

STAR II PROJECT

Consolidation of Territorial and Administrative Reform

STAR II Progress Report

July – December 2018

Consolidation of Territorial and Administrative Reform (STAR 2)



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Acronyms

AAC	Albanian Association of Communes
AAM	Albanian Association of Municipalities
AITR	Agency for the Implementation of the Territorial Reform
ASLG	Agency for Support Self-Local Governance
ALA	Association of Local Autonomy
ASPA	Albanian School of Public Administration
CB	Capacity Building
CDR	Combined Delivery Report
CoE	Council of Europe
CGF	Classification of Government Functions
CS	Civil society
CSL	Civil Service Law
CSO	Civil Society Organization
DLDP	Decentralization and Local Development Program
DLG	Decentralization and Local Governance
DOPA	Department of Public Administration
e-PAV	Electronic Platform of Local Administration
FIL	Freedom on Information Law
GDA	General Directory of Archives
GDT	General Directorate of Taxes
GoA	Government of Albania
HR	Human Resources
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
HRMU	Human Resources Management Unit
IPMG	Integrated Policy Management Group
LGAP	Law on General Administrative Procedures
MCD	Municipal Council Decision
MoF	Ministry of Finance
Mol	Ministry of Interior
MSLI	Minister of State for Local Issues
MTBP	Medium Term Budget Programme
NIM	National Implementation Modality
NPD	National Project Director
NSDI	National Strategy for Integration and Development
OSS	One Stop Shop
PAC	Project Appraisal Committee
PAR	Public Administration Reform
PEFA	Public Expenditure and Financial Accountability
PFM	Public Finance Management
PFP	Project Field Presence
PLGP	USAID's Planning and Local Governance Project in Albania

PM	Project Manager
PMT	Project Management Unit
PPR	Project Progress Report
PSC	Project Steering Committee
RDF	Regional Development Fund
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee
SDG	Sustainable Development Goal
SOP	Standard Operating Procedures
TA	Technical Assistance
TAR	Territorial and Administrative Reform
TNA	Training Needs Assessment

Project factsheet

Project Title	STAR2 – Consolidation of the Territorial and Administrative Reform	
UNDP Project ID	00097212	
Project Budget (US\$)	\$8,168,668	
Contributions:	Original Currency	US\$ Equivalent
European Union	3,500,000 EUR	4,056,693
Sweden	15,000,000 SEK	1,710,209
Italy	1,200,000 EUR	1,367,102
Switzerland	500,000 CHF	493,097
USAID	100,000 USD	100,000
UNDP	100,000 USD	100,000
Government of Albania	30,000,000 ALL	282,619
Total Contributions: ¹		8,109,720
Agreement Signed on	14 – July – 2016	
Official Start/End Dates	15 – July – 2016	31 - December – 2019
Main direct beneficiary	Minister of State for Local Issues (MSLI) / Ministry of Interior (MOI)	
Implementing Agency	United Nations Development Programme in Albania	
Partners	<p>Albanian Municipalities Association for Local Autonomy & Association of Albanian Municipalities Other regional and local development stakeholders Central Government institutions and agencies such as: Relevant line ministries of Finance, Agriculture, Environment, etc., ADISA, Agency for Support of Local Self-Government (ASLG) – former AITR, Department of Public Administration (DoPA) / Albanian School of Public Administration (ASPA), National Agency for Information Society, INSTAT, General Directorate of Archives, Supreme State Audit, Commissioner for the Right to Information and Protection of Personal Data, various Civil Society Organizations, etc.</p>	
Overall Objective	To ensure functionality, recognized by men and women, of the newly established local governments, so that local administrative and service delivery outcomes are effective, qualitative, participatory, and inclusive, and correspond to evolving decentralized competencies and responsibilities.	
Specific objectives (Purposes)	<ol style="list-style-type: none"> 1. To strengthen institutional and administrative capacities of LGUs 2. To increase local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women 3. To enhance local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change 	
Expected Results	<ul style="list-style-type: none"> • Enhanced human resource and administrative management capacities leading to a more professional public administration at local level • Management skills of local senior managers improved • Local public financial and fiscal management capacities enhanced • Delivery of services and their management (including new competencies) improved • A national benchmarking system for key selected administrative/public services established 	

¹ Taking into account the installments already received and converted in US Dollars and applying the UN Rate of Exchange of June 2018 for the remaining installments. Note: GoA contribution not yet received.

	<ul style="list-style-type: none"> • A one-stop-shop model is defined and scaled up nationwide • A standardized system of local government archives adopted nationwide • Status of local governance mapped in all LGUs • Strengthened local democracy through enhanced participation, transparency, accountability, ethics and integrity in local government
Target Groups	Municipalities/elected and administrative representatives, local civil society, business and other community representatives exposed or participating in different activities of the Project.
Final Beneficiaries	61 municipalities and their respective administrative units, local communities

Executive Summary

The Report

This report summarizes STAR2 implementation progress for the period July – December 2018 in terms of activities, while it provides financial information until the end of November 2018.

The report is composed of two parts: the present narrative as well as a set of annexes, pointing to specific project deliverables, (assessments, tools, etc.) or providing additional technical details or visual evidence related to project implementation. In addition, the report attempts to highlight key developments of the external environment, challenges identified and the way forward.

The Progress

As per design and results of the inception phase, STAR2 contains the following 20 distinct sets of assistance, grouped into three project pillars:

Component 1 - Strengthening Institutional and Administrative Capacities of LGUs	
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation	√
1.1.4 Capacity building on adopting local government Standard Operating Procedures	√
1.2.1 Capacity building on leadership	√
1.3.1 Capacity building on improvement of local level tax collection and enforcement	√
1.3.2 Local revenue management action plans for 30 small and medium municipalities	√
1.3.4 Capacity building on asset and land management	√√
1.3.5 Capacity building on LGUs' compliance with HSC	√√
Component 2 - Increased local service delivery, efficiency, quality, coverage, accessibility and inclusiveness for men and women	
2.1.1 Capacity building for general service delivery provision	⚙
2.1.2 Assessing challenges for service delivery	⚙
2.1.3 Piloting service reorganization	⚙
2.2.1 Development of a benchmark system on LG administrative and public services	⚙
2.3.1 OSS model developed and scaled up	√
2.4.1 Capacity building for standardized local archives	√√
Component 3 - Enhanced local democracy through fostering citizen-oriented governance and participatory decision making, leveraging the roles of women as actors of change	
3.1.1 Local Governance Mapping	√
3.2.1 Capacity building for public engagement and consultation	√
3.2.3 Municipal Programs of Transparency	√
3.2.4 Publication of Municipal Councils Decisions	√√
3.2.6 Develop standard municipal websites	√
3.2.7 Increase local government public ethics and integrity	√
3.2.8 Pilot municipal integrity plans	√

- √√ - completed
- √ - under implementation
- ⚙ - tendering process

During the six months in review, STAR2 pursued implementation and engaged in a number of new activities that add up to the previous progress and mark a further overall progress of the implementation. Out of the 20 activities above, 6 have already started in 2017. By end December 2018, 4 activities are completed, 12 activities are under implementation and an additional 4 are included in two tender procedures.

In a summarized form, key elements of this latter progress include:

July 2018

- ✓ **Municipal Standard Operation Procedures (SOP)** – The second phase about developing and adopting SOPs of this assistance was awarded again to Foundation for Local Autonomy and Governance (FLAG) in June. As part of the assignment, during July, the contractor developed the training curricula on Code of Administrative Procedures (CAP) and SOP which were also certified by ASPA and started delivering it to local officials.
- ✓ **Assistance on One Stop Shop System** - Central hardware contract is awarded to “Computer and Copier Systems” (CCS). The implementation of a 12 months contract has already started. A delivery time of up to 60 days was given, to ensure hardware delivery by September.
- ✓ **Municipal Transparency Program** - The final draft of the Standard Model of Municipal Transparency Programme was presented and consulted on 11 July at the Consultative Council with national and local stakeholders, marking another step towards final approval and adoption by the Commissioner on the Right to Information and Protection of Personal Data.

August 2018

- ✓ **Municipal Standard Operation Procedures** - The contractor, FLAG, completed 14 two-day training sessions on the Code of Administrative Procedures and adoption of Standard Operation Procedures based on the training approved by ASPA. A total number of 195 local officials from 57 out of 61 invited municipalities participated in the training.
- ✓ **Leadership: Peer to Peer Exchange** - Albanian Association of Municipalities and Albanian Association of Local Autonomy signed the contract and started implementation of “Empowering Mayors through peer to peer exchange” on 10 August 2018. Stages of this assignment, with a duration of 13 months, include: (i) an assessment aiming at producing a booklet of municipalities’ main achievements and good practices. (ii) a documentary filming of best practices; (iii) organization of 6 field visits on peer to peer exchange among Albanian Municipalities; and (iv) a national event on municipalities’ main achievements.
- ✓ **Asset and Land Management** - During August, the contractor “Shapo Consulting” developed the capacity building program on asset management, which was also shared with ASPA.
- ✓ **Standard Municipal Websites** – The contract for this assistance was awarded to INFOCIP and the implementation started on August 29th, 2018. 13 municipalities will benefit individual web-pages complying to NAIS technical standards and the requirements of the new Model of Transparency Programme for Local Government.
- ✓ In the framework of *Output 2.1 - Delivery of services and their management (including new competencies improved)*, in August 2018, ÖAR GmbH was contracted to develop a “Guide on **Local Government and Rural Development: What role for Albanian Municipalities?**” The guide is intended to help municipalities in playing a more effective role in support to rural development. The service will consist in desk analysis and field consultations in 3 selected municipalities as the basis for the development of the Guide, expected in January 2019.

September 2018

- ✓ **Municipal Standard Operation Procedures** - The contractor, Foundation for Local Autonomy and Governance (FLAG) started the on-the-job assistance for development and adoption of SOPs in 9 selected municipalities Kruja, Skrapar, Berat, Kucove, Lezhe and Shkoder, Fush Arrez, Elbasan and Gramsh to continue until December.

The SOPs models developed will be further distributed to 51 municipalities through 9 round tables grouping municipalities of the same size.

- ✓ **Compliance with High State Audit** - The contractor, SEDA, tailored the capacity building program on Local Government Compliance with High State Audit based on the needs assessment. In parallel, a draft informative guide was developed and further enriched with insights from the discussions during the training sessions. 162 finance, audit, and procurement officials from 61 municipalities benefitted from nine two-day regional trainings taking place during September.
- ✓ **Public Engagement and Consultation** - The contractor, “Partners Albania”, finalized the assessment of the situation and identification of good practices of public engagement and consultation at local level which will serve as bases for the development of a guiding operational toolkit and a measurement system on public engagement and consultation.
- ✓ **Municipal Transparency Program** – On 10 September 2018, the Commissioner on the Right to Information and Protection of Personal Data, the government partner institution, issued an order making mandatory the new Model of Transparency Programme for Local Self Government to Albanian Municipalities. In parallel, between 10 September – 5 October, IDM concluded five trainings, building capacities of 122 Local Officials from 61 municipalities on the implementation of the new Model of Transparency Programme, in cooperation with the Commissioner, project partners, and municipalities. The training curricula is certified by ASPA.
- ✓ **Publication of Municipal Councils Decisions** – INFOCIP completed the digitalization of MCDs bringing the total number of municipalities publishing MCDs through the assistance of STAR 2 to 33 and the total number of municipalities publishing their decisions at VENDIME.AL to 61. Contractor’s efforts are focusing on the necessary technical arrangements to ensure MCDs are mirrored and also published in the municipal Web Pages.

October 2018

- ✓ **Local Revenue Management Action Plans** - Contract implementation awarded to EDF Consulting & PAS Union Trust “Municipal Revenue Planning Assistance” started on 11 October 2018. The 12-month assistance includes: (i) in depth analyses of the 29 municipalities tax department procedures on revenue collection, (ii) on the job-assistance for the development of action and monitoring plans and (iii) Online Help Desk to provide support to municipalities to successfully implement the revenue action plans and at the same time monitoring the impact.
- ✓ **Assistance on One Stop Shop System** - The OSSIS demonstration event on 17th October 2018 in the pilot Municipality of Elbasan marked an important milestone in the implementation of this activity. Following the completion of all tests and validation and configuration of all agreed services, 76 services are up and running. Central Hardware installation is completed and handed over from AKSHI. 95 % of equipment and configurations are in use for pilots and ready to serve to other municipalities. A MoU was signed between UNDP and the Municipality of Tirana to accelerate implementation process of the assistance for OSSIS.
- ✓ **Standardized Local Archives** – The contractor, Genc Myftiu, concluded the third stage of the assistance on local archives: on the job coaching and monitoring in each municipality. The number of field visits in municipal archives offices, all over the country, reached 1031. By the completion of coaching process, 318 Local Archive and Protocol Offices in 61 Municipalities are archiving documents as per unified standard of physical archiving. A total number of 343 operative local archive and protocol employers or 80% of the total number gained performance certification from GDA experts based on their results. 59 municipalities concluded the archive inventory process for the year 2017 in conformity with the legal requirements of the archives in the Republic of Albania.

- ✓ **Local Ethics and Integrity** - Contract awarded to IDM started on 25 October 2018. Institutional communication with ASLG was established. Mayors were informed with an official letter on the start of the activity “Increasing Local Ethics and Integrity”.
- ✓ STAR2 re-issued an integrated call for the three activities related to **service delivery assessment, service delivery capacity building** and **service re-organization piloting** due to the insufficient quality proposals received from the first call.

