



STARII Progress Report

May-September 2019

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	97212	
Initial Project Budget (US\$)	\$8,168,668	
Contributions:	Original Currency	US\$ Equivalent
European Union	3,500,000 EUR	3,982,550
Sweden	15,000,000 SEK	1,710,209
Italy	1,200,000 EUR	1,348,457
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	-
Total Contributions:¹		7,734,313
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 	

¹ Taking into account the installments already received and converted in US Dollars and applying the UN Rate of Exchange of October 2019 for the remaining installments. Note: GoA contribution not yet received..

	<ul style="list-style-type: none"> • Delivery of services and their management (including new competencies) improved • A national benchmarking system for key selected administrative/public services established • 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 May-September 2019.

The report is composed of two parts: narrative part, which includes the activity-based progress for the reporting period, and 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.

Need for project extension

The report also contains a proposal and justification for non-cost extension of some of the project activities. The need to extend the project is the result of several major factors:

- For some of the activities, additional time was needed to prepare the precise framework of tasks, consult all stakeholders and ongoing projects in the same field, as well as to complete all competitive procedures for selecting a of contractors;
- Lack of technical infrastructure as a result of failure to complete the commitments from other parties involved in the project;
- Political tensions during the most intensive period of the project implementation where the participation of locally elected leaders was planned and agreed;
- Use of advanced and state of art approaches in the design and implementation of some of the project activities resulted in spending more time what was estimated for implementation.

Therefore, there is an overall need to extend the project duration by three months, or until 31 March 2018, in order to ensure implementation of the indicated activities, closing of the all the contractual agreements and preparing of the final report.

General progress

The period in review corresponds with the immediate post-local election time, the ensuing summer holidays and the following month when almost all new local governments completed their constitution. Progress during this period was slow as the local administrations were under unusual strain and transition. Also, the STAR2 project has entered into its final phase. This phase is characterized, on one side, by the need to ensure the completion of project activities for which that is possible and, on the other side, to take the necessary actions for detail planning of the remaining delayed activities and consultation with contractors and project beneficiaries aiming non-cost extension of the implementation timeframe.

The preparation of the Local government mapping is underway. The expectations of the project team are that the survey will show the real development of local self-governance in Albania after territorial reform and the results obtained during the project implementation have far exceeded those projected and there is a visible positive effect in the functioning of Albanian municipalities.

The project continued to provide ongoing and effective support to MoI and ASLG as well as other central government institutions in decentralization process in Albania, which not only creates prerequisites for sustainable development of public administration reform at local level, but will also have a lasting impact on the socio-economic development of the country and improvement of citizens' standard of living.

Specific progress

As per design and results of the inception phase, STAR2 contains the following 20 distinct sets of assistance, grouped into three project pillars (project components). By the end of September 2019, 10 out of 20 activities are completed, where the remaining activities are under implementation at different stages as it shown in the table below:

Summarized implementation progress per activity

Component/Activity	Implementation Stage
Component 1 - Strengthening Institutional and Administrative Capacities of LGUs	
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation	COMPLETED
1.1.4 Capacity building on adopting local government Standard Operating Procedures	COMPLETED
1.2.1 Capacity building on leadership	Ongoing 60%
1.3.1 Capacity building on improvement of local level tax collection and enforcement	COMPLETED
1.3.2 Local revenue management action plans for 30 small and medium municipalities	Ongoing 90%
1.3.4 Capacity building on asset and land management	COMPLETED
1.3.5 Capacity building on LGUs' compliance with HSAI	COMPLETED
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	Joint implementation
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	Ongoing 50%
2.3.1 OSS model developed and scaled up	Ongoing 80%
2.4.1 Capacity building for standardized local archives	COMPLETED
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	Ongoing 50%
3.2.1 Capacity building for public engagement and consultation	COMPLETED
3.2.3 Municipal Programs of Transparency	COMPLETED
3.2.4 Publication of Municipal Councils Decisions	COMPLETED
3.2.6 Develop standard municipal websites	COMPLETED
3.2.7 Increase local government public ethics and integrity	Joint implementation
3.2.8 Pilot municipal integrity plans	Ongoing 70%

In a summarized form, key elements of activity progress during the reporting period include:

May 2019

- ✓ Detailed action and monitoring plans for tax on property, tariff on waste and uncollected tax were finalized in 29 municipalities.
- ✓ Regarding the assessment of public services at local level, site visits in 31 municipalities were concluded by the end of May.
- ✓ The consortium led by CoPlan Institute started identification of performance measurement elements and KPIs at local level. The team carried out semi-structured interviews with political and managerial level of 10 sample municipalities.

- ✓ OSSIS rollout progressed in municipalities of: Delvine, Tepelene, Tropojë, Gramsh, Vore, Konispol, Kavaje. This was one of the most productive months in rollout speeding the process and adding teams, as a prediction of the slowdown affected from election process. All the 12 municipalities that were live supported during operational of OSSIS. Total number of live municipalities was 19. Municipalities of Mat, Shkodra, Elbasan, Patos, Gjirokaster and Mallakaster started the piloting of integrity planning processes. Working groups are established in 6 municipalities and are preparing for the initiation of internal procedures and regulations analysis based on the areas of integrity risk as per the approved methodology.

June 2019

- ✓ The contractor's work on the assessment of public service delivery continued with site visits in 29 municipalities, so that by end June, site visits for the assessment of local public services were conducted in 60 municipalities.
- ✓ During June, four new municipalities started operating the OSSIS, and opened their office even-though the election process made very challenging and hard to rollout. Municipalities of Rrogozhinë, Krujë, Kurbin, Shijak started to produce first documents. What resulted as an important issue in July 3 of the above municipalities did not use the system at all, only Kurbin continued with a low number of cases registered. Total number of municipalities live reached 23.
- ✓ The work on defining options for municipal performance measurement continued, based on semi-structured interviews conducted in 10 selected municipalities.
- ✓ Help desk support for the uploading content to municipal web pages continued during June. In addition to the already established 13 municipal web pages, the standard model of web page was also adapted for the municipality of Selenica.
- ✓ The piloting process of the Local Integrity Plans and Standard Code of Conduct for municipalities continued at a slower pace during the pre-election weeks, mainly focusing on desk review of the regulatory framework of the six target municipalities: Mat, Shkodra, Elbasan, Patos, Gjirokaster and Mallakaster.

