establishment or consolidation. The success and effectiveness of each RCE in small scale: to their regions and in global scale: to the global learning space, depend on individual characteristic, local conditions, to a certain degree on the power and importance of partners, internal organization and funds availability. More specifically, RCE middle Albania has joined the network in December 2012, and its effect and success is still to be measured and evaluated in the coming years.

## References

Frank Biermann, Sander Chan, Aysem Mert and Philip Pattberg. “Public-Private partnerships for sustainable development : Emergence, Influence and Legitimacy”, The overall effects of partnerships for sustainable development: more smoke than fire?” course material

Kacper Szulecki, Philipp Patterber, Frank Biermann, “Explaining Variation in the Effectiveness of Transnational Energy Partnerships” course material

National Energy Efficiency Action Plan (NEEAP), 2010-2018, Ministry of Economy and Energy of Albania

RCE positioning paper 2012

[http://www.ias.unu.edu/sub\\_page.aspx?catID=108&ddlID=186](http://www.ias.unu.edu/sub_page.aspx?catID=108&ddlID=186)

[http://www.ias.unu.edu/sub\\_page.aspx?catID=108&ddlID=183](http://www.ias.unu.edu/sub_page.aspx?catID=108&ddlID=183)

## **Organizations Change through RCE Middle Albania**

“RCE is a network of existing organizations as (Universities, Ngo, Local Governments, Individuals, Businesses, Scientists, Researchers, Volunteers, Media, Students, involved in the spheres of sustainable development such as: Economic growth, Social development, and Environmental protection, with the purpose to contribute to the goal of UN Decade of Education for Sustainable Development DESD, (2005-2014), by translating its global objectives into the context of the local communities. There are more than 100 RCE-s around the world, each of them unique”

### **1. The need for RCE Albania, (why)**

Albania during the last 20 years in transition from centralized to democratic system of governance, experienced Political economic and social changes, which influenced the structures and types of organizations. The pressure of fast development, EU integration and adaptation to international requirements fostered the decentralization of public institutions, strengthening of private companies and development of associations from civil society. Democratic principles as public participation, transparency and involvement of interested actors in decision making are part of the agenda.

RCE Middle Albania is a tool for interregional cooperation, based on cooperation to solve sustainable challenges of the region (sprawl urbanization, environment degradation, uncontrolled movement of population, rapid and chaotic growth, illegal housing, underdevelopment of rural areas, incapability of institutions to anticipate development, slow decentralization, weak education system, unemployment, lack of cooperation) and influence the policies dossier, linking the region with an international network, by acting as an interregional agency strengthening its cooperation, as a test for the new administrative country reform.

## **1. The process of change to partner organization, (how)**

The proposal for changes to a bunch of organizations is done through the program for creation of a new organization, where they all are equal partners. It's not the purpose to add another organization in the region, but to create a structure that will improve the performance of existing organizations. Process of establishment of RCEmA, started one year ago, taking the model from UNU-IAS world centers of expertise, translating the global objectives according to local challenges of middle Albania ( Tirana, Durres, Elbasan).

The process will be explained and elaborated through, Kotter, "Leading Change, The eight-stage process": It is divided into three phases, with different timeframes:

### **Phase 1: Stages 1-6; (1-2 Years)**

The process of application preparation until official Acknowledgement,

#### **1. Establishing a Sense of Urgency**

Proposal for putting sustainability into agenda in an institutionalized way, and need for preparation of the application for international acknowledgement, stressing among the initial partners the fact of creation of RCEmA, as the first one in the Balkans

#### **2. Creating Guiding Coalition**

The base of the RCE is indeed a coalition. More than 20 partners have signed confirmation letters. To fulfill the objectives, to be inclusive and flexible, the identification of partners comprises all sectors (public, private, non-profit) specifically as:

**Public:** Local government Units, Three Regional Councils of Tirana, Durres, Elbasan, to foster their collaboration as neighbors, to diminish the discrepancies between communes and municipalities, where municipalities have the main power and financial support. **Private:** Businesses and companies trying to approach the advanced practices of eco-building and sustainable architecture, eager to experiment the knowledge transfer from educational institutions. **NGO-s and Associations:** for playing a role in balancing the society and environmental aspects. **Educational institutions,** private and public: active in including sustainability in their curricula. **International organizations,** willing to operate in Albania, with their expertise and resources for introducing the international advanced innovations and **Individuals** with contribution in the field.