November 2018

- ✓ Assessment of situation, aiming at identifying best experiences and main challenges of Albanian mayors, started after finalization of a comprehensive methodology and questionnaire. AAM and AALA experts interviewed 61 mayors during October November 2018 and started work to draft the assessment report and design the booklet.
- ✓ Implementation of the activity on development of local revenue management action plans started with meetings of institutional partners and visits of STAR 2 staff and contractor to **29 target municipalities** during November aiming at ensuring mayors and tax department staff commitment in this process. In parallel, the contractor developed a standard tax management action plan based on situation assessment of 29 municipalities, the legal requirements and the best experiences at national level. This process will lead the following on the job tailored assistance for target municipalities.
- ✓ Assistance on **assets and land management** entered its conclusive phase of reporting. In addition to activities reporting, the contractor is finalizing a summary of identified issues and recommendations deriving from capacity building workshops in response to the high interest from participants.
- ✓ During November at its conclusive phase was also the project assistance to municipalities to comply with **HSC requirements** finalizing the last deliverable under this contract, tailor-made informative guide on HSC procedures and audit requirements for local government, which reflects also issues discussed during the capacity building events.
- ✓ November marked important milestones for the assistance on **One Stop Shop Information System** for 49 Municipalities. On November 5th, 2018 Elbasan went live in the main municipality and closest administrative units, following progressively all other administrative units followed by Pogradec and Polican on 3 December 2018. The completion of hardware installation at NAIS is another important milestone for the functioning of OSS. Additional efforts were dedicated to communication with ADISA to reach municipalities together in order to ensure physical facilities, qualified human resources and necessary infrastructure to deliver Management Information Systems (MIS) service delivery.
- ✓ Regarding the assistance on local archives, following the completion of the work in the field, the main focus has been the hand over to GDA.
- ✓ The contractor, Partners Albania finalized an Operational Guide on Public Engagement and Consultation and followed with planning capacity building programme and its approval from ASPA to be delivered to local Government Officials during December 2018-February 2019.
- ✓ Digitalization, cataloguing and on-line publication of Municipal Council Decision finalized during November. The Contractor, INFOCIP will follow with capacity building and on-line helpdesk advice to ensure municipalities continue to publish decisions independently.
- ✓ INFOCIP developed the standard model of municipal web page, which is currently under review.

- ✓ IDM initiated work on the development of the Integrity Risk Assessment Methodology and Standard Municipal Code of Conduct for Local governments through local and international expertise. Main stages of this assignment include: (i) Piloting Local Integrity Planning process based on Integrity Risk Assessment in 6 municipalities; (ii) Dissemination of Risk Assessment Methodology and of the Code of Conduct Model and toolkit to 61 municipalities; as well as (iii) Final Assessment Report and sustainability recommendations.

December 2018

- ✓ **Municipal Standard Operation Procedures** - (FLAG) is finalizing draft SOPs in 9 selected municipalities Kruja, Skrapar, Berat, Kuçove, Lezhe and Shkoder, Fush Arrez, Elbasan and Gramsh. Following the on the job assistance with each municipality during December this process advanced through organized workshops in groups of 3 municipalities to fine tune the drafted documents and learn from each other.
- ✓ **Leadership: Peer to Peer Exchange** - Albanian Association of Municipalities and Albanian Association of Local Autonomy are finalizing the assessment report of 61 municipalities best experiences and challenges; the documentary filming scenario of up to 6 best experiences and the booklet of 61 municipalities best experiences.
- ✓ **Revenue Management Action Plans for 29 Municipalities.** The contractor developed a standard revenue management action plan based on situation assessment of 29 municipalities, the legal requirements and the best experiences at national level. This process will lead the following on the job tailored assistance for target municipalities.
- ✓ Assistance on **assets and land management** is concluded. The final report is submitted to STAR 2.
- ✓ Assistance on **local archives** is concluded. The final report is submitted to STAR 2.
- ✓ **One Stop Shop Information System** for 49 Municipalities. Pogradec and Polican went live on 3rd December 2018. Roll out in Kukës, Vore Kamez and Maliq started in coordination with ADISA. December marks the completion of Work package 5 of the OSS contract, which includes the finalization of work with 3 pilot municipalities and start of the roll out. Help desk is also established during December while training curricula and training materials are validated and ready for roll out.
- ✓ The **publication of Municipal Council Decisions** for 33 municipalities finalized. Contractor will follow with capacity building and on-line help desk by early January 2019
- ✓ The **municipal standard web page** model is finalized and ready for roll out in 13 municipalities.
- ✓ IDM finalized the first draft of the Integrity Risk Assessment methodology for Local Governments, the Standard Code of Conduct for Local Governments and Implementation Guideline. The project, in partnership with IDM starts the preparation of the national multi-stakeholder consultation forum on local integrity to take place in the upcoming month in Tirana.

Project Visibility

Project visibility was proportional to the high intensity of the activities implemented. The project has maintained regular updates on the project Twitter and Facebook accounts and through the development of different communication stories/articles related to project activities and good practices.

As activities in the field have intensified, the project has interacted increasingly with various municipal departments across the country and made sure to explain the origin of STAR2 assistance as an exemplary partnership product contributing jointly to strengthening local governance.

STAR2 project reflects all visibility requirements and duly credits the project partners in UNDP's recently re-engineered website: <http://www.al.undp.org/content/albania/en/home/projects/star-2---consolidation-of-the-territorial-and-administrative-ref/>

The Ministry of Interior has been supported to develop the English version of the *reformaterritoriale.al* web page. As of now, the web page contains basic information on MoI and ASLG activities as well as some updates about STAR2 project. The page can be viewed in the address www.qeverisjavendore.gov.al.

The project has recently developed a set of informational leaflets on specific project assistance areas and upon finalization in both Albanian and English versions, will disseminate them to all municipalities and other stakeholders.

In absence of a Communication and PR Assistant, following the departure of a staff holding this position until end September 2018, this role is covered by additional efforts of Project Management Team and engagement of the Communication and PR Specialist of UNDP ensuring implementation of the Visibility and Communication Action Plan of the Project. A dedicated Communication and PR Assistant will come on board in January 2019.

Project Sustainability

The project is constantly looking for ways to institutionally anchor its outputs for sustainability wherever possible and applicable. Positive institutional collaboration examples to date, worth to cite, include relations and dialogue with the General Directorate of Archives, NAIS, Ministry of Finance, High State Audit, and Commissioner for the Right to Information and Data Protection.

In addition, collaboration and consultations have been extended to ADISA and ASPA. Consultations with ADISA have focused on ways to synergies and discuss on applied standards in service provision; colocation of central/ local service provision plans; and exchange of information with ADISA on upcoming activities. A principal agreement reached was to recognize and harmonize an official list of services delivered by LGUs. Also, since November 2017, all project related RFPs for capacity building take in consideration ASPA training and curricula standards in cases when other specific institution standards are not applicable. The project has met with ASPA and has agreed on establishing a closer collaboration, starting from certification of training curricula and sharing project related training modules and certification of training participants from ASPA. So far two training curricula have been certified by ASPA, respectively in areas of Standard Operational Procedures and Local Government Transparency and Accountability while all contractors have consulted ASPA in the preparation of the curricula.

The project has established excellent working relations with the Agency for Support to Local Government (ASLG) and is seeking for other areas where their partnership is appropriate. For instance, key topics of discussion with ASLG relate to the benchmarking system and the integrity plans monitoring system and transparency and accountability.

It should be noted that some project outputs are part of specific sectoral strategies' action plans, such as for instance the Local Governance and Decentralization 2015-2020, PAR Strategy 2015-2020 and the Anticorruption Strategy 2015-2020 Action Plans, where ASLG has the obligation to report while achievements depend from STAR2 progress and performance.

Next Steps

From a management perspective

UNDP believes the project is at a critical juncture that requires further and closer attention. STAR2 is a project with a large potential, when, at the same time local governments are heading towards local elections in mid-year 2019. In a way, time is still running faster than the pace of implementation and this requires extra efforts and skills to cope with the trend.

The project invigorated recently with regard to internal coordination and management, increasing significantly its speed. An International Project Manager, in duty from November 1st, started working, focusing to fulfill the project needs for an enhanced agility and quality assurance that short circuits both the preparatory time for implementation design as well as the monitoring and quality reporting tasks.

In spite of progress, it is recognized that the project has the project complexity is increasing proportionally with the increased number of activities under implementation, some of which requiring a more dedicated focus in reviewing the interim outputs and monitoring the overall execution, such as the case of the One Stop Shops. The project is also progressing in an evolving external environment, which requires constant and effective coordination for maintaining its relevance, complementarity response, ability to adapt to changes and identified needs or results of various in-depth assessments. Increasing implementation speed is accompanied with increased visibility and communication which should be further intensified until the end 2019.

From a technical perspective

The project encounters another set of issues to be addressed, mainly related to OSS implementation:

Municipal OSS hardware requirements - Last December, the OSS implementer, as part of its approach, embarked on a detailed assessment of 49 municipalities at scope, in terms of availability and decency of necessary minimal IT hardware, IT and physical infrastructure and other relevant local resources. The assessment results showed most municipalities do not meet the requirements. This matter has already been raised with the Ministry of Interior, the government counterpart, to consider the option of a single procurement of hardware with state funds for all municipalities and in principle it is agreed that this is the only viable option.

The government counterpart took a promising stance; however, the process encountered a shortfall of communication and share of responsibilities between NAIS and ASLG/ Mol resulting in lack of budget allocation of the estimated amount of about \$3 million. The project is preparing to inform municipalities on the situation and request them to ensure the necessary hardware themselves, along with and anticipating the OSS rollout sequence. While this latter is the less preferred option, the rollout plan is based on such “technical readiness” for the prioritization.

OSS Municipality of Tirana with the signing of the MoU and a special request and commitment of Deputy Mayor to speed up the process and the establishment of a working group reached at a promising point for fast progressing. Yet timeframe remains to be tackled through persistent intensive efforts both from the contractor and the Municipality of Tirana.

Municipal benchmarking – Following Mol’s reiterated request (3rd SC meeting) for an advancement with the benchmarking system / local data platform, STAR2 finalized the ToRs and shared them with project partners. Several coordination meetings have followed suit with INSTAT as well as the relevant Swiss funded projects with focus on data and statistics with the aim to coordinate, create synergy and avoid duplication. Main challenges at hand relate to the finalization of ToRs, representing a complementary approach (system and instrument), which ASLG/Mol and municipalities endorse and find suitable. The plan is to finalize TORs within December, focusing on an assessment and identification of such complementarity and launch the implementation phase.

From a financial perspective

The Government cost-sharing to the project is still due. The project is in constant communication with ASLG and with the Ministry of Finance. Upon MoF request additional information is provided, including the Agreement between the Government of Albania and UNDP, the project's implementation progress, and expenditures incurred so to date. A positive outcome is expected to see this commitment materialized.

1 - Introduction

1.1 Context

Key recent milestones related to decentralization reform include: (i) Mid Term Review of the Decentralization Strategy paving the way to a decision on future prioritization for this cross-cutting reform. (ii) The reforming of the Agency for Support to Local Government, which is set to be in charge of monitoring institutionally the implementation of the decentralization strategy, improving coordination and evaluate the performance of local administrations and the effective implementation of the legal framework, among others, and (iii) the further revival of the Consultative Council between the Central Government and the local ones.

The EU Commission 2018 Progress Report on Albania, issued on April 17th, stated: *“Further progress was made at local government level, with the adoption of the laws on local finances and on the organization and functioning of local governance. The Consultative Council was established and started operating as the main mechanism for institutional coordination between central and local governments.”*

Other aspects having made progress, include:

- the continuation of the implementation of the 2015-2020 national cross-cutting Strategy for Decentralization and Local Governance;
- since 2017 the budget preparation is in line with the revised Organic Budget Law;
- the increased number of municipalities disclosing public information and appointing a local coordinator responsible for the right to information;
- Law on Local Self Governance Finances allows for increased predictability of Local Government revenues
- Instructions on the preparation of local mid-term and annual budgets
- By-laws on immovable property allowing for more accurate estimation and significant increase of revenues for local government.
- 2019 share of State Budget for Local Government in compliance with Law on Local Self Government Finances and its consultation at the Consultative Council

Other aspects requiring further efforts, include:

- increasing capacity of local government units to carry out their expanded responsibilities;
- full implementation of the Law on Civil Servants at the local government level as appointments in breach of civil service law remain problematic for the public administration at local level;
- strengthening of implementation of the institutional framework for public participation in local decision-making, particularly in the budgeting process;
- improving management of local finances, including prevention of indebtedness and addressing arrears at local government level;
- implementation of the revised property tax law;
- addressing the issue of assets transfer to local governments;
- an overall advancement of the decentralization process for further empowering local government units.

In November 2018, the Ministry of Interior organized a round table with Mayors on Mid Term Review Validation of findings. The MTR Report leads to an overall recommendation for revising the action plan of the Strategy and improving the monitoring framework.

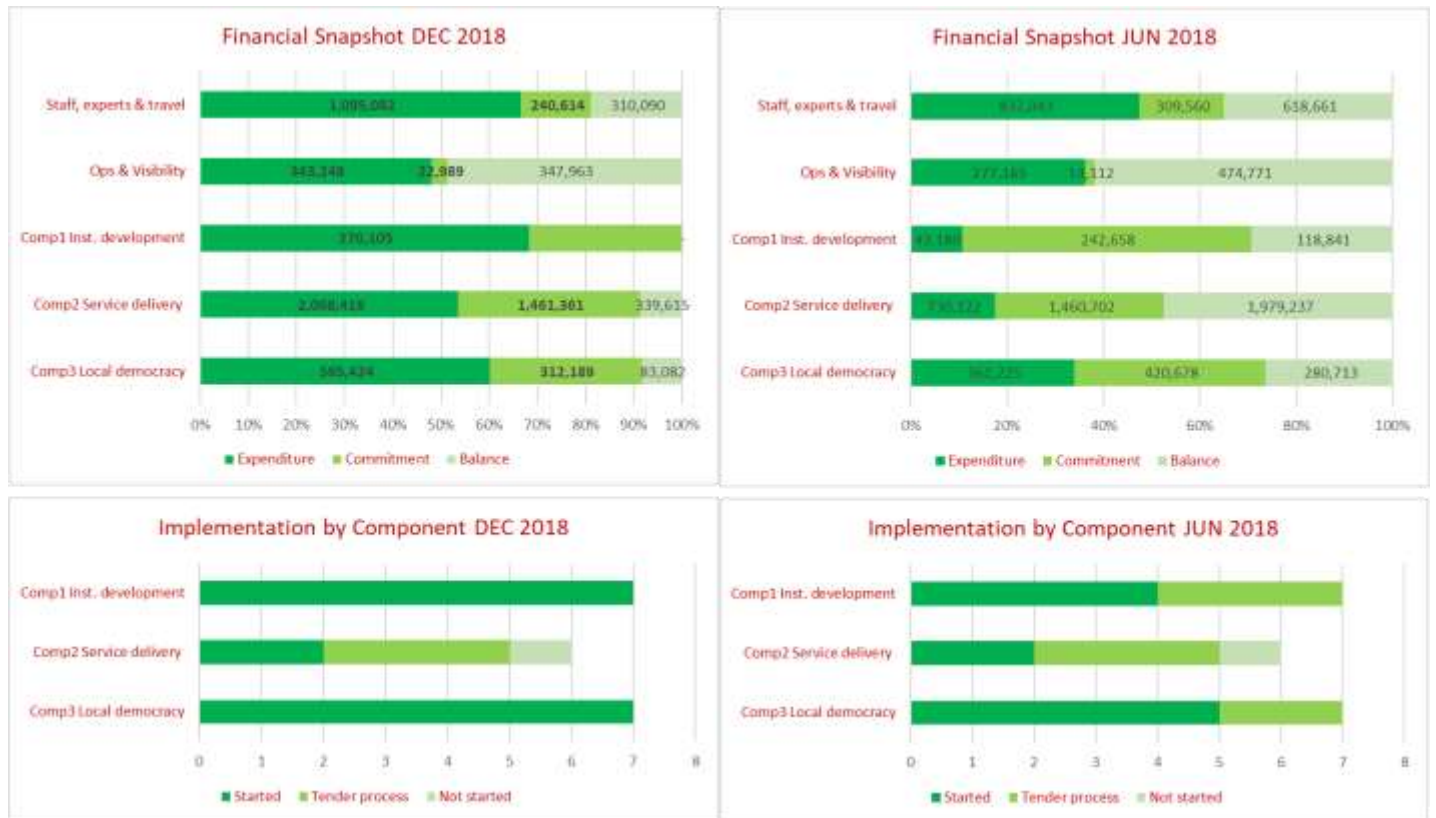
Specific recommendations based on the findings relate to:

- Clarification of assigned responsibilities;
- Identification of a strategic framework of legal acts to be amended;
- Improved interinstitutional coordination and engagement of line ministries in the Consultative Council;
- Improvement of local finances including the predictability and sustainability as well as local borrowing;
- A proactive role of the Consultative Council as initiator and influencer of the reforms;

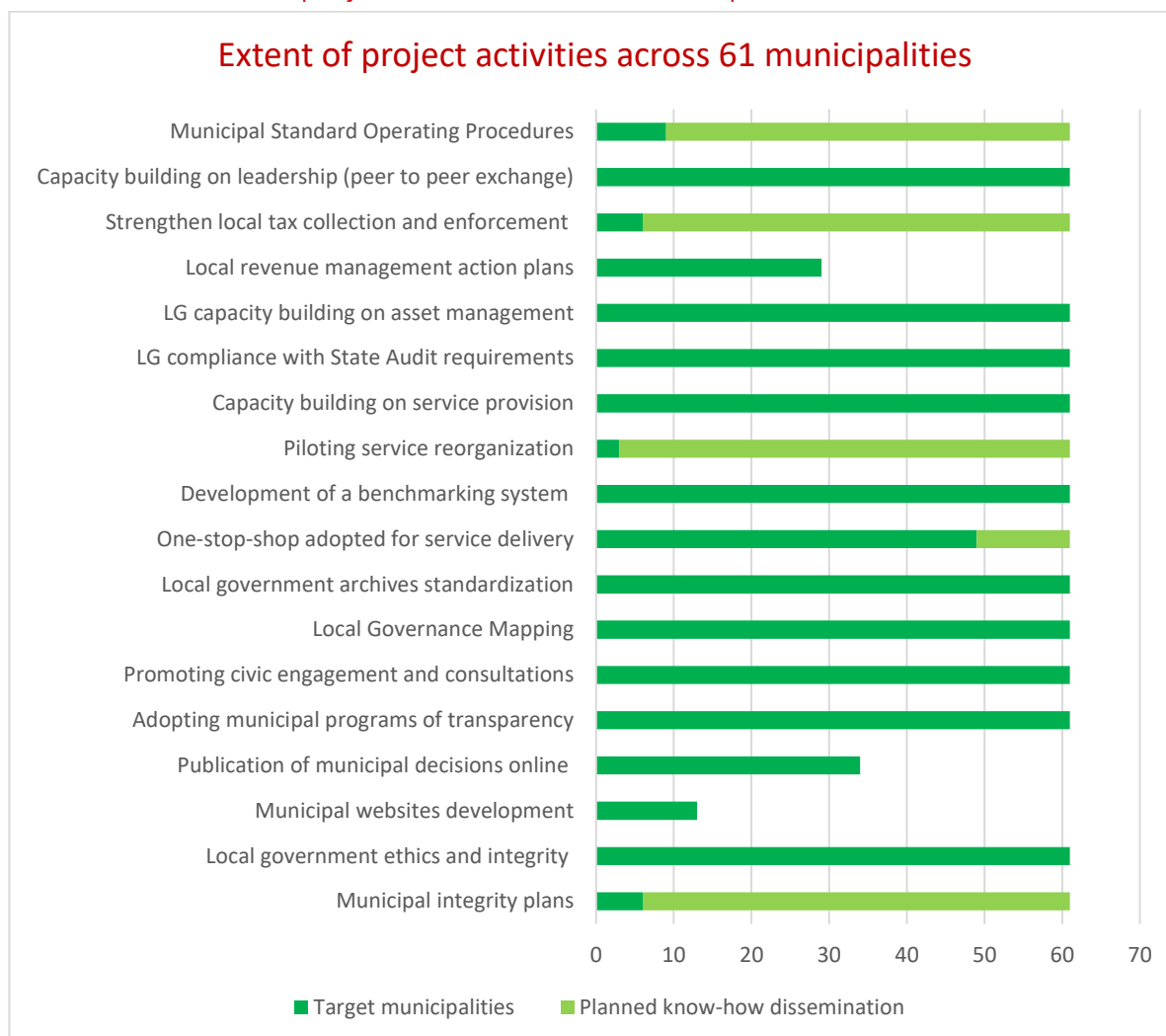
- Enhanced local democracy through strengthened role of the council and the overall participation and consultation mechanisms;
- Last but not least, the MTR launches for discussion the asymmetric decentralization approach as potential viable option for Albania.

1.2 Some project metrics

Progress against June 2018



Correlation between project activities and 61 municipalities

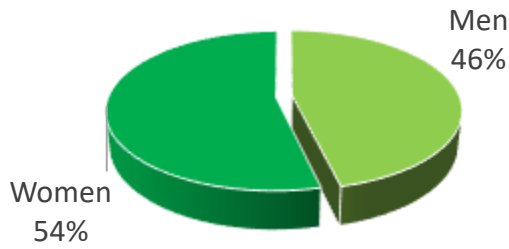


Gender equality and non-discrimination

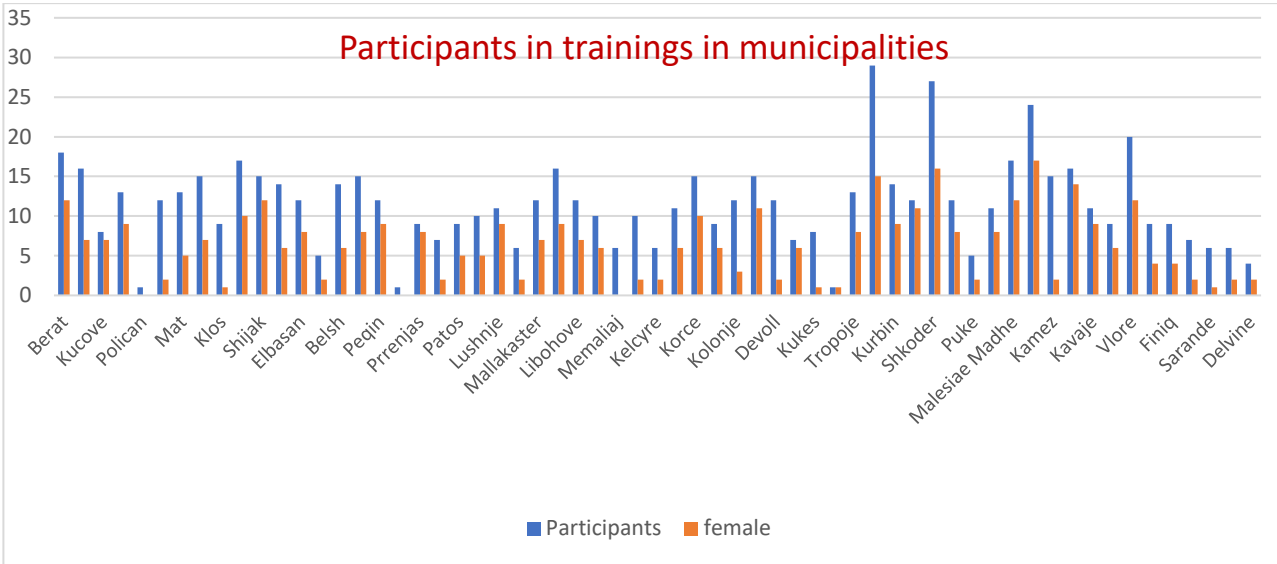
Equal opportunities for women and men are a horizontal priority for contemporary policies. There are three main approaches to the issue: equal treatment, encouraging (also called positive) measures and gender mainstreaming. For the STAR2 project it is important to achieve equal opportunities for women and men in public life and governance. The number of the participants and the realization of equal opportunities is presented in the next table and diagram:

	June 2018		July-November 2018		TOTAL
	Number of participants	%	Number of participants	%	
Men	103	49.0%	318	45.4%	421
Women	107	51.0%	382	54.6%	489
TOTAL	210	100.0%	700	100.0%	910

STAR2 - Gender Equality in trainings



Participants in trainings in municipalities



In the next table the high level of management staff is presented as a part of the total number of participants. The average share of high level managers participating in the STAR 2 trainings is 21,7% which is showing the interest in the project and the trust in the planned activities.

Participants in training according to high level of management staff



2 - Implementation Progress

2.1 Progress by component, output and activity

COMPONENT 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs

Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level	
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation 1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)	
Status	Phase 1 -Situation Assessment – Completed Phase 2 - Assistance to municipalities – under implementation
Service provider	Phase 1- Situation Assessment - FLAG - Foundation for Local Autonomy and Governance Phase 2 - Assistance to municipalities – FLAG - Foundation for Local Autonomy and Governance
Start-end dates of assignment	Dec 2017 – March 2018 (both phases)
Products developed to date	1. Assessment of situation of Standard Operating Procedures in Municipal Governments in Albania government 2. SOP guidance for Standard Operating Procedures drafted 3. Training curricula on CAP and SOP drafted 4. 14 trainings (2 days) on CAP and SOP delivered
Estimated rate of implementation	60%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>Project assistance on CAP and SOP implementation is organized in two phases:</p> <p><i>Phase 1: (December 2017 – February 2018)</i> Assessment of the situation of SOPs in all 61 municipalities based on four main objectives:</p> <ul style="list-style-type: none"> • Existence of SOPs in each Municipality; • Compliance of existing SOPs with Law 44/2015 “On the Code of Administrative Procedures (CAP) in the Republic of Albania”; • Level of impact of SOP implementation in the overall municipality performance, with a special focus on the impact at the public official’s level, departmental level and institutional level; • Level of awareness of relevant municipal staff on CAP / SOP and their level of expertise on SOP implementation. <p>As part of the assignment, a generic SOP model compliant to CAP was developed.</p> <p>Methodology used for the assessment included:</p> <ul style="list-style-type: none"> • Qualitative and Quantitative Data collection • 12 validation workshops with the participation of deputy mayors, legal and HRM directors of each municipality. • A total number of 158 participants, among which 64 or 41% female, were involved in the SOP discussion during the workshops. <p>The assessment was finalized in February 2018.</p>	<p>The contractor, Foundation for Local Autonomy and Governance (FLAG), developed the training curricula on Code of Administrative Procedures (CAP) and adoption of Standard Operation Procedures which were also certified by ASPA. During July-August 2018 FLAG organized 14 two-days training sessions on the CAP and SOP. A total number of 195 local officials from 57 out of 61 invited municipalities participated in this training.</p> <p>On-the-job assistance for development and adoption of SOPs on local budget, procurement and HRM in 9 selected municipalities, respectively Berat, Kucove, Skrapar, Shkoder, Lezhe, Fushë-Arrëz, Elbasan, Gramsh and Kruja started during September and will last until December 2018.</p> <p>Draft SoP will be further discussed in groups of 3 municipalities during December while the review process will be concluded with a discussion workshop with participation of the 9 municipalities in early January 2019.</p> <p>In parallel to SOP development a monitoring plan for SOP implementation will be drafted from FLAG in cooperation with 9 selected municipalities.</p> <p>The SOPs models developed will be further distributed to 51 municipalities through 9 round tables grouping municipalities of the same size and 3 final dissemination workshops for 61 municipalities.</p> <p>Next steps: Implementation of the ongoing technical assistance during until March 2019</p> <p>Expected deliverables:</p>