July – September 2019

- ✓ STAR2 assistance under Component 1, Strengthening Institutional and Administrative Capacities of LGUs, has concentrated in reviewing existing municipal administrative structures with the aim of developing future recommendations for optimal reorganization, in line with the municipal size and mandate as per the legislation in place. Such assistance comes as a direct response to a specific request from the Ministry of Interior and ASLG for supporting the further consolidation of local government units. The new organizational structures will be grounded on the existing models, adapted to the current legal framework on local government and decentralization and public administration as well as other related sectoral laws, confirmed with Department of Public Administration and the Commissioner for Oversight of Law Enforcement of Civil Servants and tailored for each municipality. To support this specific assignment execution, an in-house team of experts is established, and has already started working on assessing the existing situation at the local level (structures and organograms), the legal framework on municipalities functions and Human Resources Management and the analytical review of existing structures against the legal framework and models of organizational structures developed during STAR1.
- ✓ Given the new situation, the concluding activities of the assistance on best municipal practices exchange have been reassessed and consulted with the two associations of municipalities and the Ministry of Interior and will be presented as an integral part of a national event to be organized by the Ministry of Interior.
- ✓ The Practical Manual on Fiscal Administration Procedures in Local Government was drafted in close cooperation with Ministry of Finance and Economy.
- ✓ OSSIS implementation has experienced a slowdown, as has the usage of the system in municipalities where it is already operational. OSSIS expansion is increasingly suffering from lack of IT infrastructure in the remaining municipalities, thus the pace of expansion is lowering. However, after overcoming the pre- and post-elections period, which has had its effect on reducing the pace, contacts are being made with the new municipal leadership and efforts are being made to promote specific solutions in each problematic municipality.
- ✓ By end September 2019, OSSIS was established in 3 additional municipalities: Dropull, Memaliaj, and Divjaka, bringing the total number of municipalities that operate the STAR2 OSSIS to 27. This number does not include Tirana, which has also started recording cases in the system for testing purposes.

- ✓ In municipalities where the system is operational, the level of use has declined over July-September, which is due to the particular post-elections situation. On a national level in the reporting period a total number of 4170 applications was recorded by OSSIS monitoring system.
- ✓ Tailored Local Revenue Action Plans have been developed for all 29 municipalities at scope; out of which 17 have been approved by Mayors and 12 – also by the municipal councils. The next step, for completing this assistance within 2019, is the organization of a dissemination of this practice among all Albanian municipalities.
- ✓ The process of Public Service Delivery Assessment and Piloting Public Services Reorganization went through a transition between information gathering and elaboration of respective analyses. Following a full coverage of all 61 municipalities, a second round of field visits has taken place in those municipalities that were reluctant to respond to the questionnaires or had not submitted them yet. A database of comprehensive information for all municipalities is created.
- ✓ Work on defining a benchmarking system for municipalities from the point of view and need of the Ministry of the Interior has advanced with the detailed analysis of similar initiatives, the identification of common points and areas not covered, municipal capacity and the level of data availability, and the building a system of indicators in line with the areas of organic law. The set of indicators is regularly consulted with the Ministry of Interior as well as with municipal representatives, before sharing with other stakeholders.
- ✓ The STAR2 team has worked on piloting process of the Local Integrity Plans with the municipalities of Patos, Elbasan, Mallakaster and Mat with identification of areas of municipal activities vulnerable to corruption, violation of integrity, unethical and non-professional behavior, and other irregularities. The methodology of work is based on bottom up approach, directly involving municipal staff in the analysis and assessment process, ensuring tailored made integrity plans. The main areas of risk identification include financial management, public services, human resources management, assets management, territorial planning and IT.
- ✓ The task related to the development of the standard municipal websites, though formally completed, was extended in two directions:
 - Help desk support to municipal ITs to populate their web pages with the information as per the Standard Programme of Transparency approved by the Freedom to Information Commissioner;
 - Update of the municipal websites with the profiles of the new elected mayors and municipal councils.
- ✓ According to the project schedule, the project team has finalized the ToRs for the second round of the Local Government Mapping. The survey will again concentrate on the ‘interactive’ dimensions of governance with a focus on: Effectiveness and Efficiency; Transparency and Rule of Law; Accountability; and Participation and Citizen Engagement. The exercise is expected to enable a comparison with the findings from the first round conducted in 2017, and thus reveal achievements and challenges from the citizens’ perspective.

Project Visibility

The project visibility in the reporting period has reflected appropriately project overall activities which were lower than expected due to the limited opportunities for public events in the pre-election period and the delay in the constitution of local governments, combined with summer holidays.

After the above-mentioned period with partial visibility, the activities that have marked the remaining time have been provided with sufficient coverage, mainly in social networks, on website and occasionally printed and online media.

The <https://reformaterritoriale.qeverisjavendore.gov.al/> page has been updated in both Albanian and English, and the events have been displayed in real time.

One of the activities that received ample visibility is the inauguration of the One Stop Shop Information System in Divjaka, collocated office with ADISA, with a substitutional investment and efforts done by ISDA project, STAR2 and ADISA. The UNDP Albania Resident Representative attended the inauguration, along with the presence of Italian cooperation, ADISA general director, STAR2 Team, and Mayor of Divjaka who ensured commitment to continue the support for the OSSIS expansion in other collocated municipalities.

Project Sustainability

The main aspects of the sustainability of the project is related to the achievement of policy-level effects. It is expected that as a result of the implementation of the project activities, the capacity of all 61 municipal administrations and other local stakeholders to improve coordination, partnership and transparency in the formation and implementation of effective local policies will be greatly strengthened. Also, the project will have a significant impact on the policy level, notably by creating preconditions for coordination, justification and transparency of the process of shaping and implementing local policies in different areas of public life (local economics, ecology, social sphere, local finances, etc.).

As far as the improvement of policies in the field of decentralization at central level is concerned, all activities and main outputs and outcomes of the project will influence important areas, such as the creation and implementation of a system of administrative procedures, preparation of analyzes and evaluations, trainings, development of standards in public and administrative services, as well as creation of conditions for the involvement of citizens in the process of local policy formation and implementation. All this will have an effect in an improved performance of local authorities in public service delivery.

The project planning is based on various 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.

During project implementation excellent collaboration and consultations have been developed between STAR2, 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 agreed with ASPA 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

In spite of progress, it is recognized that the project complexity is increasing proportionally with the increased number of activities under implementation, some of which require more dedicated focus in reviewing the interim outputs and monitoring the overall execution, such as the case of the One Stop Shops.

The Project management will propose the implementation of some of the activities to be completed in the period of non-cost extension of the project. The main factors determining the need for an extension of the project are related to the serious political situation, which makes it difficult to reach consensus with the government not only on the problems encountered during the project, but also on those issues for which there was an agreement and a strong position in support even in the project design and adoption.

The proposed extension with three months (January-March 2020) will entail no additional costs. The total project budget which is already allocated will cover all activities in the extended period of the implementation, including salaries for the necessary project staff.

The following activities are foreseen in the extension period: 2.1.1, 2.1.2, 2.1.3, 2.2.1, 2.3.1 and 3.1.1.