A Board was composed with ten Leaders from each group of organizations of the same type: businesses, LGU-s, Educational Institutions, International partner, and three distinguished individuals representing communities of three respective regions.

### **3. Developing a Vision and Strategy**

Vision and strategy was developed taking into consideration the field of operation of partners, the main global goal of RCE,-s and local challenges.

Vision: *“promoting equal partnership through joint activities, serving as a platform for exchange of information, encouraging innovation and influencing policies related to SD, improving education, raise awareness, focusing on: “Sustainable Architecture, Research and Education, Sustainable Tourism, Capacity building, Inter-Regional cooperation, Innovation, Expanding of RCE-s in the Balkan”, based in the framework of core elements: Governance, Collaboration, Research and development, Transformative education”*.

### **4. Communication the Vision**

Activities, workshops, meetings, and small projects were organized to communicate the visions of RCEm to the partners and to the community. A list of potential benefits was communicated to the partners as following:

- stronger connection within actors of the region
- link to international arena, advanced practices, technologies,
- capacity strengthening, through qualification of staff involved
- increase of the budget by participating in new projects
- increase of sustainable image
- assistance in discovering of tools for success and
- promotions of their innovation and activities

The first project of RCEma, in collaboration with an elementary school, and an architecture studio was recorded and presented in a well known TV show.

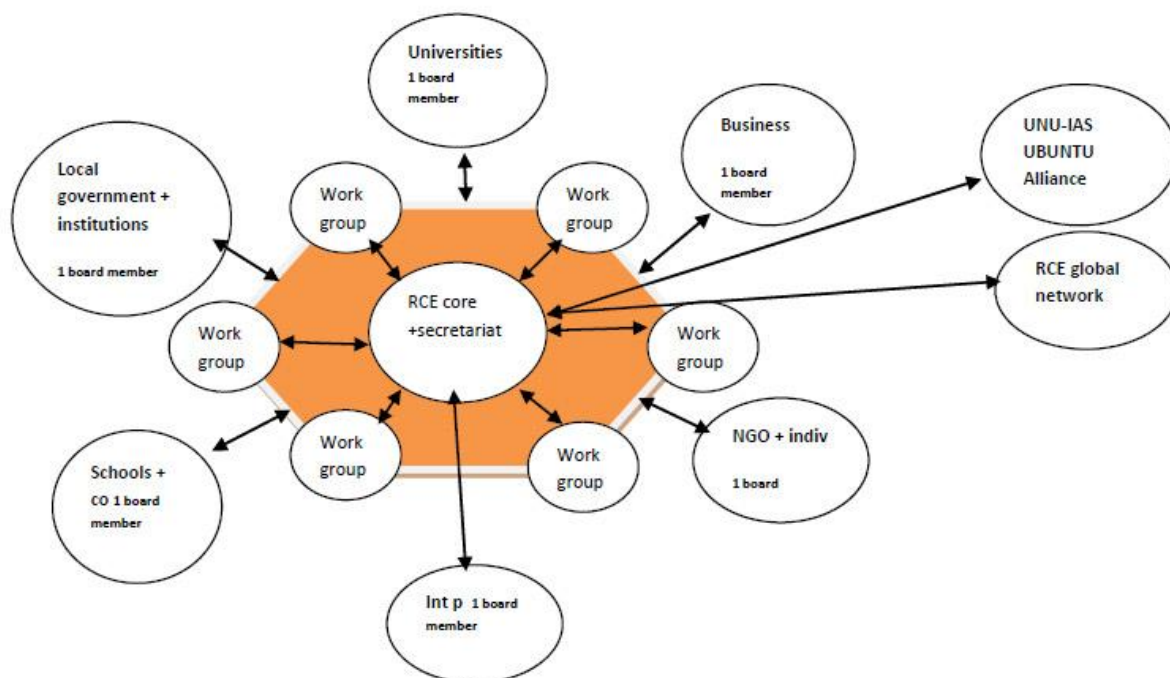
### **5. Empowering Broad-based Action**

The management structure of RCE consists of the Core Team, Board, and Secretariat. The Core Team is the coordinating team, where every confirmed partner has its representative. Each of the members of the Core Team can create its extended working group related to the projects and assigned activities. The working groups will be divided and recreated according

to the new initiatives, facilitating the cooperation and continuous interaction between partner institutions and outsiders. Each of the core team members can be a project leader in different stages and create its own team.