<p>The inventory of existing SOPs among the municipalities revealed a limited understanding on the role of SOPs in municipal operations.</p> <p>The Municipality of Tirana is an exception to the rule, having developed up to 450 SOPs.</p> <p>However, the lack of a common framework makes it difficult for this process to be carried out by most municipalities.</p> <p>Secondary legislation that would support municipalities in implementing is a requirement.</p> <p>Main findings include:</p> <ul style="list-style-type: none"> • Municipalities lack capacities to develop and implement SOPs, therefore, capacity building activities with municipalities are of outmost importance. • There is a need to unify SOPs across municipalities; <p>Based on the results and recommendations of the First phase (assessment of the situation), a call for assistance on CAP and SOP was launched in April for selection of the contractor for implementation of the Phase 2 (Assistance to Municipalities) awarding FLAG the implementation of the second phase of the assistance.</p> <p><i>Phase 2: July – March 2018</i></p> <ul style="list-style-type: none"> • Build capacities of local staff and municipal councilors on SOP development, adaption and implementation; • Support adoption of Standard Operation procedures; 	<ul style="list-style-type: none"> • 9 workshops on 3 thematic SOPs organized for 61 municipalities • 180 SOPs developed for 3 clusters composed by 3 municipalities • 3 final SoPs dissemination workshops organized for 61 municipalities
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Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders	
1.2.1. Develop and deliver training on leadership development	
Status	Phase 1 - Mayors' meetings on STAR2 assistance and municipal needs and perspectives – Completed in April 2018 Phase 2 - Empowering Mayors through peer to peer exchange - under implementation
Service provider	Phase 1 – In house, STAR 2 Phase 2 – Albanian Association of Municipalities in cooperation with Albanian Association for Local Autonomy
Start-end dates of assignment	March 2018 – October 2019
Products developed to date	<ol style="list-style-type: none"> 1. Booklet on STAR 2 assistance to municipalities 2. 6 roundtables organized across Albania 3. Main findings from the roundtables delivered to Mol and ASLG and presented in the Consultative Council of 20 April 2018. 4. Identification of 61 municipalities best experiences and main challenges
Estimated rate of implementation	30%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>The activity was initiated in March 2018, with the first – semiformal introductory meetings with the mayors. Six semiformal meetings were organized in March (15, 21, 23, 26, 28) and April (3) respectively in Durrës, Elbasan, Fier, Kukës, Vlorë and Shkodër with the participation of Mayors (30), Deputy Mayors (19) and high level municipal managers (7) of 54 municipalities.</p> <p>The purpose of the meetings was to inform mayors and other participants on STAR2 activities, reconfirm their engagement as well as recognize their current and ongoing needs.</p> <p>The meetings were attended either by the Deputy Minister of Interior Ms. Romina Kuko and/or the ASLG Director, Mr. Bekim Murati, throughout.</p> <p>The meetings were well received by participants and their needs and expectations from STAR2 were reconfirmed. All participants expressed openly their challenges in the process of exercising their functions, mainly related to the decentralized functions and cooperation with central institutions.</p> <p>Findings from the “Meeting Mayors” activity were submitted to Mol and ASLG and further presented from STAR 2 in the Consultative Council meeting held in 20 April.</p> <p>An RfP on “Empowering Mayors through peer to peer exchange” was published, deadline 10 April. The tender was unsuccessful even after the deadline extension due to insufficient number of applicants.</p> <p>ToR were revised expanding the scope to the national promotion of the identified main achievements from municipalities.</p>	<p>The contract “Empowering Mayors through peer to peer exchange” is awarded to a joint proposal of Albanian Association of Municipalities and Albanian Association of Local Autonomy. The implementation of this assignment, with a duration of 16 months, started in August 2018.</p> <p>Stages of this assignment include: (i) an assessment aiming at identifying main achievements, good experiences as well as main problems and challenges of 61 municipalities (ii) publication of best experiences in form of a booklet and further on will production of a documentary film of 6 best experiences; (iii) organization of 6 field visits on peer to peer exchange among Albanian Municipalities; and (iii) a national event on municipalities main achievements.</p> <p>Assessment of situation aiming at identifying best experiences and main challenges of Albanian mayors started after finalization of a comprehensive methodology and questioner. AAM and AALA experts interviewed all 61 mayors during October-November 2018.</p> <p>A final Assessment report, a booklet and a documentary video will be delivered by end December to follow with the organization of peer to peer activities during March 2019 and a final event in October 2019.</p> <p>Next steps: Implementation of the ongoing technical assistance until October 2019.</p> <p>Expected deliverables:</p> <ul style="list-style-type: none"> • Best experiences and main challenges assessment report; • Best experiences of 61 municipalities booklet; • Documentary video on 6 best experiences; • Peer to peer exchange activities in 6 municipalities; • Final event on municipalities best experiences.

Output 1.3 Local public financial and fiscal management capacities enhanced	
1.3.1 Support improvement of local level tax collection and enforcement	
Status	Under implementation
Service provider	Economic and Social Analytics Consulting (ESA)
Start-end dates of assignment	May 2018 – April 2019
Products developed to date	1. Assessment on Best Performing tax management and enforcement systems on local self-government drafted 2. Training curricula drafted
Estimated rate of implementation	30%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July - December 2018)
<p>Coordination meetings with partners working in the areas of PFM, local taxes and revenues management (PLGP/USAID, SECO, DLDP, and Ministry of Finance and Economy - MoFE) have taken place, aiming to ensure that STAR 2 builds upon other partners' knowledge and complements current interventions. During the reporting period, STAR2 was engaged in such consultations with DLDP and MFE.</p> <p>Implementation of the contract for the improvement of Local Level Tax Collection and Enforcement was awarded to Economic and Social Analytics Consulting (ESA Consulting) in May 2018.</p> <p>Phases of this assignment include: Assessment of Situation, Focus Group meetings, Development of Training Curricula, Delivery of Capacity Building Programme and finalization of a manual on Tax Administration.</p> <p>The activity started with an assessment of the current situation on local revenues at municipal level.</p> <p>This activity is implemented in close collaboration with the Ministry of Finance and Economy MFE, which reviewed and endorsed the ToRs and it will certify the training curricula and the Manual on Tax Management.</p>	<p>The contractor, "Economic and Social Analytics Consulting" (ESA Consulting, conducted the Assessment on Best Performing tax management and enforcement systems on local self-government based on the methodology and assessment tools consulted with MoFE.</p> <p>This assessment process identified also the needs for capacity building of local government officials related to tax collection and enforcement. Based on the assessment, ESA developed training curricula.</p> <p>A toolkit on tax management will be also developed. The Capacity building program will cover all 61 Municipalities, targeting up to 180 public officials with direct responsibilities on tax management and enforcement.</p> <p>Training curricula review and certification from ASPA will be followed by the delivery of capacity building program to 61 municipalities during January 2018 – March 2019.</p> <p>Next steps: Development of the Toolkit on Tax Management and delivery of capacity building programme to 61 municipalities until March 2019.</p> <p>Expected deliverables:</p> <ul style="list-style-type: none"> • 9 two-day trainings on tax management organized for 61 municipalities; • 1 toolkit on tax management in local government developed.

Output 1.3 Local public financial and fiscal management capacities enhanced	
1.3.2 Develop local revenue management action plans for 30 small and medium municipalities	
Status	Under Implementation
Service provider	EDF Consulting & PAS Union Trust
Start-end dates of assignment	October 2018 – October 2019
Products developed to date	none
Estimated rate of implementation	5 %
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>STAR2 has identified 29 possible partner municipalities that will engage in this activity. These are small and medium municipalities not receiving any direct assistance in PFM issues² from other partners.</p> <p>The activity will unfold along the following main lines:</p> <ul style="list-style-type: none"> • Based on the deliverables developed in 1.3.1 activity, prepare dedicated action plans (with roles and responsibilities of each department and timelines) for management of revenues. It should be a simple document, tailor made for the municipality. • Provide know how on administrative decisions enforcements and the process of application for fines and penalties, including full reference to Law no 68/2017 on Local Finances; • Introduce risk management systems and compliance improvement plans. • Pilot processes will be the identification of private tax collections agents as facilitators of tax collection at local level. This would mean working with water supply companies (typical tax agent), or any other relevant, and municipality on streamlining revenue management procedures and accountability as well as helping municipalities negotiate outsource services. This might not be feasible in all municipalities; it is suggested to pick the highest performing municipalities in the sample of 29. • Provide follow up assistance for each municipality. 	<p>RfP was published on early August 2018.</p> <p>After selection process, contract was signed with EDF Consulting & PAS Union Trust on October 2018.</p> <p>The 12-month assistance includes: (i) in depth analyses of the 29 municipalities tax department procedures on revenue collection, (ii) on the job-assistance for the development of action and monitoring plans and (iii) Online Help desk to provide support to municipalities to successfully implement the revenue action plans and at the same time monitoring the impact.</p> <p>Meetings with institutional partners are organized including MoFE, PLGP, SECO and ESA to ensure coordination and synergy with actors working in the same sector.</p> <p>The process of in-depth situational assessment started with the methodology and assessment tools consulted with MoFE.</p> <p>Currently all 29 municipalities are committed to be involved and contribute to the process of tax collection action plans development and their response to questionnaires delivered is a very good indication.</p> <p>Its implementation started with field visits of STAR 2 staff and contractor to 29 municipalities during November aiming at ensuring mayors and tax department staff commitment in this process.</p> <p>Next steps: Contractor will follow with the assessment in 29 municipalities and deliver standard actions plans to serve as models for on the job assistance.</p> <p>Expected deliverables:</p> <ul style="list-style-type: none"> • Assessment report and standard action plans developed; • On the job assistance to 29 municipalities – Action plans for 29 municipalities developed and approved by mayors; • Online help desk to follow up and monitor implementation of plans from municipalities; • 3 dissemination workshops on tax action plans to all 61 municipalities.

² Excluding: DLDP LSGUs partners; PLGP LSGUs partners; possible LSGUs of SECO soon to start project

Output 1.3 Local public financial and fiscal management capacities enhanced	
1.3.4 Capacity building on asset and land management to relevant local government departments	
Status	Completed
Service provider	SHAPO Consulting
Start-end dates of assignment	April 2018 – December 2018
Products developed to date	<ol style="list-style-type: none"> 1. Assessment report on Asset Management; 2. Training Curricula on Asset Management; 3. Capacity Building Program;
Estimated rate of implementation	100%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>The approach for the implementation of the assistance on Asset and Land Management was defined in close collaboration with the Central Harmonization Unit for Financial Management and Control, within MFE committed also to certify the training curricula planned to be developed and delivered in the framework of this contract.</p> <p>The activity started in April 2018 with an assessment of the situation aiming to identify training needs of local officials in charge of assets and land management preceding a capacity building program on this issues to all 61 municipalities.</p>	<p>Based on the findings of the training needs SHAPO Consulting developed training curricula on land and asset management for local officials. The capacity building program included six, ½ day informative workshops delivered to top executive officers on the importance of the process and a two-day technical training program to municipal officers working on assets management.</p> <p>During June 2018, SHAPO Consulting organized six informative sessions targeting high level municipality representatives such as deputy mayors, general secretary and general director aiming increase awareness on the importance of asset management to local government revenues. 128 participants out of which 48 % women attended these sessions.</p> <p>During September - October, the contractor Shapo consulting delivered six two-day training sessions targeting 122 local officials in charge of assets and land management identified during the assessment phase in 61 municipalities.</p> <p>A total number of 101 municipal officials from budget, finance and law departments completed this training program benefiting knowledge and skills on how to develop a policy strategy and governance structure in relation to asset management, internal procedures, documentation and reporting.</p> <p>Given the interest of municipalities on this topic, the contractor prepared a summary of identified issues and recommendations from the discussion sessions to be delivered to municipalities and other related stakeholders.</p> <p>Next steps: Final reporting for this activity within December 2018.</p> <p>Expected deliverables:</p> <ul style="list-style-type: none"> • Final report.

Output 1.3 Local public financial and fiscal management capacities enhanced	
1.3.5 Compliance with requirements of High State Control (HSC)	
Status	Completed
Service provider	Sustainable Economic Development Agency (SEDA)
Start-end dates of assignment	April 2018 – November 2018
Products developed to date	<ul style="list-style-type: none"> • Assessment Report; • Training Curricula; • Capacity Building Program; • Manual on HSC Audit to municipalities
Estimated rate of implementation	100%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>This assistance on Compliance with requirements of High State Control (HSC) was tailored and implemented in close cooperation with HSC, which shared also human resources and existing resource materials.</p> <p>HSC committed to review and certify all documents designed during this activity (training curricula and Guidelines on Audit of Local Self-Government Units), aiming to ensure total compliance with the ISSAI³ standards.</p> <p>The assistance under this activity includes a situation assessment and a capacity building program.</p> <p>This assignment was awarded to SEDA starting the implementation in April 2018 with the assessment of the situation.</p> <p>Further stages of this assistance include six informative roundtables aiming to bringing together HSC experts and municipalities officials to discuss on issues of common concerns, a series of two-day training program to be delivered to municipalities officials with participation of HSC experts and the design of a Guideline on HSC Audits for municipalities.</p>	<p>The contractor, SEDA, carried out, through desk and field work, a situation assessment on Compliance with High State Control audits at municipal level based on methodology and tools approved by HSC.</p> <p>The report served as basis for the development of the Capacity Building Program for Local Government officials approved by STAR2 and HSC experts.</p> <p>In parallel, SEDA organized six informative round tables bringing together HSC experts and municipalities officials to discuss on issues of common concerns. 95 local officials out of which 54% women attended these roundtables.</p> <p>159 local officials, out of which 57% women, completed the two-day capacity building program delivered by SEDA with participation of HSC experts.</p> <p>The contractor finalized a tailor-made informative guide on HSC procedures and audit requirements for local government reflecting also issues discussed during the capacity building events.</p> <p>HSC provided significant contribution for the development of this informative guide which was also endorsed by the Chairman of the High State Control of Albania and will be part of the HSC publications while it will be distributed to all 61 municipalities.</p>

³ International standards on Supreme State Audit Institutions

COMPONENT 2 - INCREASED LOCAL SERVICE DELIVERY EFFICIENCY, QUALITY, COVERAGE, ACCESSIBILITY AND INCLUSIVENESS

Output 2.1 Delivery of services and their management (including new competencies) improved	
2.1.1 Improve the way services are planned, organized, managed and delivered	
2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions	
2.1.3 Assist in re-organization of selected services in terms of efficiency and standards	
Status	1. Service delivery capacity building and reorganization – tendering phase 2. Municipal role in rural development – under implementation
Service provider	1. Service delivery capacity building and reorganization – n/a 2. Municipal role in rural development – ÖAR GmbH
Start-end dates of assignment	August 2018 – January 2019 (ÖAR GmbH)
Products developed to date	1. Inception report (ÖAR GmbH)
Estimated rate of implementation	30% (ÖAR GmbH)
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>Based on initial consultations with several municipalities, line ministries and local experts to analyze the current situation of service provision at local level and the legal framework supporting it, STAR2 decided to integrate the three activities (2.1.1; 2.1.2 and 2.1.3) under one call. While the overall scope remains unchanged, the chosen approach would be a three-phased implementation:</p> <p>Phase 1: A comprehensive assessment on main challenges and problem patterns municipalities are facing with service delivery and identify the best practices on delivery of public services. The assessment will cover all services which fall under the law on self-government (including the delegated functions). The aggregate findings of phase 1 will guide the content of the capacity building topics in phase 2.</p> <p>Phase 2: Build capacities of local staff on public service delivery principles, standards, designing, implementing and monitoring (including the delegated functions).</p> <p>Phase 3: Design and implement service reorganization customized approaches and interventions based on local and international best practices. The end goal is to improve service delivery and propose economies of scale services, innovations, development frameworks and institutional interventions.</p> <p>The call was launched in June 2018, aiming to start implementation around end September – early October 2018.</p>	<p>The June 2018 call resulted unsuccessful, as the competition was non-conclusive and did not produce a convincing responsive bidder. Hence, the call has been relaunched again in November 2018, this time with slightly reduced requirements as the implementation time at disposal is shorter (until end 2019). The bid is under evaluation and expected to be completed within December 2018, ensuring the implementation starts in January 2019.</p> <p>In parallel with the above, the project engaged in identifying expertise to elaborate on the role of municipalities to deliver on rural development, in view of the new municipal challenge to promote growth and deliver services in a mixed urban-rural space. With this aim, specific TORs were developed, and a call was launched in July 2018, leading to engaging ÖAR GmbH to develop a “Guide on Local Government and Rural Development: What role for Albanian Municipalities?” The guide is intended to direct municipalities in playing a key role in support to rural development, by designing and providing the necessary services related to infrastructure, socio-economic development and environment. Moreover, it will advise Albanian municipalities on how to re-assess their position and re-design their interventions / services to unleash the development potential of their rural areas in synergy also with concerted actions at national level. During September- October, desk analysis and in field consultations took place in 3 Pilot municipalities (Berat, Malesia e Madhe and Devoll). Main findings will serve as the basis for the development of the Guide, expected in January 2019.</p>