<i>Component/Activity</i>	<i>Justification</i>
Component 1 - Strengthening Institutional and Administrative Capacities of LGUs	
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation	COMPLETED
1.1.4 Capacity building on adopting local government Standard Operating Procedures	COMPLETED
1.2.1 Capacity building on leadership	In agreement with the MoI, STAR2 started providing assistance for the orientation of the newly elected local authorities and for improving the administrative structures of municipal administrations. The implementation of the activity for improving the administrative structures could be completed in the period of proposed non-cost extension of the project.
1.3.1 Capacity building on improvement of local level tax collection and enforcement	COMPLETED
1.3.2 Local revenue management action plans for 30 small and medium municipalities	The activity will be accomplished as it was planned
1.3.4 Capacity building on asset and land management	COMPLETED
1.3.5 Capacity building on LGUs' compliance with HSAI	COMPLETED
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	The main reason for the extension proposal is not fully involvement and lack in providing support in gathering needed information by almost 20 % of Albanian of municipalities. The completion of this activity could be realized in the proposed three-month period of non-cost extension of the project.
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	For the benchmarking activities, the main reason for the extension proposal is not only the high complexity of the approach, but the bigger than expected range of consultations needed, not to allow overlapping in data collection and construction of indicators and benchmarks. The implementation of this activity could be completed in the period of proposed non-cost extension of the project.
2.3.1 OSS model developed and scaled up	Initial plan included 49 municipalities. During the project implementation 30 municipalities have been online and testing stages the OSSIS. Most of them produces services on daily bases. Five of the remaining municipalities are preparing the deployment and go-live process within the coming months. Most probably due to above mentioned issues regarding IT

<i>Component/Activity</i>	<i>Justification</i>
	<p>infrastructure and other corelated issues, need additional time to get ready and start using OSSIS. A detailed Roll out plan is proposed for the final stage of implementation. Some of the municipalities without preconditions for the OSSIS may be replaced by municipalities with proper level of readiness, not in scope at initial project plan.</p> <p>The STAR2 have already preliminary agreement with implementing contractor of OSSIS for a non-cost extension during first semester 2020.</p>
2.4.1 Capacity building for standardized local archives	COMPLETED
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	<p>The main issue in this activity is the need for additional time to conduct the study and respective analysis effectively.</p> <p>The implementation of this activity could be completed in the period of non-cost extension of the project</p>
3.2.1 Capacity building for public engagement and consultation	COMPLETED
3.2.3 Municipal Programs of Transparency	COMPLETED
3.2.4 Publication of Municipal Councils Decisions	COMPLETED
3.2.6 Develop standard municipal websites	COMPLETED
3.2.7 Increase local government public ethics and integrity	<p>This project activity aims to establish and introduce a standard of ethics and integrity at local level through an innovative approach as the Integrity planning based on risk assessment methodology. Considering that after the successful completion of piloting phase is intended to expand further the practice to other municipalities it is crucial to analyze the effectiveness of the methodology and make recommendations related to the dissemination of such practice in other Albanian municipalities.</p> <p>The completion of this additional work could be realized in the proposed three-month period of non-cost extension of the project.</p>
3.2.8 Pilot municipal integrity plans	

From a technical perspective

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

Municipal OSS hardware requirements – During June, 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.

As regards the OSS rollout plan, even though the preparatory work is completed by the Contractor, the lack of OSS infrastructure (computers, scanners, printers, network devices, as well as office premises and equipment) obstacles the go live of the system in 15 municipalities.

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:

- Continuation of the implementation of the 2015-2020 national cross-cutting Strategy for Decentralization and Local Governance;
- Budget preparation is in line with the revised Organic Budget Law since 2017;
- Increased number of municipalities disclosing public information and appointing a local coordinator responsible for the right to information;
- Law on Local Self Government 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.

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 Project metrics

Figure 1 Financial snapshot

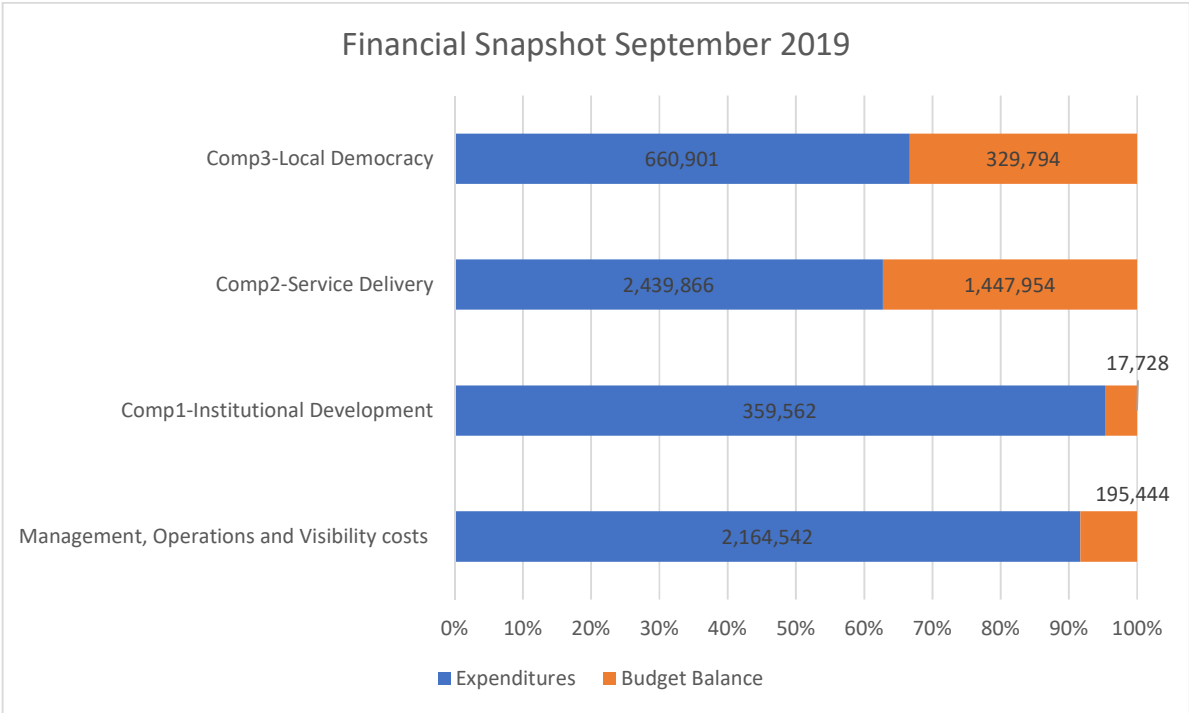
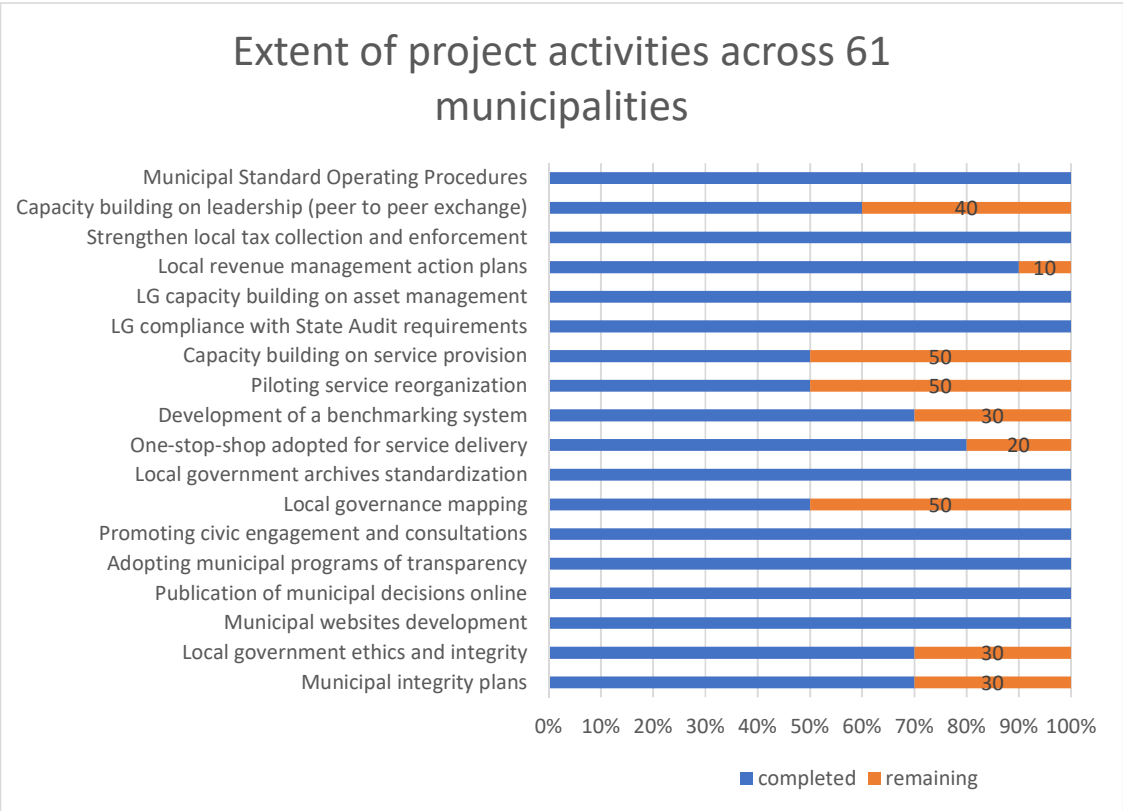