#### Proposed scheme of collaboration

- Between three regions,
- Between partners of each region
- Between each group of partners, ex, (between businesses)
- Connection with the international flow



## 6. Generation Short Term Wins

RCE (Regional Center of Expertise on Education for Sustainable Development), middle Albania, was recognized by United Nations University in Japan, December 2012, among many other application from all over the world. The partners can use the logo of UNU-IAS for their activities, in their websites and can participate in international events.

## **Phase2: (up to 5 years after acknowledgement)**

### **7. Consolidation Gains and Producing More Change**

Consolidation of RCE, increasing funds, accomplishment of the basic action plan; evolvement of the basic components into sub-components according to the changing needs and capacities; Increasing the number of partners and expanding the region territory; implementing of controlling system as an Instrument for analyses: Analyzing performance through screening of each organization based on a list of sustainability criteria according to international standards; measures or data controlling; including students on evaluation of RCE.

## **Phase 3; (after 5 years of phase 2, in continuation)**

### **8. Anchoring New Approaches in the Culture,**

The categorization of RCEmA partners, according to the four type of organizational context as: Rigid, Bold, Over managed, Liberated, on a first estimation based on their resources and acceptance of the need to change (in this case measured with their commitment) are: Rigid - 4, Bold - 12, Over managed - 3, Liberated – 2. The degree of involvement, the leading role they will take in different stages of the process will be evaluated at a later stage showing their inner capability of change.

From the point of view of cluster formation it will be analyzed the success of the RCE structure according to the indicators of change in each partner and; Functionality of Scheme of change on diversity of alliances, Efficiency of the Flexible work groups, Reduction of boundaries, Increase communication and resource sharing, Functioning of RCE as an Regional Agency and exchange platform with a multiple character, able to influences policies through the implementation of the program.

## **Conclusions**

The concept of RCE, as a spider net, which creates, connects and expands, is a flat configuration, polycentric, which aims performance change of the organizations that compose it, through equal partnership.

The change proposal doesn't consist on structural change of the partner organizations, it can be considered External, and it is based on "Cooperation".

The same approach for change is proposed to different type of organizations (public, private, non-profit). For the Public, it can be named under “*strategic management and innovation, new partnership arrangements with the rest of the public sector, voluntary and private sector*”.

The success of change process of each partner organization, depending on their diversity, type, focus, commitment, degree of involvement etc, will reflect the whole success of RCE middle Albania.

The whole process applied by now, (the first phase) is appropriate for Direction and Navigation field of action.

Kotter “Leading Change” the Eight-Stages, (considered as a linear approach) is summarized:

1.Establishing a Sence of Urgency	Need for international recognition,	<b>First phase:</b> 1-2 years, Sep-2011-Dec 2012)  RCE- Application process until official acknowledgement
2.Creating Guiding Coalition	Board from each of group of partners, and core team	
3.Developing a Vision and Strategy	In line with regional challenges, global issues and partners focus	
4.Communication the Vision	Through concrete actions and joint projects, First successful project in tv	
5.Empowering Broad-based Action	Collaboration scheme	
6.Generation Short Term Wins	RCEmA Acknowledgement	
7. Consolidation Gaines and Producing More Change	Consolidation, expanding network and territory	<b>Second phase;</b> 5 years Consolidation enforcement of existing coalition
8.Anchoring New Approaches in the Culture	Degree of change to the partners	<b>Third phase;</b> no time limit Continuation and expansion of coalition,

## References

Kotter John P. “Leading Change”, The Eight-stage Process, Harvard Business School Press, Boston Massachusetts

Prof. Dr. Jobst Fiedler, EMPM EI-3: Managing Organisational Change, Sesions

Mintzberg Henry. “Inside Our Strange World of Organizations” the free press: New York, London, Toronto, Sydney

[http://www.ias.unu.edu/sub\\_page.aspx?catID=108&ddlID=183](http://www.ias.unu.edu/sub_page.aspx?catID=108&ddlID=183)



## **Assignment 2**

For which task and project types confronting the public sector PPP is fitting? Where it is much less fitting and normal procurement or delivery by a separate public entity or splitting it up into contracting out might be a better alternative?