Output 2.2 A national benchmarking system for key selected administrative/public services established	
2.2.1 Establish a national benchmark system on local government administrative and public services	
Status	In design/development process
Service provider	n/a
Start-end dates of assignment	n/a
Products developed to date	<ol style="list-style-type: none"> 1. Initial analysis on the establishment of the LG Benchmarking System 2. Draft report on successful international / European benchmarking systems 3. Draft work plan with a proposed methodology on designing and deploying a benchmarking system at municipal level in Albania
Estimated rate of implementation	0%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>Since mid-2017, the project undertook an analysis of LGUs' practices with local data. The analysis highlighted some of the principles for building a benchmark system, but it was not conclusive.</p> <p>This situation required other ongoing consultations, encountering unforeseen difficulties: on the one hand, similar initiatives began to take shape, particularly in the context of SDC assistance (in cooperation with the Ministry of Finance for the establishment of a performance system for LGUs with focus on the implementation of the MTBP, and with INSTAT for the establishment of a local statistical database - Strong Municipalities and SALSAT projects), on the other hand LGUs were not able to demonstrate a vision and structured demand for the type and use of local data and this weakness also exists at the line ministry level.</p> <p>In this context, STAR2 project requested to be informed more accurately on the content of other initiatives, in order to identify complementarity in this field, which has proved to be difficult since the above-mentioned initiatives are still in the design phase.</p> <p>With the foregoing considerations, STAR2 nevertheless developed specific TORs for the construction of a benchmark system, where the first phase consists of a more in-depth analysis of complementarity, needs and opportunities, which would help undertake further steps in collaboration with ASLG. However, the sharing of TOR with the partners led to a series of further consultations at the technical level, especially with SDC projects</p>	<p>During July 2018 consultation meeting/ workshops were organized with 10 municipalities respectively Fier, Lushnje, Berat, Roskovec dhe Patos, Shkoder, Lezhe, Malesi e Madhe, Kruje dhe Vau i dejes. The project presented the aim of the Benchmarking system and how the system will operate. The staff of the municipalities, engaged in intensive discussions and shared information on data used and reported in their municipalities. Matrix of data, as the input for the benchmarking system, has been revised based on the conclusions of these meetings.</p> <p>ToRs have been finalized and shared with project partners. A number of coordination/technical meeting with INSTAT, Strong Municipalities and Swiss Development Cooperation have taken place, aiming to clarify the focus and ensure full complementarity among parallel initiatives contributing to the same objectives. Currently ToR-s are under final revision and the objective is to launch the call within December.</p>

Output 2.3 A one-stop-shop model is defined and scaled up nationwide	
2.3.1 Develop a one-stop-shop model and scale it up nationwide	
Status	Under implementation
Service provider	Joint-Venture “CSI Piemonte, IkubINFO, IP3 & Infosoft
Start-end dates of assignment	Nov 2017 – Dec 2019
Products developed to date	<ol style="list-style-type: none"> 1. Project Charter with its relevant products for the inception and business analysis phase. 2. The OSSIS model, workflows for 60 services, test results, submission of source code 3. Ensuring OSSIS Go-Live in three pilot municipalities of Elbasan, Pogradec and Polican
Estimated rate of implementation	40%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>Following the procurement process, the contract is awarded to the Joint Venture of four international and national companies: CSI Piemonte, the leading partner, and Infosoft systems, IkubINFO and Institute for Public Private Partnership (IP3).</p> <p>The 24 months assistance started in November 2017 to be implemented along the following phases:</p> <ul style="list-style-type: none"> • Inception phase and business analysis - January 2018 • Software analysis and design phase – April 2018 • Customization and development phase – May 2018 • Pilot rollout and stabilization: October 2018 • Rollout phase – November 2018: September 2019 • Close-out phase October 2019: December 2019 <p>In December 2017 the OSSH consortium started in parallel the inception assessment and the analysis of the business phase, which was concluded in January 2018. At the end of the assessment the expected deliverables were submitted, which together with the Project Charter include:</p> <ul style="list-style-type: none"> • Inception report as output of the “readiness assessment” of this project phase; • Business Analysis and Unified Service Modelling (Baseline Catalogue); OSS Information System Technical Solution; • Change Management in LGUs; • Institutional capacity building and training model and plan that includes the first draft of “End User Training Plan” (it will be updated during the project); • Minimal requirements specifications for central hardware and communication infrastructure; • Generic hardware and infrastructure requirements for LGUs. <p>Further progress in the implementation of OSSIS until June 2018 include:</p> <ul style="list-style-type: none"> • Software Analysis and Development phase completed • Needed infrastructure from the LGUs to be able to run the OSSIS assessed, including the specific requirements of Municipality of Tirana • Pilot municipalities have been introduced with the system architecture, main functionalities and have 	<p>This semester marked the completion of the 5th working package of the contract which includes finalisation of the work with 3 pilots and start of the roll out.</p> <ul style="list-style-type: none"> • Deeper system analyses and core service catalogues validation for all the 49 municipalities Tirana included; • System deployment in NAIS central hosting location already completed for more than 30 municipalities and ready to start system columnisation; • 3 pilots went live and operational during November and early December; • Central Hardware fully installed and functional; • Capacity building on OSSIS usage and standardised service delivery procedures for all piloting municipalities. • Launching of Help desk; • Training curricula and training materials validated and ready for roll out. <p><u>Pilot Municipalities</u></p> <p>Pilot municipalities went through the system personalisation and approval of 60 basic services workflows. Municipality of Elbasan led the three municipalities, being an early adopter and willing to implement the system mainly driven from the IT department as well as the major availability and follow-up. Additional 16 services beyond the 60 standardised services are implemented in Elbasan municipality, the total fully validated number of services to 76 by the end of September 2018. 30 other administrative services are configured and validated at Elbasan Municipality.</p> <p>On November 5, 2018 Elbasan went live in the main municipality and closest administrative units, following progressively all other administrative units. On 3 December 2018, Pogradec municipality went live and at the same date also Polican Municipality started to operate the system.</p> <p>The JV have done a good and persistent job to train, further improve the system, to address issues features and ad hoc functionalities required from the municipalities to ensure procedural and legal procedures are met. During this important stage of OSSIS implementation, standard procedures for User Acceptance Test (UAT), and Functional System Test (FST) are developed to serve for the massive roll-out in the remaining municipalities.</p> <p><u>October 17, 2018 OSSIS Demo Event in Elbasan</u></p> <p>An important event was held in Elbasan for demonstrating the key features with real show cases and with Elbasan municipality employees directly involved in the demo. Through the demo, it was validated once more the</p>

received the request for changes to adapt the system based on the municipalities needs

- By end of April the OSSIS model, workflows for 60 services, test results and source code, have been delivered and are under evaluation from STAR2.
- ADISA -STAR II coordination and consultations have been held with ADISA, to synergise and discuss on applied standards in service provision; colocation of central - local service provision; and exchange of information with ADISA on upcoming activities.
- The project has finalized the technical specifications of Central Hardware, received AKSHI endorsement and launched an Invitation to bid in early June.

system approach and architecture able to address service delivery in efficient way for the citizens.

Central Hardware Data Center (DC) at NAIS

During July, a procurement process for the DC infrastructure was published. In August 2018 a local company was contracted for DC hardware provision. During September – October 2018, 90% of the DC Hardware was delivered to NAIS, and installed in the collocated and dedicated space in the premises.

In November 26, 2018 all the DC hardware was installed and configured at NAIS and serving Elbasan municipality. Major efforts are dedicated to complying with legal requirements for registering OSSIS as a national Data Base. This activity is still in progress. NAIS and ASSLG has intensely supported this activity. NAIS role was determinant during all this period facilitating and supporting actively the JV and UNDP for offering in time the needed infrastructure for go-live and operation.

Massive Roll-out for 45 municipalities

A plan for the massive rollout is prepared and adopted for the remaining 45 municipalities and work started with municipalities of Kukes, Vore Kamez and Maliq, in coordination with ADISA. The implementation will be in blocks of 5 municipalities. Every two weeks 5 municipalities will be deployed, giving necessary training and implementing customized solutions for each municipality as requested and agreed with responsible teams and employees. By end of April 2019, it is estimated to have 30 municipalities already in the go-live phase. 5 dedicated teams are allocated from the JV, having a vast geographical coverage from the north to the south of Albania. As per the rollout plan, deployment will be halted during the local elections period and resume in September 2019 with the remaining municipalities.

Municipality of Tirana OSSIS implementation

Work with Municipality of Tirana was not very intensive during the first semester. A Memorandum of Understanding was signed in October 2018, giving the possibility to go further on with business analyses and specific requirements for the municipality and the Administrative Units. In late November, 60 catalogued services are handed over from the municipality to the JV. Analyses and workflows are prepared and demonstrated to the municipality working group. The implementation plan for Tiana is to go live with the first service around May 2019, following with on-job training and stabilisation phase.

STAR II and ADISA OSSIS Coordination

During November 2018, intensive communication with ADISA has taken place to coordinate and reach together municipalities in assessing physical facilities, qualified human resources and necessary infrastructure to deliver Management Information Systems (MIS) service delivery. The Municipality of Maliq is an example of this cooperation where ADISA launched the OSSH providing space for STAR II OSSIS to come in the following months. An aggregated list is prepared and used as a blueprint for the JV.

Open Issues

The local hardware requirements have been shared with Mol and ASLG for support. A formal request is also sent to the Ministry of Finance for budget allocation and consultation meetings are done with NAIS and ASLG to address the issue.

The OSS Rollout Plan⁴

Cluster	Phase / Activity / Milestone	2019																				
		M12				M1				M2				M3				M4				
		w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	
	Pilot rollout and stabilization																					
1	KUKES																					
2	MALIQ																					
3	VORE																					
4	KAMEZ																					
5	LIBRAZHID																					
6	MALESI E MADHE																					
7	GRAMSH																					
8	TROPOJE																					
9	HIMARE																					
10	MALLAKASTER																					
11	DURRES																					
12	SKRAPAR																					
13	LUSHNJE																					
14	KAVAJE																					
15	DROPULL																					
16	KRUJE																					
17	BELSH																					
18	FINIQ																					
19	G.JIROKASTER																					
20	TEPELENE																					
21	CERRIK																					
22	MIRDITE																					
23	DEVOLL																					
24	PERMET																					
25	VLORE																					
26	DELVINE																					
27	LIBOHOVE																					
28	KONISPOL																					
29	PUSTEC																					
30	KELCYRE																					
31	PUKE																					
32	FUSH-ARREZ																					
33	KOLONJE																					
34	KURBIN																					
35	HAS																					
36	BULQIZE																					
37	DIBER																					
38	MEMALIAJ																					
39	SHIJAK																					
40	DIVJAKE																					
41	SELENICE																					
42	RROGOZHINE																					
43	PERRENJAS																					
44	KUCOVE																					
45	PEQIN																					

Note: work in non-highlighted municipalities will resume in month 7, after the local elections of June 2019

⁴ The plan excludes the pilots and Tirana. This is the most updated, and ambitious plan, based on technical considerations presented in the next page.