Figure 2 Extent of Project activities



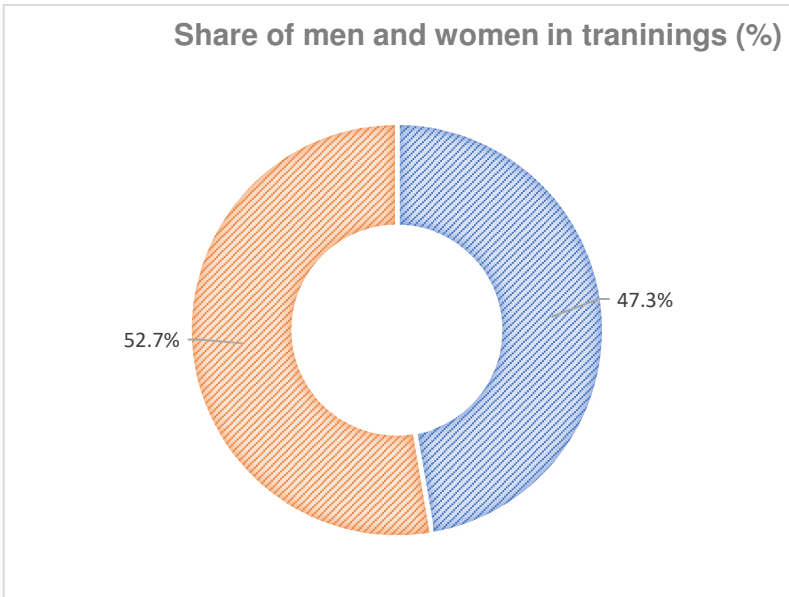
Gender equality and non-discrimination

During May-September 2019, the project continued to deliver trainings, workshops and other capacity building activities almost at the same emphasis as in the previous period. The total number of staff of municipalities participating in capacity building activities in the end September 2019 is about 4475 municipal staff, marking an increase of about 30 % compared to the previous period. The overall training activities were dominated by the trainings delivered for the functioning and making operational the OSSH staff. During the reference period a total number of 918 municipal staff or about 75% of all trained people participated in training and on job assistance for enabling them dealing with the new processes and practices with the OSSIS.

Equal opportunities for women and men is 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 diagrams:

	Up to December 2018		January-April 2019		May- September 2019		TOTAL
	Number of participants	%	Number of participants	%	Number of participants	%	
Men	751	45.4%	760	46.8%	580	47.3	2091
Women	881	54.6%	858	53.2 %	645	52.7	2384
TOTAL	1632	100.0%	1618	100.0%	1225	100.0%	4475