Which conditions in a partnership contract and the management of this contract have to be fulfilled in order to make a PPP deliver value for money?

## **RCE Albania and the “Public Private Partnership” Alternative**

### **Country legal framework**

The legislative framework in Albania, (as there are different types of partnerships and their model differ from country to country), it is approved the Law on Concessionary and Public Private Partnerships, Nr.125/2013. (This law adopts the Directive 2004/18/EC of European Parliament and Council, of 31 March 2004 for coordination of procurement procedures for awarding the public contract for works, supply and services, number CELEX: 32004L0018, EU, Serie L, nr.134, Dt 30.4.2004, pg 114 – 240)

The Government of Albania has been determined to create an enabling environment for PPP investments through the decentralization of utilities and the privatization of former public assets. Ministry of Public Works and Transport has increased investments in utilities and public infrastructure through PPP projects in the rehabilitation of public infrastructure. PPP projects have represented a test case for the “concession model” in mobilization of private capital investments. However, limited practical experience has been gained with the implementation of PPP projects and there is need for involvement in institutional development and capacity building, and trust creation between partners. Some of major infrastructure projects as International Airport, roads and Hydro Plants are performed through Concessionary Contracts.

New Law encourages the public authorities of local governments to implement PPP. The first project consist on: Underground parking spaces with PPP contracts between Tirana Municipality and Private investors, The promenade of Himara municipality, in south of the country etc.

### **Specifics of the RCE Albania projects in relation with PPP**

Regional Center of Expertise on Education for Sustainable Development, RCE Albania, a voluntary based partnership network, involves many organizations from Businesses, Non-profits, Educational Institutions, Local government Units, etc, with the aim to encourage interaction between them through joint projects. It is a type of partnership where a particular organization activates other organizations in developing a specific region. Considering the focus of RCE for regional development based on: innovation, sustainable architecture, green building, inter-regional cooperation, eco-tourism, transformative education, etc, both directions of PPP contracts, policy oriented and project oriented, can be implemented as an alternative on some of the RCE projects. RCE-s foreseen and ongoing projects, although in initial phase and relatively small scale, and can be divided:

**Policy oriented** *“Policy level partnerships coordinate public sector and private sector inputs into decision making about the design and formulation of policy initiatives”*. The aim of RCE Albania, to encourage transformative education and to influence to local policies for sustainable regional development, requires the collaboration of private actors of the region in coordination with local authorities. For more, PPP in research cooperation increase the effectiveness and efficiency of the national innovation system and the national innovation policy focus on new scientific, corporate, economic and social challenges. *“Considering PPP in research as a changing nature of innovation processes and cooperation along the value chain requires new innovation policy instruments to strengthen the connection between basic research and applied research to promote networking and cooperative initiatives”*.

**Project based oriented**, *“Project level partnerships focus on specific sites or situations”* in this case cooperation between partners in real projects as:

- Construction of Bio garden and Green houses of elementary schools, can be implemented as “ad hoc PPP” (short to mid term focus)

- Green building with energy efficiency elements and green roofs, on a “PPP long term cooperation with an institutional basis”
- School project to secure, Safety of the building and environment , Safety of the system, Health and safety management of the education premises, as a PPP, (midterm or project related focus) for ex. Private companies propose to invest the money to reconstruct a school and maintain over a 20 year period, with specific measures on safety and building efficiency The government pays a yearly fee to use the school

### **Innovation PPP in “Green” public private partnerships**

Taking into the consideration the adequate legal framework which allows PPP-s in collaboration with local governments, RCE Albania can serve as a guarantee and initiator of “Green PPP” contracts. The table below shows a list of projects appropriate for PPP contracts and some explanations where it hypothetically is a better alternative, because in the project cycle timeline, projects are in the phase of the concept ideas, but the clarity of a contract type as PPP can help for donor support. RCE Albania can act as a node of trust for a long term relation between the involved actors, keeping the principle of risk sharing that “The risk is allocated where it can be optimally managed”.

