STAR
SUPPORT TO TERRITORIAL ADMINISTRATIVE REFORM
STAR
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Country-wide Amalgamation 384 Grant Thornton 61
<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEC 2015</td>
<td>Detailed guidance and templates for valuation of fixed assets</td>
</tr>
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<td>DEC 2015</td>
<td>61 consolidated budgets for the new LGUs for FY 2016</td>
</tr>
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<td>DEC 2015</td>
<td>61 consolidated due diligence reports and 61 organizational charts</td>
</tr>
<tr>
<td>FEB 2015</td>
<td>61 consolidated reports for the new municipalities incl. financial statements for FY 2015</td>
</tr>
<tr>
<td>MAR 2015</td>
<td>LGU internal-external policies and procedures</td>
</tr>
<tr>
<td>MAR 2015</td>
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Amended amalgamation manual and templates

Established help desk to assist the due diligence and amalgamation exercises

Monthly narrative report on cumulative implementation progress

384 reports, a specific one for each LGU, documenting the assessment /due diligence results, findings and recommendations

Detailed guidance and templates for valuation of fixed assets

61 consolidated budgets for the new LGUs for FY 2016

61 consolidated due diligence reports and 61 organizational charts

61 consolidated reports for the new municipalities incl. financial statements for FY 2015
LGU internal-external policies and procedures | Universal evaluation process detailed templates

Business continuity plan

MAR 2015

MAR 2015
Detailed guidance and templates for valuation of fixed assets

61 consolidated budgets for the new LGUs for FY 2016

61 consolidated due diligence reports and 61 organizational charts

DEC 2015

DEC 2015

DEC 2015
61 consolidated reports for the new municipalities incl. financial statements for FY 2015

Organizational code of conduct

Final narrative Report describing the entire transferring and amalgamation process
Due Diligence Report

Financial

Operational

Information Technology
Financial

Total Arrears
67,117,000 Euro
LIABILITIES

in thousand euros

Loans (16%)  Salaries (7%)  Arrears (77%)
Arrears

- Investments (44%)
- Operations (38%)
- Legal Liabilities (9%)
- Social Benefits (3%)
- Other (7%)
Total Arrears

67,117,000 Euro
## Arrears by Municipality

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Million Euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tiranë</td>
<td>26.21</td>
</tr>
<tr>
<td>Elbasan</td>
<td>3.465</td>
</tr>
<tr>
<td>Pogradec</td>
<td>2.85</td>
</tr>
<tr>
<td>Durrës</td>
<td>2.67</td>
</tr>
<tr>
<td>Kamëz</td>
<td>2.45</td>
</tr>
<tr>
<td>Fier</td>
<td>2.186</td>
</tr>
<tr>
<td>Krujë</td>
<td>2.157</td>
</tr>
<tr>
<td>Berat</td>
<td>1.88</td>
</tr>
<tr>
<td>Lushnjë</td>
<td>1.55</td>
</tr>
<tr>
<td>Lezhë</td>
<td>1.5</td>
</tr>
<tr>
<td>Others</td>
<td>22.62</td>
</tr>
</tbody>
</table>

**Top Ten Municipality Arrears**

- Million Euro

- Tiranë
- Elbasan
- Pogradec
- Durrës
- Kamëz
- Fier
- Krujë
- Berat
- Lushnjë
- Lezhë
- Others
Operational
Information Technology
Operational

IT Completeness

- Software (14%)
- Hardware (57%)
- Human Resources (18%)
- Communication (11%)
Operational

Restructuring Savings

4367 · Restructured Positions out of 15654 at an average wage of 280 Euro

4455 Members of Council Positions at 70 Euro

TOTAL SAVINGS 15,665,000 Euro
Current Situation

2.5 cm per day

approx 5500 m
Cost 1,250,000 Euro funded entirely by the Albanian Government
Arkitektura e sistemit
Installation of software platform and training of staff.

Digitalization of all archives together with inventory according to law.

Average amount of time needed with 5 archiving staff members for each of the 61 LGUs:

$$220.000 / 5 / 61 = 721$$ days of work for each group of Municipality.
One Stop Shop

Analysis of workflows for nine services to be piloted in two units: Durrës-Ishem and Elbasan-Bradasheh

Request for Information
Official Complaint
Local Tax Registration (business)
Local Tax Estimation
Local Tax
Permit for Public Space Utilization
Verification of Residency
Subsidized Social Housing
Low Cost Housing

Figure 1: OSS-MIS Architecture
One Stop Shop

Analysis of workflows for nine services to be piloted in two units: Durres-Ishem and Elbasan-Bradashesh

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