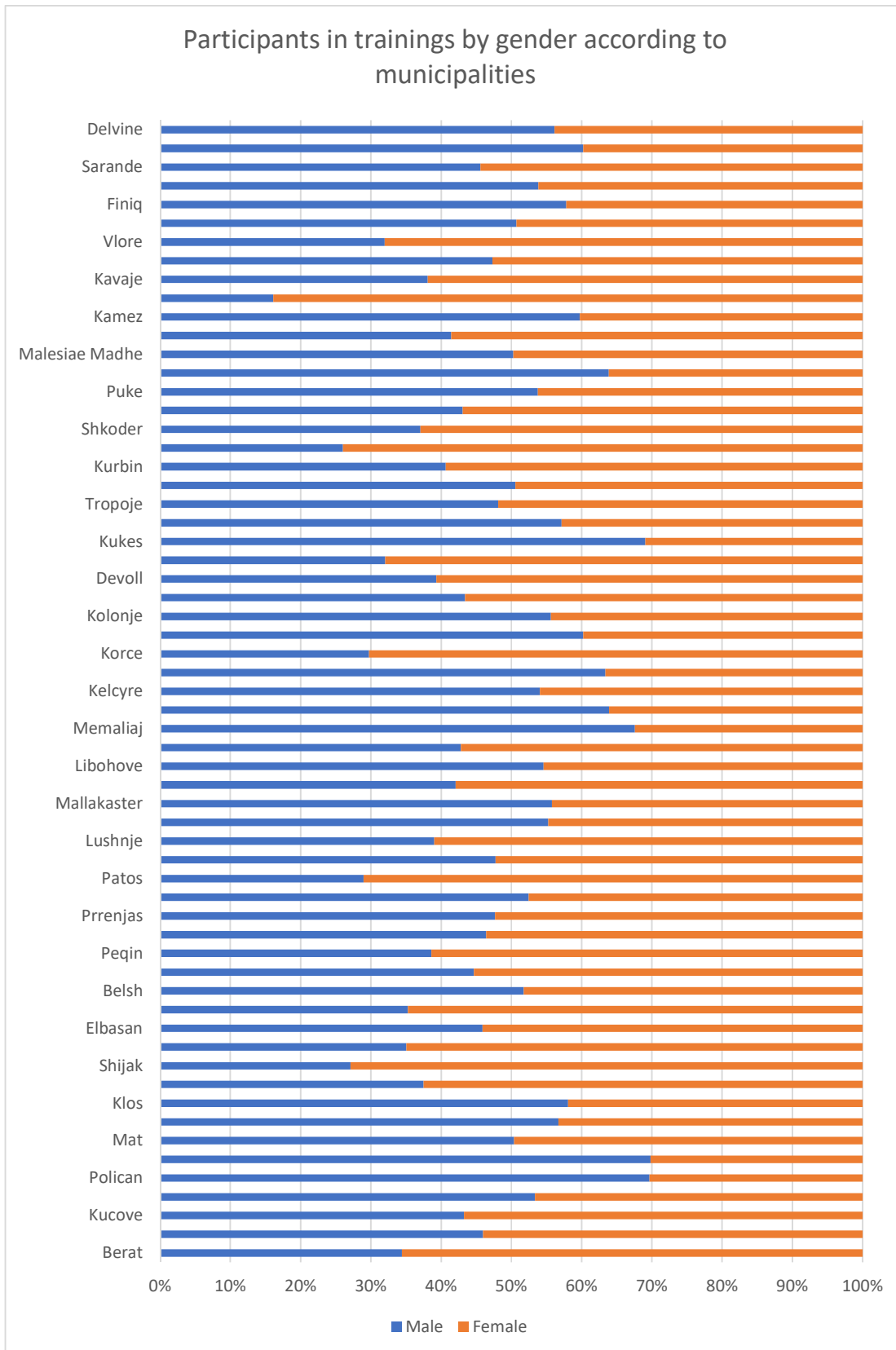
Figure 3 Share of man and women



The project continued to be well balanced regarding the female participation in capacity building activities. While the female participation remains dominant in training, it seems that the ongoing training activities in OSSIS component has decrease the gender differences, but still the percentage of women on training activities is 52.7 %, a key essential component for UNDP and other donors’ commitment to advance gender equality.

It seems that the capacity building activities under different components of STAR2 project are relevant and appropriate for the high level of management staff in all municipalities. A considerable number of vice mayors, general secretaries, director of directories continued to participate and contribute actively in continuation in planned activities. The average share of high-level managers participating in the STAR 2 trainings is 19.7 % showing the same tendency as in previous reporting period.

Figure 4 Participants by gender



2 - Implementation Progress

2.1 Progress by component, output and activity

COMPONENT 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs

New activity – STAR 2 assistance on municipalities restructuring compliant to legal requirements

STAR2 assistance under Component 1, Strengthening Institutional and Administrative Capacities of LGUs, has concentrated in reviewing existing municipal administrative structures with the aim of developing future recommendations for optimal reorganization, in line with the municipal size and mandate as per the legislation in place.

Such assistance comes as a direct response to the Ministry of Interior and ASLG request for STAR2 assistance to support newly elected mayors in the process of organizational structures restructuring and support the further consolidation of the local government units.

The new organizational structures will be grounded on the existing models, adapted to the current legal framework on local government and decentralization and public administration as well as other related sectoral laws, confirmed with Department of Public Administration and the Commissioner for Oversight of Law Enforcement of Civil Servants and tailored for each municipality.

To support this specific assignment execution, an in-house team of experts including legal and local government experts is established. Work started with collection of all 61 municipalities' organizational structures, organograms and budgets, followed with conduction of a thorough analysis of legal requirements related LG functions, services and competencies, specific laws, and Human Resources Management standards based on the Civil Servant Law organizational requirements.

Currently, the design of a revised standard model organizational structure for 3 categories of municipalities is concluded and after consultation with associations of municipalities AAM and ALAA with will be shared with ASLG for further discussion and confirmation from DoPA and the Commissioner for Oversight of Law Enforcement of Civil Servants.

The methodology of designing standard model organizational structures and organograms considers:

- Providing of coverage of all functions and services according to the competencies of municipalities;
- Providing of coverage on the territory, center municipality and administrative units;
- Ensuring the organization of the structure in accordance with the requirements of the Law on Civil Servants;
- Ensuring avoidance of conflicting roles and positions;
- Ensuring the minimum number of employees for the purpose of covering functions, geographical and population of municipalities and in accordance with standards set by specific laws.

Standard model organizational structures and respective organograms will be delivered to all municipalities as per their category (big, medium, small) while tailored assistance including analysis of the existing structure compared with the model and provision of recommendations for optimal reorganizations will be provided to those municipalities who will express their needs and interest following on a formal expression of interest process conducted by ASLG during September.

This process involves comparison and analyze of the current organizational structure of municipalities with the approved model structure with the aim of identifying shortcomings and proposing recommendations for ensuring legal compliance, qualitative and quantitative adequacy at the organizational and individual levels, standardized naming and application of standards of the civil service.

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 – Completed
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	December 2017 – April 2019 (both phases)
Products developed to date	<ol style="list-style-type: none"> 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 5. 9 workshops on 3 thematic SOPs organized for 61 municipalities 6. SOPs developed for 3 clusters composed by 3 municipalities 7. National dissemination event organized for 61 municipalities
Estimated rate of implementation	100%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May – September 2019)
<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. The inventory of existing SOPs among the municipalities revealed a limited understanding on the role of SOPs in municipal operations. The Municipality of Tirana is an exception to the rule, having developed up to 450 SOPs.</p>	

However, the lack of a common framework makes it difficult for this process to be carried out by most municipalities. Secondary legislation that would support municipalities in implementing is a requirement.

Main findings include:

- 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;

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.

Phase 2: July 2018 – April 2019

- Build capacities of local staff and municipal councilors on SOP development, adaption and implementation;
- Support adoption of Standard Operation procedures;

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.

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 continued until December 2018.

During January 2019 efforts were dedicated to SOPs consolidation focusing primarily on supporting the 9 pilot municipalities to finalize their sets of SOPs.

During February -March the project entered the phase of dissemination for products developed through on the job assistance with 9 municipalities to 51 municipalities. Focus was on preparing and holding the three rounds of nine workshops for the 51 non-pilot municipalities clustered as per their category, respectively in 12 and 21 February and 4 March.

The workshops aimed to raise municipal staff capacities of Human Resource Management, Public Procurement and Finance and Budget sharing the piloting practice, and the SOPs developed for each of three respective fields as well as to provide impetus for progressing with SOP development for 51 municipalities (18 category I, 25 category II, 4 category III, 4 categories IV), excluding Tirana which is advanced in SOPs adaption and served as a good model for other municipalities.