<b>Project Type initiated by RCE Albania or any of the Partners</b>	<b>Actors involved, (public private, non-profit and individuals )</b>	<b>Services to be provided</b>	<b>Type of Partnership Category</b>	<b>Potential risks, Role and risk sharing</b>
Neighborhood revitalization  Bio gardens in school systems and neighborhoods	Businesses (architecture studios and construction), municipality, community	Professional planning, maintenance, energy saving measures and quality guarantee Wide range of building services Outsourcing installation and operation risks Efficient communication Energy efficiency, Eco friendliness, Sustainability, Focusing on core competencies	PPP  Public and private shareholders + RCE guaranty fund	Political Risks (legal framework, regulation, usually bare by the state)  Financial Risks (usually bare Private investors, operators or partners)  Project/building and operating risks risks  Operating risk (incl. costs, prices) Revenue risk (often subject

				to negotiation)
Green building, (Energy performance measures) Insulation of building envelope Change of windows Optimization of the heat control system User motivation concept of Energy controlling		Service concepts to realize efficiency potentials Tailored to the needs of the customer Financing, construction, operation, maintenance, Facility Management Guaranteed savings cost effective energy saving measures combination of structural, technical, economical and organizational components	PPP	Lack of motivation Lack of interest for energy savings Investor user problem Staff cuts Lack of information Technical, economic know how Assumption that force account works are cheaper Effects on operation procedures Know how of grants and consultancy possibilities
Inter-regional urban plan (Tirana Durres Elbasan)	Public: three local government units and other communes within the region Businesses, NGO-s, Universities	Local policy influence  Decentralization	PPP policy oriented	Financial barriers (Limited financial means) Relatively long pay back times Risk of Approval
Safety measures in schools	Public schools, businesses	Private companies invest to reconstruct a school and maintain over a 20 year period, with specific measures on safety and building efficiency The government pays a yearly fee to use the school	PPP	No direct cost return
Research and transformative education,	Private and Public Universities, businesses, Central government		PPP	Social return in long term (Social impact in community, School curricula)
Eco-tourism	Private, community, communes	Local policies influence	PPP not appropriate Private investments	
Trainings and capacity building	Public Organizations, private, non profit	Knowledge transfer	Out-sourcing	

## Conclusions

Due to the Partnership based nature of RCE Albania activity, the PPP type of contracts can be appropriate for some of the projects. Based on the fact that through joint project a long lasting relationship between actors of the region is fostered, the advantages of PPP contracts as, long lasting contracts, risk sharing, etc, are favorable and encouraging in this phase of RCE. Due to the fact that the projects aim the involvement of different actors and the initiator are not always public organizations, RCE can serve a guarantee for the partners, managing the risk sharing and responsibility balancing, in each specific situation, and investing a guaranty fund.

Regarding the categories of PPP, in table 1, are identified hypothetical types, more appropriate for each project, although the Contractual aspects of PPP, are not analyzed in details.

Innovation PPP ex. “Green” public private partnerships on building/neighborhood renewal” it’s a new concept. Proposing it as an alternative to the influencing actors in the region can bring its development in a transparent and innovative way. Regarding the question “to what extend is possible a fair balance between the interests on PPP parties” the general principle of RCE is an equal partnership but depending on the resources available the “social return” concept can be calculated as one of the main interest of the parties. Although the projects proposed by RCE Albania are in small scale PPP-s, their success can influence a long lasting relationship for further collaboration between actors. The “green” PPP, it is not the only solution, but a transparent solution and a way to influence the “green thinking” of public institutions, achieving a transformative education. PPP contracts are an alternative to put in a legal framework what RCE Albania is aiming to achieve with network cooperation for regional development, through governance by partnerships. The relations of RCE network with PPP-s , where RCE as an experiment for governance by networks, is trying he exploration of different forms of contracts collaborations, is considering it as an advantage for choosing the right manners to foster cooperation between different actors. In specific projects the binding contractual forms of PPP may affect the looser ways of initial collaborations of Public-Private between RCE Albania Partners.