Set of criteria defining the OSS rollout sequence

Municipality	Number of AU	Category	Final Business Analysis Complete	Feedback received	Distance from Tirana (km + time)	Accessibility	Readiness/Willingness 1-5 (bad-excellent)	Infrastructure readiness	OSSH Front Office Available
Belsh	4	S		x	60/1h:6m	medium	4	70%	YES
Bulqize	7	M	x	x	127/3h:15m	difficult	2	30%	YES
Cerrik	4	M	x	x	51/56m	easy	3	80%	YES
Delvine	1	S	x	x	279/4h:32m	medium	3	30%	NO
Devoll	4	M	x	x	182/3h:8m	medium	3	40%	YES
Diber	14	M	x	x	143/4h:24m	difficult	2	40%	YES
Divjake	4	M	x	x	86/1h:30m	easy	2	20%	YES
Dropull	2	S	x	x	244/3h:44m	easy	4	50%	YES
Durres	5	L	x	x	37/48m	easy	5	100%	YES
Elbasan	12	L	PILOT	x	41/50m	easy	PILOT	90%	YES
Finiq	4	S	x	x	270/4h:30m	medium	3	60%	NO
Fushe Arrez	4	S	x	x	132/2h:45m	difficult	2	20%	NO
Gjirokastr	6	M	x	x	226/3h:31m	easy	4	50%	YES
Gramsh	9	M	x	x	80/1h:41m	medium	5	80%	YES
Has	3	S	x	x	168/2h:46m	difficult	3	20%	NO
Himare	2	S	x	x	220/4h:14m	difficult	4	70%	NO
Kamez	1	L	x	x	10/31m	easy	5	100%	YES
Kavaje	4	M	x	x	55/1h:5m	easy	5	80%	YES
Kelcyre	3	S	x	x	217/3h:24m	medium	2	30%	YES
Kolonje	7	S	x	x	102/1h:34m	difficult	2	30%	YES
Konispol	2	S	x	x	302/4h:47m	medium	3	40%	NO
Kruje	5	M	x	x	37/58m	medium	3	80%	YES
Kucove	3	M	x	x	83/1h:37m	easy	1	30%	NO
Kukes	14	M	x	x	138/2h:9m	medium	5	60%	YES
Kurbin	3	M	x	x	52/1h:6m	easy	3	20%	NO
Libohove	2	S	x	x	242/3h:39m	medium	5	20%	NO
Librazhd	6	M	x	x	66/1h:16m	easy	5	100%	YES
Lushnje	10	M	x	x	84/1h:21m	easy	5	70%	NO
Malesi e Madhe	5	M	x	x	167/3h:30m	easy	5	80%	YES
Maliq	6	M	x	x	153/2h:47m	medium	5	100%	YES
Mallakaster	8	M	x	x	157/2h:29m	easy	5	100%	YES
Memaliaj	5	S	x	x	189/2h:52m	easy	2	10%	NO
Mirdite	6	M	x	x	85/1h:38m	medium	3	70%	NO
Peqin	5	M	x	x	65/1h:8m	easy	1	10%	YES
Permet	4	S	x	x	235/2h:40m	medium	4	50%	NO
Pogradec	7	M	PILOT	x	125/2h:17m	medium	PILOT	40%	YES
Polican	2	S	PILOT	x	147/2h:40m	difficult	PILOT	50%	YES
Prrenjas	3	M	x	x	94/1h:47m	easy	1	10%	NO
Puke	4	S	x	x	131/2h:44m	difficult	2	20%	NO
Pustec	0	S	x	x	169/3h:15m	medium	3	60%	YES
Rrogozhine	4	M	x	x	72/1h:14m	easy	1	20%	NO
Selenice	5	S	x	x	175/3h:2m	difficult	2	20%	YES
Skrapar	8	M	x	x	185/3h:55m	difficult	5	50%	NO
Shijak	3	S	x	x	28/42m	easy	2	20%	YES
Tepelene	3	S	x	x	196/2h:57m	easy	3	60%	YES
Tirane	13	XL		x					
Tropoje	7	M	x	x	240/4h:14m	difficult	5	100%	YES
Vlore	4	L	x	x	150/2h:23m	easy	3	40%	YES
Vore	2	M	x	x	17/31m	easy	5	90%	YES

OSS Go Live – the initial figures

Municipality of Elbasan November 2018		Municipality of Elbasan December 2018	
Weeks	Nr Applications	Weeks	Nr Applications
Week 1	2	Week 1	1
Week 2	28	Week 2	42
Week 3	55	Week 3	2
Week 4	49	Week 4	0
Week 5	16	Week 5	0
Total number		90	
284		90	

The highest number of applications is registered in week 3 and under category Request for Information and Complain (during November only these to services were active), followed by the Local Taxes related services and Urban planning and territory management.

Municipality of Pogradec December 2018	
Weeks	Nr Applications
Week 1	0
Week 2	26
Week 3	0
Week 4	0
Week 5	0
Total number	
26	

The highest number of applications is registered in week 2 and under category Human Resources Unit, followed by category Request for Information and Complain.

Municipality of Polican December 2018	
Weeks	Nr Applications
Week 1	1
Week 2	2
Week 3	0
Week 4	0
Week 5	0
Total number	
3	

Output 2.4 A system of local government archives adopted nationwide	
2.4.1 Develop a unique system of local government archiving and adopt it nationwide	
Status	Completed
Service provider	Genc Myftiu Person Fizik
Start-end dates of assignment	August 2017 – Dec 2018
Products developed to date	<ol style="list-style-type: none"> 1. Agreements with municipalities; 1. Inception report; 2. Documentation of Standardized workflows 3. Training Manual; 4. Implementation of trainings; 5. Certificates of knowledge for archives and protocol employees; 6. Professional boxes and files; 7. Job description of local archivists and SMART objectives 8. Establishment of an on-line help desk; 9. Best practices manual on local government archives; 10. Follow up assistance, on the job training and coaching; 11. Certificates of performance for archives and protocol employees;
Estimated rate of implementation	100%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>The implementation of the assistance started in mid-August 2017 and up to date, the following can be reported:</p> <ul style="list-style-type: none"> • Agreements with 61 municipalities on cooperation, mutual support and engagement are signed; • Inception phase completed including assessment (update/baseline) of archives and archives' staff status in each municipality; • An archiving management plan for the physical archiving including procurement and delivery of archiving boxes and files is developed; • SMART objectives and job descriptions for archives and protocol staff in line with the existing legal requirements are drafted • Documentation of standardized workflows • Practitioner's training manual for archiving is developed, currently under printing • Provision of professional boxes and files <p>Trainings started on 5th of December 2017 and are concluded in February 2018.</p> <ul style="list-style-type: none"> • A total of 430 Local Archive Specialists out of 456 targeted were trained. • A total of 359 Local Archive Specialists out of 456 were qualified to undergo testing, • 347 out of 359 eligible candidates went through examination. • Among those who passed the test, 33% of were evaluated with the grades between 9 and 10, 40% were graded between 7 and 8 and 27% were graded between 5 and 6. • Among those who successfully passed the test, 68% are women and 32% men. <p>Following the training 61 municipalities (100%) have been equipped with the necessary archiving materials. The subsequent phase of this assistance</p> <p>In parallel, by mid-February, started the "On the job training, assistance and monitoring". During this phase field</p>	<p>The contractor, Genc Myftiu, completed on the job assistance, coaching and monitoring on the archiving process in each municipality, an activity started in February and which continued till November 2018.</p> <p>In July took place the third round of the coaching field visits in municipalities and the number of LGUS visited have been 46% (180 out of 384).</p> <p>The Contractor, during the field visits, has identified 49 cases with high criticalities, such as staff turnover or retirement, leaving municipality without a replacement and basically without someone responsible of archives.</p> <p>The project sent an official letter to respective municipalities, inviting them to take immediate measures. 11 municipalities responded to the project request taking measures and reconfirming their commitment.</p> <p>In September, by the completion of 4th round of visits, 331 Local Archive and Protocol Offices in 61 Municipalities archived documents under guidance of the contractor.</p> <p>The final stage of the assistance on local archives on the job coaching and monitoring in each municipality is concluded. The number of field visits in municipal archives offices all over the country reached 1031.</p> <p>By the completion of coaching process, 318 Local Archive and Protocol Offices in 61 Municipalities are archiving documents as per unified standard of physical archiving and are able to work independently in compliance with the standards. A total number of 343 operative local archive and protocol employers or 80% of the total number gained performance certification from GDA experts based on their results. 59 municipalities concluded the archive inventory process for the year 2017 in conformity with the legal requirements of the archives in the Republic of Albania.</p> <p>Distinct achievements from the last stage of the assistance includes:</p> <ul style="list-style-type: none"> • Ms. Natasha Kazani of Martanesh AU in Bulqize municipality of Diber region is the first to have delivered in Diber Regional Directorate of Archive all documents from 2000 to 2016 as per the legal requirements. • Among the 12 regions the best archive and protocol group in preparing Inventories are the 34 archivist and protocol employees of municipalities of Fieri Region.

<p>visits in each LGU were organized by contractor’s experts. The experts made a preliminary check on how the work was organized in protocol and archive premises. The hands-on experience was demonstrated by compiling specific folders. The visits concluded by providing a list of tasks from the experts to be fulfilled in one month by each local archivist. The staff was instructed how to use the help-desk when additional questions or need for clarification arises. Each field visit was recorded in a mission report. The following month, the experts visited again the LGUs and checked the tasks which were supposed to be completed. Based on the outcome the assistance is customized and issues are addressed accordingly.</p> <p>The first round of field visits took place from mid-February to mid-April and were successfully completed in 90%, (346 out of 384 LGUs were visited), the number of LGUs visited for the second time as end of May have been 72% (278 out of 384 LGUs were visited).</p> <p>The project in close communication with the service provider took measures to evidence and address the causes of a gap in the number of field visits. 13 LGUs transferred the archives as they ceased functioning. The project intensified the communication with AUs where there was turnover of employees (about 45 AUs), those resisting to change (around 13 AUs) and employees covering more than one job position (26 AUs). The final number of LGUs targeted for this assistance was updated accordingly.</p> <p>The next steps still focused in providing on the job assistance, coaching and monitoring the archiving process in each municipality until end December 2018.</p>	<p>During July a call for producing 3 short video clips focused on the Project’s success stories in local archives was launched. Landmark Communications SHPK is the company awarded to work on the video production starting from September 2018.</p> <p>By the conclusion of the assistance on local archives, the main achievements and issues deserving follow up are presented in a national event on 18 December 2018.</p> <p>Expected deliverables: Final report</p>
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COMPONENT 3 - ENHANCED LOCAL DEMOCRACY THROUGH FOSTERING CITIZEN-ORIENTED GOVERNANCE AND PARTICIPATORY DECISION-MAKING, LEVERAGING THE ROLES OF WOMEN AS ACTORS OF CHANGE

Output 3.1 Status of local governance mapped in all LGUs 3.1.1 Conduct a Local Governance Mapping	
Status	On track
Service provider	First round 2017 - Institute for Development and Research Alternatives (IDRA), Urban Research Institute (URI), and Gender Alliance for Development and Cooperation (GADC) Second round 2019 – n/a
Start-end dates of assignment	1st Round: October 2016 – April 2017 2nd Round: end of 2019
Products developed to date	1. LG Mapping Methodology; 2. 1st Round Municipal Individual Reports for the 61 municipalities; 3. 1st Round Aggregate Report with data in National level; 4. Web based online platform with the Data of LG Mapping for the 61 municipalities is developed and accessible (http://www.star2lgm.com/en/)
Estimated rate of implementation	50% (first round completed)
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>The LG Mapping was the only activity of STAR 2 project initiated prior to the inception phase considering its importance on setting the project’s baseline indicators as well as of the high interest from other stakeholders.</p> <p>The project developed the methodology for the LG mapping based on the Local Governance Barometer, Citizen Score Cards and on previous similar UNDP experience with the support of national and international expertise.</p> <p>The applied Analytical Framework ensured representation of actors from both, government (key local government staff) and non-government actors (citizens and CSOs). It concentrated on the ‘interactive’ dimensions of governance, aiming to offer a mapping for each municipality with focus in the following four dimensions: Effectiveness and Efficiency; Transparency and Rule of Law; Accountability; and Participation and Citizen Engagement.</p> <p>Following the data collection and analysis, as per the methodology, the preliminary results were validated by local government officials and representatives of CSOs in each municipality during April 2017.</p> <p>Findings were presented in a public event “Local Governance Mapping in Albania 2017 – Presentation of Findings” held on 17 October 2017. The 1st round of LG Mapping produced the following:</p> <ul style="list-style-type: none"> • Individual Reports for the 61 municipalities; • Aggregate Report with Data from the 61 Municipalities. • An Online platform with the Data of LG Mapping for the 61 municipalities is developed and accessible (http://www.star2lgm.com/en/) 	<p>N/A</p> <p>Next Steps: The 2nd round of LG Mapping is planned to start around September 2019 to measure the impact of the project as well as the overall progress of local governance during the project lifetime.</p>

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government

3.2.1 Build institutional capacity for public engagement and consultation, including vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities	
Status	Under implementation
Service provider	Partners Albania
Start-end dates of assignment	June 2018 – March 2019
Products developed to date	1. Assessment of the Situation 2. Operational Toolkit on Public Engagement and Consultation
Estimated rate of implementation	40%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July - December 2018)
<p>The approach was further elaborated and refined to respond to the needs of local institutions for capacity building and instruments to exercise efficiently their role in processes requiring public involvement and consultation.</p> <p>The approach includes a 9 months assistance to 61 municipalities through the following stages:</p> <ul style="list-style-type: none"> • Assessment of the situation and identification of good practices; • Development of a guiding operational toolkit; • Development of a measurement instrument on public engagement and consultation; • Capacity building; • Institutionalization of measurement system. <p>The contract for the implementation of this assistance was awarded to Partners Albania in June.</p>	<p>Partners Albania started the implementation of the assistance in July with an assessment of the situation aiming at identification of good practices on public engagement and consultation at local level.</p> <p>The assessment served as bases to develop a guiding operational toolkit for municipalities including best practices and innovative approaches of consultation and inclusion of the public in local decision-making.</p> <p>A measurement instrument on public engagement and consultation is developed by the contractor in consultation with local stakeholders in three regional consultative workshops organized in Shkodra, Vlora and Tirana. The instrument is currently under finalization.</p> <p>Currently: The contractor is developing a training curriculum based in consultation with ASPA.</p> <p>Next Steps: Following the finalization of the training curricula, a capacity building programme will be delivered to local government officials.</p> <p>Expected deliverables:</p> <ul style="list-style-type: none"> • A measurement instrument on public engagement and consultation; • Capacity building on public engagement and consultation; • Institutionalization of measurement system.