Participation in the workshops was satisfactory, with nearly 70 percent of the 51 municipalities attending the trainings and providing positive feedback for the development of SOPs

<p>in their municipalities. In all, some 93 different staff members from 35 different LGUs attended the workshops.</p> <p>During March-April the project concluded the planned capacity building assistance. FLAG in cooperation with STAR 2 organized the National Dissemination Event “Assessment and Implementation of the Code of Administrative Procedures and Adoption of Standard Operating Procedures in Local Government” at Tirana International Hotel on 11 April 2019.</p> <p>The purpose of the national dissemination event was to share key findings on assessment and recommendations on Standard Operating Procedures (SOPs) in local government. Disseminate project assistance full package of template and guidelines for development of SOPs and set of municipal SOPs developed in nine pilot LGUs to fulfil municipal functions in Human Resource Management, Finance and Budget, and Public Procurement.</p> <p>The SOPs package presented to each municipality on a CD comprises 37 different SOPs that have been shared among the 9 pilot LGUs. Adapting each of these SOPs to their own situation will provide a total database of 333 different SOPs produced by the project.</p> <p>The conference was received very well by all participants. Discussions took place about possible following steps that would require funding, such as further monitoring of the impact of SOPs upon the internal procedures of LGUs, municipal performance and service delivery, and the possibilities for extension of the set of SOPs into other functions of the municipal administration.</p> <p>Total number of participants 151, out of which 125 representatives of municipalities, 59% women. Total number of municipalities benefited from assistance on SOP reached 57 or 94%.</p> <p>Participants in this event include: Directory staff responsible for HRM, Finance and Budget, and Public Procurement in all municipalities, representatives of MoI, ASLG, DoPA, ASPA, AAM, ALAA, UNDP, donor community of STAR 2 and project partners working in LG sector.</p>	
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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 2019 Phase 2 - Empowering Mayors through peer to peer exchange - ongoing
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 MoI and ASLG and presented in the Consultative Council of 20 April 2018.

	<p>4. Best experiences and main challenges assessment report;</p> <p>5. Best experiences of 61 municipalities booklet;</p> <p>6. Documentary video on 6 best experiences;</p>
Estimated rate of implementation	60%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May - September 2019)
<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 2018.</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 14 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 script are prepared by end December to follow with the</p>	<p>Two remaining activities: (i) peer to peer exchange events in 6 selected best experiences municipalities initially planned to be organised during March, and (ii) the national event to present a summary of the entire process and results planned to be organised after the local elections, are postponed for after the local elections, with possible occurring time in October 2019. This postponement is decided in mid - February after thorough discussion and agreement with AAM, ALAA, Mol, ASLG, UNDP and STAR2 following the changing political situation in Albania.</p> <p>Given the new situation after the local election of 30 June, the concluding activities of the assistance on best municipal practices exchange, have been recently reassessed and consulted with the two associations of municipalities namely AAM and ALAA and the Ministry of Interior and ASLG and the decision is taken to present the process, findings, recommendations and products as an integral part of a national event to be organized by the Ministry of Interior during October. In addition, the assessment report of municipalities’ best experiences and challenges will be published and will be part of the deliverables package which will be disseminated during the same event. In this way, the contractual arrangements for this activity will extend until mid-December 2019.</p>

organization of peer to peer activities in 6 municipalities representing the best experiences, during March 2019 and a final event in October 2019.

During January – February work continued to determine the 6 best experiences and start the organization of 6 peer to peer exchange events in respective municipalities.

Based on the assessment of situation identifying best experiences and main challenges of Albanian mayors, a meeting was organized with presence of Mol, ASLG, AAM, ALAA, UNDP and STAR2 to discuss main findings and results and conclude the decision-making on six best municipality experiences and the host municipalities for the 6 peer-to-peer-events to be organized during March as below:

Ura Vajgurore Municipality - “Integrated digital system services”,
Shkoder Municipality - “i-Shkodra, transparency system for citizens”,

Elbasan Municipality - “Local public security commission and increase of security in schools”,

Kamez Municipality - “Participatory and transparent budget management”,

Skrapar Municipality - “Provision of new services for children with special needs”

Bashkia Fier - “Intervention in drainage and irrigation channels, release, cleaning and efficient delivery”

While AAM and ALAA in cooperation with 6 selected municipalities started preparations for organization of the 6 peers to peer best experiences exchange events during March political situation aggravated affecting both levels of governance.

Following carefully on the drastically changing political situation in parliamentary and political party level, in mid-February Mol, ASLG, AAM, ALAA, UNDP and STAR2 discussed and decided to postpone the organization of 6 peer to peer events in local level after the local elections in October 2019.

The main arguments for postponement of 6 events include: the risk of nonattendance of mayors of different political sides; the anticipation of the non-productive communication between mayors of different political sides in case of participation; failure to achieve objective of the peer to peer exchange of good experiences among mayors.

Considering that the composition of the 61 mayors’ group after the local elections, will be different from the current one, the peer to peer events scenario will be adapted to respond to mayors group typology.

Next steps:

Implementation of the ongoing technical assistance until October 2019.

Expected deliverables:

- 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	Completed
Service provider	Economic and Social Analytics Consulting (ESA)
Start-end dates of assignment	May 2018 – April 2019
Products developed to date	<ol style="list-style-type: none"> 1. Assessment on Best Performing tax management and enforcement systems on local self-government drafted 2. 2 focus groups meetings 3. Training curricula developed 4. Capacity Building Program to 61 municipalities 5. Manual on tax administration
Estimated rate of implementation	100%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May - September 2019)
<p>Project assistance on Support improvement of local level tax collection and enforcement started in December 2017 with 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 - MFE), aiming to ensure that STAR 2 builds upon other partners' knowledge and complements current interventions started from .</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 Program and finalization of a manual on Tax Administration.</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 activity started with an 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>Training delivery which targeted public officials with direct responsibilities on tax management and enforcement in all 61 municipalities, started in January 2019 and was organized in 8 different locations.</p> <p>Trainings were characterized by high level of participation and resulted in vivid discussions from the municipal staff. Almost all participants returned on the second training day. Attendance level and excellent engagement of the municipal staff during the training was a sign of high interest of local government officials on this topic.</p>	<p>Following the completion of capacity building activities in March, a Practical Manual on fiscal administration procedures in local government is published and ready to be disseminated to the 61 municipalities. Since this manual is drafted in close cooperation with MFE there is an expressed interest from their side to disseminate it jointly with STAR 2 project. Specifically, MFE in cooperation with Strong Municipalities project are in process of organising a national event focussed on PFM in local government in 15 October. MFE invited STAR 2 to be part of this event agenda and introduce project assistance in local government tax collection and enforcement as well as disseminate the manual.</p>