## **References**

Republic of Albania, Law on Concessionary and Public Private Partnerships, Nr.125/2013

Prof. Dr. Jobst Fiedler, EMPM EIII-11: Public Private Partnerships in Infrastructure and Service Delivery, Sessions

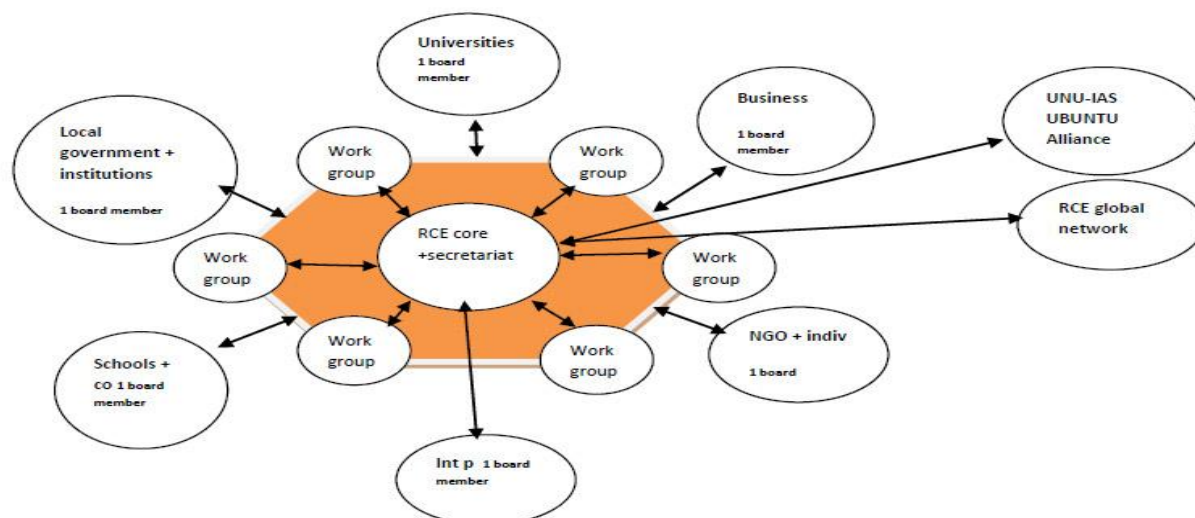
Darrin Grimsey, Mervyn K. Lewis, "Public Private Partnerships" the worldwide Revolution in infrastructure Provision and Project Finance,

[http://www.ias.unu.edu/sub\\_page.aspx?catID=108&ddlID=183](http://www.ias.unu.edu/sub_page.aspx?catID=108&ddlID=183)

## RCE communities and Peer to peer networks

“RCE is a network of existing organizations as (Universities, Ngo, Local Governments, Individuals, Businesses, Scientists, Researchers, Volunteers, Media, Students, involved in the spheres of sustainable development such as: Economic growth, Social development, and Environmental protection, with the purpose to contribute to the goal of UN Decade of Education for Sustainable Development DESD, (2005-2014), by translating its global objectives into the context of the local communities. There are 116 RCE-s around the world, each of them unique”

RCE Albania, is established as a tool for development of the region of middle Albania, based on cooperation, to solve sustainable challenges, promoting equal partnership through joint activities, serving as a platform for exchange of information, encouraging innovation and influencing policies related to SD, improving education, raise awareness, focusing specifically on: Sustainable Architecture, Research and Education, Sustainable Tourism, Capacity building, Inter-Regional community cooperation. It promotes the governance through networks not based on hierarchical structure but on equality of the partners. Through working groups each of them can take the lead in different phases. Thus it's a network versus hierarchy where at every moment the power can be transferred to any or some of the partners who create a team and lead a project.