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government	
3.2.3 Introduce practices to strengthen local officials’ accountability – Promote Programs of Transparency	
Status	Completed
Service provider	Institute for Democracy and Mediation (IDM)
Start-end dates of assignment	January 2018 – December 2018
Products developed to date	<ol style="list-style-type: none"> 1. Assessment Report on Transparency and Accountability at Local Level 2. Standard Model of Transparency Programme and Measurement System 3. Awareness Raising Instrument 4. Capacity building programme 5. On line help desk platform
Estimated rate of implementation	100%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>The approach on the Development and Adoption of Municipal Transparency Plans was detailed in consultation with the Commissioner on the Right to Information and Protection of Personal Data.</p> <p>The chosen approach consists in 12 months of support to all the 61 municipalities including the following actions:</p> <ul style="list-style-type: none"> • A situational assessment; • Development of Model Transparency program and measurement System of Transparency and Accountability including a consultation process and the approval from the Commissioner; • Awareness Raising; • Capacity Building at local level; • Follow up and On-line help desk support. <p>IDM was the awarded service provider for implementing this assistance which started in January 2018 with as assessment of the situation.</p> <p>The methodology of the assessment combined desk review of documentation and examination of municipal web pages with field activities including 3 focus group discussions with municipal officials of 15 selected municipalities, 18 individual interviews with municipal representatives, 3 Community Dialogues with CSOs as well as a questionnaire administered electronically with a response rate 92%.</p> <p>Based on the findings of the assessment, the contractor in close cooperation with Commissioner developed two main tools, a Standard Model of Transparency Programme and the related Measurement System of Transparency and Accountability.</p> <p>These tools underwent to broad consultation process with local and national stakeholders through 4 regional and one national consultation workshops.</p>	<p>The Standard Model of Transparency Programme and the related Measurement System of Transparency and Accountability were finalized reflecting the feedback from the consultation workshops.</p> <p>On 11th July the instruments were presented also to the Consultative Council between central and local government by the Commissioner who endorsed these instruments.</p> <p>On 10th September the Commissioner on the Right to Information and Protection of Personal Data issued an order making the Standard Model of Transparency Plan for Local Government an obligation for the 61 Municipalities.</p> <p>In parallel, IDM developed an awareness raising instrument on the right to information. The instrument was finalised through a 3-day workshop with 22 distinct local Coordinators on the Right to Information selected through a competitive process aiming at strengthening their capacities and establishing good practices of planning, implementation and evaluation of awareness raising activities on the right to information from the municipalities.</p> <p>By early October IDM concluded five two-day training workshops, building capacities of 122 Local Officials from 61 municipalities on the adoption and implementation of the New Program of Transparency. Training curricula was designed in cooperation with the Commissioner on the Right to Information and Protection of Personal Data, project partners, and municipalities and certified by ASPA.</p> <p>Training was followed by launching of planned Help Desk on-line platform http://transparencavendore.idmalban-ia.org providing on line support to Municipalities on the adoption of the new Transparency Programme during November - December.</p> <p>In addition to the notification on the launching of the on-line help desk to Municipalities from IDM the Project jointly with AMVV sent a letter to the 61 Mayors to promote the use of the platform from local officials.</p>

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government	
3.2.4 Support development and application of systems allowing publication of municipal acts and regulations	
Status	Under implementation
Service provider	The Center for Public Information Issues INFOCIP
Start-end dates of assignment	December 2017 – March 2019
Products developed to date	<ol style="list-style-type: none"> 1. Inception Report: Assessment on the extent to which Albanian Municipalities digitalize and publish online the Decisions of Municipal Council 2. Municipal Council Decisions of 33 municipalities published online
Estimated rate of implementation	80%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>STAR 2 conducted a preliminary verification of the number of Municipalities that publish Municipal Council Decisions (MCDs) online identifying only 27 municipalities performing this task, either on their official webpage and/or on online dedicated platforms. Subsequently the project decided to target the remaining 34 municipalities, which don't comply to legal requirements.</p> <p>INFOCIP was the awarded service provider for the implementation of this assistance which includes:</p> <ul style="list-style-type: none"> • Assessment on the extent to which the municipalities publish on line the Decisions of Municipal Councils. • Collection, cataloguing, and digitalization of DMCs for the period June 2015 -December 2018 and their on-line publication. • Capacity building of municipalities to ensure sustainability of digitalizing and online publication of DMCs independently. • On line support through a “help – desk” for up to 3 months after the process of digitalizing and online publishing for the envisaged DMCs volume is completed. <p>Starting from December 2017, INFOCIP conducted an in-depth assessment checking the timeframe of published MCDs per each municipality, the compliance of the published decisions with the standards, the regularity of publication as well as the infrastructure or institutional challenges related to the implementation.</p> <p>The assessment suggests an intervention dividing the 34 municipalities in 4 groups based on the status of IT infrastructure allowing the publication of MCDs and level of complication to adapt the application with the existing web page.</p> <p>Until June 2018 Infocip digitalized and published on line the MCDs of 19 municipalities at Vendime.al and at the municipal web pages.</p>	<p>During the reporting period, INFOCIP, in close cooperation with municipal officials, followed the digitalization and on-line publication of MCDs for additional 15 municipalities bringing the total number of municipalities publishing MCDs through the assistance of STAR 2 to 33 and the total number of municipalities publishing their decisions at <i>vendime.al</i> to 61:</p> <p>http://www.vendime.al/vendimet-e-keshillit-bashkiak-malesi-e-madhe/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-tropeje/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-has/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-fushe-arres/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-vau-i-dejes/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-kukes/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-mirdite/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-diber/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-bulqize/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-kurbini/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-klos/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-kruje/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-librazhd/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-kavaje/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-rrogozhine/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-peqini/ http://www.vendime.al/divjake/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-ura-vajgurore-2/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-patos/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-mallakaster/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-polican/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-memaliaj/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-kelcyre/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-pogradec/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-pustec/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-maliq/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-kolonje/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-himare/ http://www.vendime.al/gjirokaster/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-delvine/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-sarande/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-finiq/ http://www.vendime.al/vendimet-e-keshillit-bashkiak-konispol/</p> <p>Currently: The contractor efforts are focusing on the necessary technical arrangements to ensure MCDs on http://www.vendime.al are mirrored in the respective municipal web pages.</p> <p>The findings and the challenges encountered during the implementation process will be presented in a joint national event of STAR 2 Contractors, Infocip and Genc Myftiu, on 18th December.</p>

Next steps: INFOCIP will follow developing a capacity building programme to be delivered to municipal officials and will activate an online help desk platform to provide support to target municipalities while they are digitalizing and publishing their decisions on line independently.

Expected Deliverables:

- Capacity Building programme on publication and advertisement of MCDs;
- On line help Desk.

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government	
3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff	
Status	Under implementation
Service provider	The Center for Public Information Issues INFOCIP
Start-end dates of assignment	29 August 2018 – 30 May 2019
Products developed to date	1. Assessment Report 2. Standard Model of the Web Page
Estimated rate of implementation	30%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July – December 2018)
<p>During June 2017, STAR2 officially contacted all the Municipalities asking them whether they have a website or if they would like to receive assistance in updating their existing webpage to meet all the requirements stipulated by Laws. It resulted that 13 municipalities need assistance to design their webpage from scratch and 37 need assistance to improve their existing ones.</p> <p>In response to the interest of the other 37 municipalities to improve or change their web page to higher standards with project assistance the project undertook an in-depth assessment, using its internal resources, aiming the specification of their needs.</p> <p>As result, 24 out of 37 municipalities who required assistance can be qualified based on the similar attributes of their existing web pages. These municipalities will benefit from a modified approach consisting in adjustments of the existing web pages to ensure they meet the technical and functional requirements and can be integrated in CMS (Content Management System).</p> <p>ToRs for the design and deployment of Standard Web Pages for 13 Municipalities are drafted and shared with the National Agency for Information Society (NAIS) and the Commissioner on the Right to Information and Protection of Personal Data in August 2017. While the Commissioner confirmed the ToRs' compliance with the Law on the Right to Information it took longer interaction with NAIS to agree on technical aspects, including hosting and period of maintenance issues.</p> <p>Following the confirmation of compliance from NAIS around end March 2018, the RFP was issued early April 2018 and planned to re-advertise in July due to insufficient and unsatisfactory applications.</p>	<p>RFP was re-issued in early July and the implementation of the contract was awarded to INFOCIP.</p> <p>The contract implementation started on 29 August with an assessment of the situation aiming to identify the features of the web page model best fulfilling the need of the municipalities and their communities, the requirements of legal framework on the right to information, the requirements and of the new Transparency Programme for local Government approved recently from the Commissioner on The Right to Information and Protection of Personal Data.</p> <p>By mid-December, the contractor finalized the development of the standard model in consultation with NAIS and the Commissioner and the municipalities by and adopted it to Municipality of Divjaka.</p> <p>Currently: The contractor is developing a roll out plan to adopt the template to other 12 municipalities.</p> <p>The web page model will be available to other municipalities requesting improvement of their web page.</p> <p>Expected Deliverables:</p> <ul style="list-style-type: none"> • Deployment of web Page in 13 municipalities; • Training; • Testing and acceptance.

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government	
3.2.7 Increase local government public ethics and integrity	
3.2.8 Pilot municipal integrity plans	
Status	Under Implementation
Service provider	IDM
Start-end dates of assignment	25 October 2018 – 02 December 2019
Products developed to date	Integrity Risk Assessment Methodology (draft)
Estimated rate of implementation	40%
Cumulative Progress, up to June 2018	Progress attributed to reporting period (July– December 2018)
<p>STAR2 explored regional and international practices as well as opportunities and risk factors of the domestic environment in order to shape a proper approach suiting to the Albanian cultural and institutional context. Among the directions requiring more in-depth analysis and understanding remain:</p> <ul style="list-style-type: none"> • The institutional culture and the commitment leadership and support of municipalities/mayors to switch to an integrity promotion culture; • The relevance and sustainability of the institutionalization of risk assessment processes as standard rules and procedures where municipalities identify their-self-critical processes (certificates, permission, HRM etc.); as well as • The Relevance and sustainability of the introduction/ adaption of an integrity monitoring mechanism of Local governance <p>The project engaged additional expertise to explore in depth the above direction and define the approach related to this assistance. The adoption of the integrity management system approach implies the inclusion of standard codes of conduct as a built-in component of the system. Therefore, in order to maximize impact by using available resources, both lines of intervention were included in a single call.</p> <p>From 2013 to date, six municipalities have adopted anti-corruption local plans. However, their effectiveness has been limited due to the lack of a consolidated, functioning and supportive legal and operational public integrity framework and internal resources to implement and monitor these plans. On April 2018, the Council of Ministers issued the decision adopting the new national Action Plan of the Intersectoral Strategy Against Corruption 2018-2020, whereby municipalities are encouraged to adopt integrity plans. Against such backdrop and according to the discussions put forward after the ‘Corruption Free Cities’ conference, STAR2 has developed a twofold approach aiming to assist municipalities in putting in place a municipal integrity management system including a standard Code of Conduct and Integrity Risk Assessment methodology. Further, the assistance will include the development of risk-based integrity plans piloted in 6 municipalities and coaching of municipal senior management and auditors/inspectors through a series of 12 two-day sessions for all 61 municipalities.</p>	<p>The RFP was issued in July 2018. The implementation of the contract was awarded to IDM starting the implementation on 25th October. The contractor developed the draft Integrity Risk Assessment methodology and Standard Municipal Code of Conduct which will further consulted with local government officials.</p> <p>Next Steps: Following the finalization of the Risk Assessment methodology and Standard Municipal Code of Conduct the Piloting Local Integrity Planning process based on Integrity Risk Assessment in 6 municipalities;</p> <p>Expected Deliverables:</p> <ul style="list-style-type: none"> • Piloting Local Integrity Planning process based on Integrity Risk Assessment in 6 municipalities; • Dissemination of Risk Assessment Methodology, the Code of Conduct Model and toolkit to 61 municipalities; • Final Assessment Report and sustainability recommendations

2.2 Procurement of services

The following table presents the status of contracts for project components:

No	Activity	Service Provider	Status	Implementation Period		Contract Amount	Expenditures until end 2018	Expenditures 2019
1	1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation & 1.1.4 Capacity building on adopting Standard Operating Procedures (SOPs) PHASE 1	Foundation for Local Autonomy and Governance	Completed	11-Dec-17	28-Feb-18	23,331	23,331	-
2	1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation & 1.1.4 Capacity building on adopting Standard Operating Procedures (SOPs) PHASE 2	Foundation for Local Autonomy and Governance	On going	11-Jun-18	28-Feb-19	81,364	65,091	16,273
3	1.2.1. Develop and deliver training on leadership development	AAM & ALA	On going	10-Aug-18	30-Oct-19	62,993	48,356	14,638
4	1.3.1 Support improvement of local level tax collection and enforcement	ESA Consulting	On going	16-May-18	30-Apr-19	63,289	25,316	37,973
5	1.3.2 Develop local revenue management action plans for 30 small and medium municipalities	Union and Trust & EDF Consulting	On going	11-Oct-18	30-Oct-19	50,049	14,920	35,128
6	1.3.3 Capacity building on asset and land management	SHAPO Consulting	Completed	16-Apr-18	15-Dec-18	29,042	29,042	-
7	1.3.4 Strengthen municipal capacities to meet the transparency and accountability requirements of Supreme State Audit	Sustainable Economic Development Agency - SEDA	Completed	24-Apr-18	30-Nov-18	31,781	31,781	-
	SUBTOTAL 1					341,849	237,837	104,012
8	2.1.1 - 2.1.3 Capacity building for service provision and reorganization		tender ongoing				-	-
9	2.1.3 Defining municipal support to sustainable rural development	OAR GMBH	On going	24-Aug-18	31-Jan-19	71,401	49,960	21,441
10	2.2.1 Development of a national benchmark system		to be tendered				-	-
11	2.3.1 One-stop-shop model defined and scaled up	JV CSI Piemonte, Infosoftware, IkubInfo, IP3	On going	16-Nov-17	22-Dec-19	1,499,840	749,920	749,920
12	2.3.1 Procurement of central HW -UNDP	CCS SHPK	Completed	2-Aug-18	13-Dec-18	569,500	569,500	-

No	Activity	Service Provider	Status	Implementation Period		Contract Amount	Expenditures until end 2018	Expenditures 2019
13	2.4.1 Capacity building on LG archives	Genc Myftiu	Completed	14-Aug-17	14-Dec-18	500,359	500,359	-
	SUBTOTAL 2					2,641,100	1,869,739	771,361
14	3.1.1 Local Governance Mapping	IDRA, URI, GADC (first phase)	Last & Next year			440,000	257,916	182,084
15	3.2.1 Build institutional capacity for public engagement and consultation,	Partners Albania	On going	11-Jun-18	31-Mar-19	65,069	57,072	12,997
16	3.2.2: Develop Municipal Programs of Transparency	Institute for Democracy and Mediation IDM	Completed	11-Aug-17	14-Dec-18	71,268	71,268	-
17	3.2.3: Publication of Municipal Councils Decisions	INFOCIP	On going	18-Dec-17	18-Mar-19	148,596	118,206	30,389
18	3.2.4 : Develop standard municipal websites or improve them and increase capacities of PR staff	INFOCIP	On going	29-Aug-18	30-May-19	34,349	13,693	20,655
19	3.2.5: Increase local government public ethics and integrity	Institute for Democracy and Mediation IDM	On going	25-Oct-18	2-Dec-19	99,748	39,684	60,064
	SUBTOTAL 3					859,030	557,839	306,189
	TOTAL					3,841,979	2,665,415	1,181,562

3 - Communication and Visibility

Based on Communication Strategy and Visibility Guide, the project Communication and Visibility Plan has been updated and its implementation has started in accordance with the Activities Implementation Plan. During the reporting period, July-December 2018, the project visibility has increased through the project field visits and events, publication of articles and pictures of the project's activities, regularly updating on webpage and social media. The project is also supporting the Mol and ASLG for the re-activation of the reformaterritoriale.al web page.