<p>Based on situation assessment and discussions during training sessions, the main systemic issues municipalities face in terms of fiscal administration relate to:</p> <ul style="list-style-type: none"> -taxpayer registration (especially households); -establishment or expansion of IT systems/databases; -embedding legal tax notification procedures into their practices (most don't follow obligatory steps especially for household taxpayers); -fiscal policies and planning (lack of accurate information as well as political pressure); -human resource management issues (staffing of tax units, lack of legal knowledge); -lack of staff performance measurement and accountability mechanisms. <p>Other issues relate to enforced collection as well as systematization of tax appeal procedures. In the short-term, the application of the new immovable property tax presents a big challenge for the municipalities.</p> <p>The majority of participants highlight the fact that very limited assistance in the revenue management area has been provided so far by technical assistance programmes, which have mainly focused on budget management issues. This training has been welcomed by participants, who also highlight the need for further coaching and engagement with high level management.</p> <p>ESA Consulting concluded the delivery of training workshop on tax administration at local level and finalized the Manual on Tax management, with insights from the trainings. 114 tax experts benefited from the 8 trainings organized on tax administration processes, from which 44% women.</p> <p>STAR2 in collaboration with Service Provider will prepare and deliver certificates on the Capacity Building Program and will distribute them to all participant together with the Manual on Tax Management.</p>	
<p>Output 1.3 Local public financial and fiscal management capacities enhanced 1.3.2 Develop local revenue management action plans for 29 small and medium municipalities</p>	
<p>Status</p>	<p>Under Implementation</p>
<p>Service provider</p>	<p>EDF Consulting & PAS Union Trust</p>
<p>Start-end dates of assignment</p>	<p>October 2018 – October 2019</p>
<p>Products developed to date</p>	<p>none</p>
<p>Estimated rate of implementation</p>	<p>60 %</p>
<p>Cumulative Progress, up to April 2019</p>	<p>Progress attributed to reporting period (May-September 2019)</p>
<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>RfP was published on early August 2018. After selection process, contract was signed with EDF Consulting & PAS Union Trust on October 2018.</p>	<p>The contractor “EDF Consulting & PAS Union Trust” completed the work on the Standard Action Plan (SAP) and the Standard Monitoring Plan (SMP) for the procedures of collection of: (i) tax on property, (ii) tariff on waste and (iii) uncollected tax and dues.</p> <p>During June 2019, the contractor “EDF Consulting & PAS Union Trust” started assisting the target municipalities to implement the adopted action and monitoring plans for tax on property, tariff on waste and uncollected tax</p>

² Excluding: DLDP LSGUs partners; PLGP LSGUs partners; LSGUs of SECO partners.

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.

Meetings with institutional partners were organized including MoFE, PLGP, SECO and ESA to ensure coordination and synergy with actors working in the same sector.

The process of in-depth situational assessment started with the methodology and assessment tools consulted with MoFE.

The 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.

All 29 municipalities were involved to the process of tax collection action plans development and the first step was a response to questionnaires delivered was a very good indication.

During January 2019, the SAP&SMP together with the findings of the in-depth analyses, and the recommendations on improvement of collection process as per the latest legal changes were presented to all 29 municipalities in 4 regional workshops.

The next step was the job assistance to tailor Action plans and Monitoring plans for each target municipality.

During April “EDF Consulting & PAS Union Trust” implemented the planned work on the finalization of the Action Plans and the Monitoring Plans for the procedures of collection of: (i) tax on property, (ii) tariff on waste and (iii) uncollected tax and dues. The plans for 25 municipalities were developed and approved by respective Mayors.

Deliverables:

- 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.

through an online helpdesk. Also, the preparatory work related to the impact measurement of the implementation of the action plans is under way.

Tailored Local Revenue Action Plans have been developed for all 29 municipalities at scope; out of which 17 have been approved by Mayors and 12 - also by the municipal councils.

Next steps:

The next step, for completing this assistance within 2019, is the organization of a dissemination of this practice among all Albanian municipalities. A national event is scheduled where identified problems and necessary recommendations for improvement will be presented.

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

<p>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</p>	
Status	Local Service delivery, assessment and piloting Re-organization of selected services- Ongoing
Service provider	Local Service delivery, assessment and piloting Re-organization of selected services – MultiContact in consortium with Alfa Services and InfoBusiness Solution
Start-end dates of assignment	February 2019 – 31 December 2019 (MultiContact)
Products developed to date	
Estimated rate of implementation	55% (MultiContact)
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May-September 2019)
<p>Local Service Delivery Assessment and Piloting Re-organization of Selected Services. 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: To prepare recommendations based on the findings of the assessment phase for the potential interventions.</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 February 2019 the call resulted successful, as the competition produced a convincing responsive bidder. Based on the activities planned on the Technical Proposal and Inception Work Plan prepared from the Consultant, a Kick-of Meeting was held on February 27th, 2019. Discussion has been made for the implementation of the Contract and especially for the first phase of the project, Inception Phase. In accordance with the comments the Consultant revised the Inception Work Plan and the activities started to be implemented based on that plan.</p> <p>In accordance with the Inception Work Plan and ToR, the Consultant proposed the LGU Selection Criteria for the selection of the pilot municipalities to assess in the ground the real situation on handling public services and have a practical sense of general</p>	<p>The approval of the documents for the Inception phase of the project was made in the second week of May after numerous meetings and discussions with the Contractor. At the end of this phase, the approved documents are as follows:</p> <ul style="list-style-type: none"> • Assessment Methodology; • List of Public Services to be assessed; • Questionnaires for public services (14); • Detailed Implementation Plan for the project and for the assessment phase (including cluster of municipalities and teams of experts for each of them) and • Risk Management Plan as well as other related documents. <p>Also, the Contractor finalized the Communication strategy to inform and establish communication with key stakeholders.</p> <p>Based on the approved documents, the second phase of the project (assessment) started at the third week of May. In close collaboration with the UNDP National and Regional Coordinators the first meetings were planned with the municipal staff in accordance with the assessment plan. Before starting the site visits to the municipalities, the Contractor conducted training for the experts on the methodology and questionnaires.</p> <p>The purpose of the first site visits to the municipalities was the presentation of the project, questionnaires and data required in these questionnaires at the respective municipal staffs.</p> <p>By the end of May, the Consultant concluded this work at 31 municipalities (including municipality of Belsh, Lushnje and Lezhe done from the Inception phase) or 51% of the total. All the meetings have been carried out and the municipal staffs have been engaged in this process. For the remaining municipalities, the contractor continued to complete the activities part of the assessment phase (questionnaires and interviews) during the month of June. As the June 30th was the election day for the local governments, problems with the municipalities were encountered for their readiness on the collection of data for the questionnaires.</p> <p>By the end of July, the contractor completed the field visits to 61 municipalities (except municipality of Tirana). In all the meetings, the contractor introduced the project and the work needed to be done in close collaboration with municipal staff for specific questionnaires.</p>

difficulties encountered. Based on the discussion a final set of the criteria was finalized and based on that the municipalities selected for this activity were: Belsh, Lushnje and Lezhe.