## RCE facilitation through technology

RCE has a structure that can be vulnerable to the Peer to Peer experience, due to: a) its specific form based on the network, b) the unclear legal status of organization type that it doesn't have to be registered on the country that operates, once it has the signature of the UNU-IAS. Its informality can be seen as benefit as long as it allows mixed initiatives and many diverse ways to achieve the results. c) In principle it is a platform of interaction, despite to what extend these platform allow crowd and community interaction.

The actual technological connections of RCE-s are:

- **Through UNU-IAS platform**, RCE-s center in UNU-IAS in Japan offers a platform for RCE community cooperation, and interconnection of the networks of 116 RCE-s all around world. Although the RCE-s global center does not influence the way RCE-s governs or implements their programs. Meanwhile, the RCE Portal, which is currently being merged with the RCE Annual Reporting Site, allows for transparent communications about roles, actions, and contributions of members of the RCE community and others.

[http://www.ias.unu.edu/sub\\_page.aspx?catID=1849&ddlID=183](http://www.ias.unu.edu/sub_page.aspx?catID=1849&ddlID=183)

- **Through regional platforms** (ex. European RCE-s community network, African etc), Interaction of RCE-s with each other on geographical basis. Each RCE has its own network with at least 20 partners, which form another inner platform of cooperation. It allows the interaction between partners of each RCE with each other, even though that is not very often.

- **Platform of RCE Albania**, consists on RCE Albania Facebook page. For more it is proposed the creation of a digital platform for connection of RCE activities through the websites of the partners and other existing platforms of collaboration,

<https://www.facebook.com/pages/RCE-Albania/296156000446895>

## Integrating the Crowd of region Tirana Durres Elbasan and Benefiting from Cognitive Surplus?

The projects foreseen to be implemented by RCE Albania have in focus involvement of the community, rural and urban. To harvest their knowledge for specific themes, the internet based networks are not enough, due to difficulties in rural areas. Other forms as interviews and meetings or surveys, will be more appropriate in this case. Depending on the nature of the project strategies for Crowd interaction and integration can be different, leading to the question: Is it present the Cognitive Surplus in countries like Albania, where the transition economies being in emerging status, makes their societies have other priorities and cultures that don't



contribute without a certainty of return. The experience of RCE Albania have proved that initiative groups of professional and students have contributed to its consolidation on a voluntary basis.

The projects consist on: Multilevel projects, Organizations projects, Community projects, Interaction of working groups, International projects. The evasive nature of RCE makes it easier to avoid bureaucracy limits, and widen the focus.

**Where and how to integrate the crowd** Crowd intelligence can be harvested, with the proper means. The application of an integrated platform to connect all the spider wires of RCE, can help understand its complex structure and visualize the process. An Open source platform that can integrate the websites of partners in the specific link with the RCE, exchange of information, containing open calls for new projects and initiatives, publishing of competitions to gain new idea for the region development. To canalize it can be divided in four categories for Crowd harvesting. Firstly, the employees of RCE partners can act as peers contributing in their free time, not considering it a real everyday job. Secondly, students can act as peers including the themes on their studies creating a common base of papers and studies as first basis of RCE research. Thirdly, broad community, unspecified, can propose and contribute with strange ideas, encouraging an anonymous form of creativity.

1. **Crowd-funding ---project ideas already in place** Online platform for movable museum, bio gardens in elementary schools, and urban farming, innovative projects that require funds and the involvement of community. Their impact can be seen directly as a new form of social inclusion.
2. **Crowd-sourcing—regional problems to be solved** Community opinion for local government's services. Through RCE projects that include local governments a platform for closer cooperation with neighborhoods and communities will be proposed by RCE, also as a connection between communes of the middle Albania Region.
3. **Crowd-evaluation –ongoing or planned projects** Community opinion for ongoing or finished projects. RCE evaluation process is in its initial phase. The input from community is very valuable due to the goal of RCE to impact directly communities.
4. **Crowd-partnering**, eco-tourism project where the locals will be part of the project for hosting tourists, in their original way, without being forced for standard application of mass tourism. In this case though digital platform it is not easy to reach local communities, but agents can be used to spread the initiative and make it open for participation.