In addition, the Project and respective contractors, during their activity have been using the defined logos with a visible recognition of the contribution of all development partners-in official letterheading, as well as written communications, events, banners, and branding materials Notebooks, Folders, Pens, Roll-ups, Bags, USB drives).

3.1 Project Communication and Visibility Plan

The project Communication and Visibility Plan supports the project main goal and the specific objectives and Activities Plan. Taking the project activities plan as the main reference, respective PR and visibility activities are planned, indicating timeframe, PR and visibility/communication tools, key messages and target audiences including public, beneficiaries and partners. It foresees activities that are focused on: achievements of the project, the impact of the actions taken by the project, awareness raising of the public on relevant issues such as participatory democracy and qualitative service delivery. PR and visibility tools include: Articles shared on website and social media of STAR2 and UNDP, videos, pictures, posts on social media, interviews in National and Local media of the UNDP or STAR2

representatives, articles shared in on line media, quarterly newsletters. Presentation of the situation before and after the STAR2 assistance, using videos and pictures, on local archives, One Stop Shops, municipalities' websites, are another line of the communication action plan. The plan foresees the use Boost or Sponsor Posts, in order to reach a larger audience, targeting them by interest, age and location.

3.2 Project Communication Results

During the reporting period to reach the target audiences, a various range of tools have been used:

Social media: Throughout 2017, the project has been using the Facebook Page Reforma Territoriale established since STAR1. The dedicated Facebook page is followed by 6107 people, its posts received *like* by 6128 people.

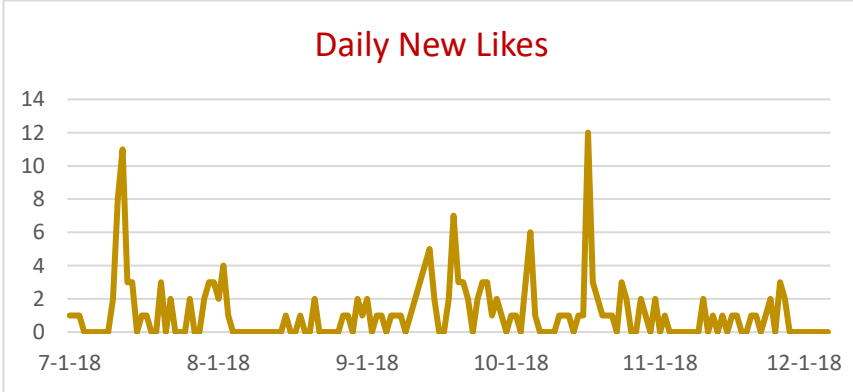
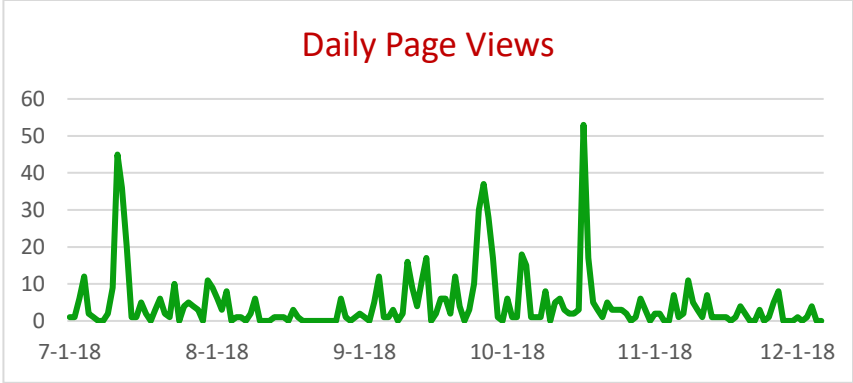
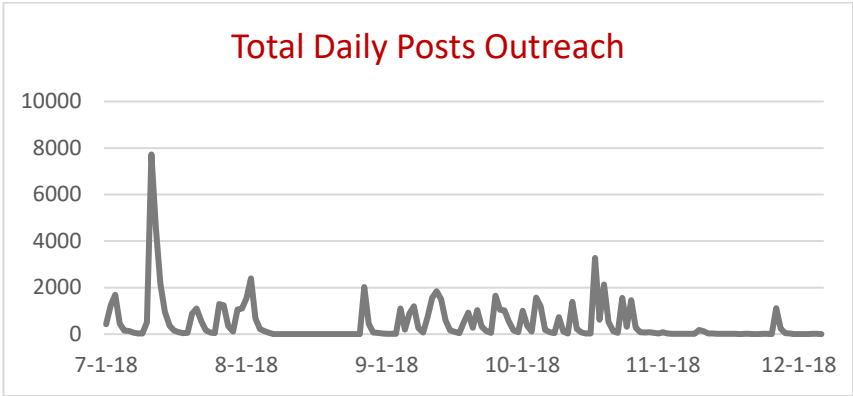
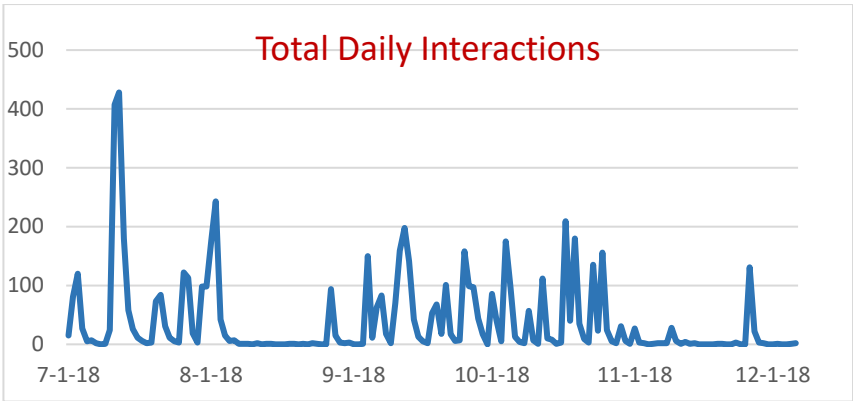
<https://www.facebook.com/reformaterritoriale/>, <https://www.facebook.com/PNUDSHQIPERI/> and <http://www.al.undp.org/> contain articles, press releases, pictures, links to newspapers articles, reports of STAR2, shared activities of STAR2 counter partners, Call for Proposals related to STAR2 activities.

Live videos are also used during different activities and displayed on STAR2 Facebook account.

During the reporting period, on the Facebook page are published the ongoing activities of STAR2 such as:

- Presentation of Transparency Plan for Local Government at the Consultative Council, Capacity Building Workshops on CAP and SOP, Asset Management, Compliance with High State Audit, and those on Transparency Plan for Local Government;
- The presentation of Transparency Plan for Local Government at the Consultative Council is reflected extensively in Social Media through post, live stream of the event, posts with quotes from the speakers as well as posts of articles on the event from different medias;
- The demonstration event of OSSHIS in the pilot Municipality of Elbasan was also visible in the social, visual and written Media. Live stream of the event was published in social media; (<https://www.facebook.com/reformaterritoriale/videos/733492240343854/>)
- The assistance on publications of MCD for the municipalities is also regularly published in Social media including also the links for published decisions;
- Consultative workshops in the framework of the assessment on Public Engagement and Consultation;
- The ongoing on job training and Caching on CAP and SOP in 9 target municipalities;
- Field visits related to the start of the assistance supporting 29 municipalities to draft their Revenue Plans
- Article, including a photo album on the fourth Steering Committee of STAR2. (<https://www.facebook.com/reformaterritoriale/photos/pcb.1922714964447343/1922710987781074/?type=3&theater>)

STAR2 Facebook: Facts and Figures



STAR2 Geography of Facebook Fans

Country	STAR2 FB Fans
Albania	5,082
Italy	215
Greece	155
Germany	125
UK	120
USA	120
Kosovo	86
France	38
Canada	19
Macedonia	19
.....

City	STAR2 FB Fans
Tirana	3,059
Shkodra	219
Durres	207
Elbasan	172
Fier	144
Korca	136
Vlora	112
London (UK)	89
Berat	84
Pogradec	84
.....

The Twitter address of the Project, <https://twitter.com/STAR2Project> has been used for live twits and pictures on the project's activities.

The webpage: The project has used the webpage www.reformaterritoriale.al, established since STAR1, to communicate its activities. The webpage was closed since October 2017 due to the transition and transfer of responsibilities from MoSLI to Mol. Following the activation of domain www.geverisjavendore.gov.al upon request from the Mol, STAR2 supported Mol to make the page information available in English language as well.

Publications: The project prepared infographic leaflets for key activities including facts on the situation identified by the project, the activities and the change due to their implementation.

“Media partners for local governance club” established in March 2017 has represented the main media partner of STAR2 in promoting the local government issues and informing on the direct impact of RAT reform and STAR2 project's support to the municipalities.

The project maintains regular contacts with the club which support the visibility of the project.

4 - Financial situation

The detailed project expenditures are presented in the following table:

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures Up to 30 November 2018	Budget Balance (in USD)
Project Management					
Human Resources	1,609,786	70,844	522,042	50,291	466,609
Per diems for missions/travel	36,000	230	3,983	6,843	24,944
Equipment and supplies	87,700	15,169	149,378	49,251	73,902
Publications, visibility and other services	26,500	16,415	42,560	54,940	312,585
Subtotal Management, Operations and Visibility costs	2,359,986	102,658	717,963	661,325	878,039.54
COMPONENT 1- Strengthened Institutional and Administrative Capacities of Local Administrations					
CAP & Standard Operating Procedures (SOPs)	44,740	-	16,332	47,681	(19,273)
Leadership development	123,300	-	-	6,499	116,801
Improvement of local level tax collection and enforcement	71,990	-	-	20,072	51,918
Local revenue management action plans	61,020	3,983	-	-	57,037
Capacity building on asset and land management	37,800	-	-	11,711	26,089
Strengthen municipal capacities to meet requirements of SSA	38,440	-	-	12,727	25,713
Subtotal COMPONENT 1	377,290	3,983	16,332	98,690	258,285.00
COMPONENT 2- Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness					
CB to local service providers to efficiently deliver	50,550	-	-	10,457	40,093
CB for a full takeover of new delegated functions	76,950	-	-	-	76,950
Piloting service reorganization	441,000	-	22,791	-	418,209
Development of a national benchmark system	340,000	-	11,379	-	328,621
OSS model is defined and scaled up nationwide	2,455,000	-	323,189	368,090	1,763,721
CB on local government archives	524,320	-	274,033	255,849	(5,562)
Subtotal COMPONENT 2	3,887,820	0	631,393	634,396	2,622,031
COMPONENT 3- Enhanced local democracy through fostering citizen-oriented governance and participation					
Local Governance Mapping	460,000	143,097	134,134	-	182,769
CB for public engagement and consultation	65,960	-	-	19,496	46,464
Strengthen local officials' accountability towards citizens	47,300	-	-	57,204	(9,904)
Support publication of municipal acts and regulations	150,000	-	57,971	-	92,029
Develop standard websites for new municipalities	100,800	-	-	-	100,800

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures Up to 30 November 2018	Budget Balance (in USD)
Increased local government public ethics and integrity	92,160	-	-	16,616	75,544
Pilot municipal integrity plans	74,475	-	-	-	74,475
Subtotal COMPONENT 3	990,695	143,097	192,105	93,316	562,177
11. Subtotal Programme Costs (1-10)	7,615,791	249,738	1,557,794	1,487,727	4,320,532
12. UNDP Management Fee*	552,877	15,202	120,595	87,887	329,193
13. Total Programme Cost (11+12)	8,168,668	264,940	1,678,389	1,575,614	4,649,725

6 - Annexes

Project Activities Photo gallery

Component I



CAP & SOP – Shkodër, September 25th 2018



CAP & SOP – Kukës, August 2nd 2018



Capacity Building on Asset Management – Vlorë, October 11th 2018



Capacity Building on Asset Management – Tiranë, September 10th 2018



Capacity Building on Audit – Tiranë, September 27th 2018



Capacity Building on Audit – Korçë, September 19th 2018



Revenue Action Plans – Finiq, November 13th 2018



Revenue Action Plans – Mallakastër, November 19th 2018



Revenue Action Plans – Maliq, November 16th 2018



Revenue Action Plans – Libohovë November 12th 2018



Capacity building for standardized local archives – Maliq, 2018



Capacity building for standardized local archives – Dibër, 2018

Component II



OSSIS Go-Live Week – Poliçan, December 3rd 2018



OSSIS Go-Live Week – Poliçan, December 3rd 2018



OSSIS Go-Live Week – Elbasan, December 3rd 2018



OSSIS Go-Live Week – Elbasan, December 3rd 2018



OSSIS Go-Live Week – Pogradec, December 3rd 2018



OSSIS Go-Live Week – Pogradec, December 3rd 2018

Component III



Building Institutional Capacity for Public Engagement and Consultation – Vlorë, October 23rd 2018



Building Institutional Capacity for Public Engagement and Consultation – Tiranë, October 25th 2018



Model of Transparency Program – Shkodër, September 10th 2018



Model of Transparency Program – Tiranë, September 18th 2018



Consultative Council – Tiranë, July 11th 2018

Project Deliverables for the Reporting Period

Component I

- Assessment Report on Asset Management
- Assessment Report on Compliance with Audit Requirements
- Best Practice Manual on Archive Procedures
- Manual on HSC Audit to Municipalities
- Methodology on Identifying Best Experiences and Main Challenges of Albanian Mayors
- Performance certificate on archive procedures
- Training Curricula on Asset Management
- Training Curricula on CAP and SOP
- Training Curricula on HSC Audit Requirements
- Training Report on CAP and SOP

Component II

- OSSH Administrative Manual for Elbasan
- OSSH Administrative Manual for Pogradec
- OSSH Administrative Manual for Polican
- OSSH Deployment Report
- OSSH End User Manual
- OSSH IT Administrator Manual
- OSSH Super User Manual

Component III

- Transparency Programme - Training Curricula (*Folder*)
- Decision of the Commissioner New Transparency Programme For LGs
- STAR2 Assessment Municipal Web Pages
- STAR2 Assessment Public Engagement and Consultation
- Toolkit on Public Consultation and Engagement

Annex Download Link :

<https://we.tl/t-s5JMa9zKrM>