## P2P connection with RCE

RCE Albania has been acting itself as Peer, contribution to Peer 2 Peer, “**One Day on Earth Movie**”, a real life documentary filmed in many places all over the world. One Day on Earth” is the documentary new media project about the amazing diversity, conflict, tragedy, and triumph that occurs in one 24-hour period on this planet. More than a film, “One Day on Earth” is a multi-platform participatory media project. RCE filmed diverse sequences from activities of RCE partners on the same day and submitted it to the platform.

<http://www.onedayonearth.org/>

RCE Albania hosted **Tirana GovJam** as part of the GovJam 2013, to participate in design new public services as perceived by a mix of community. For 48 hours a diverse group of RCE members and others in Tirana, contributed in designing a new public services on a given theme as in many other countries in the world, and uploaded the results in the online platform. <http://www.govjam.org/frontpage>

## Conclusions

RCEs aspire to achieve the goals of the DESD by building an innovative platform for multi-sectoral and interdisciplinary information-sharing, dialogue and collaboration at local and global levels. A diverse group of stakeholders participate in the work of each RCE. Collaborative undertakings within and across RCEs include transformative education, action research and policy work to address the challenges of sustainable development and practical projects with communities. As “*Multi-project setting, programs, partnerships and platforms get more important, also in modified forms of sustained collaboration (alliances, joint ventures...)*”. RCE structure appears to be very appropriate for benefitting from these new forms of development. In this way, “Projects, Partnerships, Peers, Partners and Platforms“ are embraced in a RCE. Heterogeneity of Partners composing the RCE makes its structure not belonging to any specific traditional hierarchical organization type.

The example of RCE Albania shows that cognitive surplus can be explored in activities in different forms according to the type and focus of the project.

Participation of RCE in international activities as Peer contributor, is important for its visibility in international arena, for connecting with partners around the world, and for making activities in the region more interesting, by interacting connecting and producing “online”.

**RCE Albania facebook page** has about 400 connections, and serves as a platform for information sharing on the theme related to sustainable development. The interaction with the followers consist more on giving than receiving back any output. In some cases when a certain theme is published followers contribute not only expressing their opinion but collecting data and information about the topic.

Example:

RCE Albania facebook status on July 2012

Projects/Partnerships/ Peers/Partners and Platforms / Post your ideas how to include crowd-sourcing/crowd-funding/crowd-evaluation in the RCE program and structure!

[https://www.facebook.com/pages/RCE-Albania/296156000446895?hc\\_location=stream](https://www.facebook.com/pages/RCE-Albania/296156000446895?hc_location=stream)

RCE Albania linkedin group

[http://www.linkedin.com/groups/RCE-middle-Albania-4767146?goback=.gmp\\_4767146](http://www.linkedin.com/groups/RCE-middle-Albania-4767146?goback=.gmp_4767146)

As a result the fb page may not act as a real platform but at least it can contribute to spread and elaboration of the ideas and keep the followers connected.

## References

Prof. Dr. Dr. Ayad Al-Ani, The Wealth of Networks: Peer-to-Peer Organization in Business and Politics, Sessions and Presentations

Jon Hagel III, John Seely Brown, Lang Davidson, "The Power of Pull", (How small moves smartly made can set big things in motion)

Bauwens, M. (2005b): P2P and Human Evolution: Peer to Peer as the Premise of a New Model of Civilization. Online verfügbar:

[http://www.networkcultures.org/weblog/archives/P2P\\_essay.pdf](http://www.networkcultures.org/weblog/archives/P2P_essay.pdf) [2], (Stand: 10.5.2012).

Bollier, D. (2004): The Commons as a Movement. In: Commons Magazine(onthecommons.org) (November 8, 2004). Online verfügbar:

<http://onthecommons.org/commons-movement> [6], (Stand: 1.6.2012)

[http://www.ias.unu.edu/sub\\_page.aspx?catID=108&ddlID=183](http://www.ias.unu.edu/sub_page.aspx?catID=108&ddlID=183)

<https://www.facebook.com/pages/RCE-Albania/296156000446895>