In close collaboration with National Field Coordinator and respective regional Coordinator a plan for the site visits to these municipalities was prepared. Together with the Consultant, we visited the selected municipalities on March 20th, 2019. The respective Mayor, Deputy Mayor and staff responsible for the public services were part of these meetings. Teams of experts from the Consultants were established on each municipality to collect the information for the public services offered on each of these municipalities.

The collection of the information on these municipalities is completed and the Consultant is in the process of finalizing the draft inception report.

As a result of the piloting in the Municipality of Lushnja, Lezha and Belsh, the Multi-contact Consulting completed and submitted for comments the Assessment Methodology, questionnaires and the List of Public Services to be assessed, a Detailed Implementation Plan for the assessment phase and Risk Management Plan as well as other related documents. Also, the contractor made a proposal for a communication strategy to inform and establish communication with key stakeholders. The information of key stakeholders and their involvement is central for ensuring required information is submitted in time and the corresponding risk is minimized.

By early September, there was an internal technical meeting with STAR2 staff, to assess the progress. It resulted that the response rate stood at only 57%, a level of information considered still insufficient for proper analysis and conclusions. Thus, it was deemed necessary to revisit all municipalities, given also the constitution of several of them only in the last month and sensitize them on the importance of collaborating on this exercise. This process continues and holds the promise of improving the accuracy and quality of information.

So far, 736 questionnaires out of 854 (or 84%) filled from the municipal staff are submitted to the contractor by the end of this month. The questionnaires are evaluated carefully by the experts of the Contractor for the respective field. It is identified that in some of the questionnaires is missing some information. The quality of data collected and the missing information it was the work of the contractor during the third round of site visits to these municipalities for the validation of the information on each of the questionnaires.

The contractor, in parallel with collecting data from questionnaires and interviews, was working also with the preparation of the data into statistical programs. As a result, a database with information for all Albanian municipalities was created and the information was analyzed. Based on the information collected through questionnaires (for most of the public services) and interviews the contractor's experts started the process of analyses of 54 municipalities and evaluation of the provision of public services.

The first draft municipal report for Elbasan municipality is submitted by the contractor and comment from UNDP was send to them.

This extra work considering this particular situation has indeed caused a certain shift in the schedule of deliverables. However, this setback was considered important for ensuring a more qualitative result. In consideration of this change, the entire activity implementation is shifted and the completion within the original deadline will be more challenging. According to the amendment done, the 34 municipal reports describing qualitatively and quantitatively problems, patterns and likely best practices of public service delivery will be submitted by the contractor by the end of October.

Next steps:

- Completion of Assessment Phase (field work)
- Piloting re-organization of selected public services phase

Expected Deliverables:

- A single report for each municipality describing qualitatively and quantitatively problems, patterns and likely best practices of service delivery
- A final consolidated report on municipal service delivery features which identify common patterns in service delivery supported by evidence and an analytic review of the findings of this exercise.
- A report on the implementation progress of the re-organized public services selected
- Final Report

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	Under implementation
Service provider	Co-plan Institute and Metropolis
Start-end dates of assignment	March 2019-August 2019
Products developed to date	None
Estimated rate of implementation	50%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May-September 2019)
<p>Since the beginning, 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 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>Following several coordination meetings with INSTAT as well as the relevant Swiss funded projects with focus on data and aiming to avoid overlaps and create synergy for the benchmarking system, STAR2 revised the initial TOR-s and launched an RFP on January 2019.</p> <p>The assignment consists in an in-depth analysis of complementarity, needs and opportunities, which would help undertake further steps in collaboration with MoI and ASLG. The assessment and roadmap aim to lead the further assistance in developing a local government performance dashboard and consequently a local government benchmarking, incentivizing advancement and progress amongst and for Albanian municipalities.</p> <p>In March 2019 the consortium led by Co-Plan commence the implementation of the contract "Assessment of current municipal performance measurement systems". Areas pertaining to local democracy and participation, good governance and administrative efficiency, sustainable development, integrated territorial management, economic competitiveness, quality of life and the like are subject of this expertise. The power of developing this part and combining it with the financial and service performance system is immense and would give a full picture of the functioning of the local government system.</p>	<p>After consultations of relevant senior level executives including MoI, ASLG, INSTAT, MoFE, ATP the consortium started identification and elaborating of possible performance measurement elements and KPIs at local level.</p> <p>To ensure a better understanding on data availability for the performed functions, information systems established in municipalities (or their absence / scarcity), capacity to deal with performance indicators / systems and other data related issues, a series of semi-structured interviews were carried out in the selected sample of 10 municipalities in Albania. The interviews aiming the two levels, political and managerial staff. To this end, a total of 11 political representatives and 180 managers (head of departments, general directors) were interviewed covering about 25 public services. The analyses of the information received through semi-structured interviews, the review of various reports and studies on citizens' perceptions on local governance in Albania as well as international experiences paved the way for the next steps.</p> <p>In parallel, work on defining a benchmarking system for municipalities from the point of view and need of the Ministry of the Interior advanced with the detailed analysis of similar initiatives, the identification of common points and areas not covered. All the steps listed above represent a precondition in order to set up a sound performance measurement framework for municipal performance measurement indicators in Albania.</p> <p>Based on the results of different analysis and reflections, the Contractor develop the performance measurement systems for municipalities in Albania, ready for internal discussion around end July 2019. After the internal revision, the full list of indicators and the approach of the municipal performance system was consulted with the Ministry of Interior before sharing with other stakeholders. The Ministry agreed on the logical and detailed approach provided and enquired the Project to continue with consultation of stakeholders and municipalities.</p> <p>The drafted performance measurement system will be consulted with municipal representatives, national and international stakeholders. The next steps include the finalization of the framework and the list of performance indicators, following feedback from consultative meetings/workshops and preparation of the roadmap for the implementation of the benchmarking system.</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, IkubiINFO, 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. OSSIS Live in three pilot municipalities of Elbasan, Pogradec and Polican and 10 other municipalities 4. Rollout plan with updates, end of September 2019 5. UAT signed for 48 municipalities after training and service configuration 6. Handover of system deployment for the municipalities started OSSIS operation 7. Training plans and Participation list for 47 municipalities 8. Good practice manual 9. SLA (Service Level Agreement) for 27 municipalities
Estimated rate of implementation	80%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May-September 2019)
<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, IkubiINFO 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>This semester had a work focus on rollout process, pushing to extend OSSIS in the major number of municipalities possible, helpdesk to support and maintain for municipalities that are running OSSIS, pushing at all instances the stakeholders to overcome difficulties for starting use the system and consolidating usage and functionality of the system in municipalities:</p> <ul style="list-style-type: none"> • 27 municipalities are using OSSIS, 5 to start by the end of October 2019, the last municipality Kamza is on the deployment and training stage and plan to go live during last week of October 2019; • Tirana advancement entered the testing of the system with real cases and preparation for go-live with a limited number of services is planned to be within October 2019. Municipality of Tirana required the longest time to complete the deployment process, as the staff that confirmed service validation and the number of services and granularity of them is the biggest. In May 2019 service validation and acceptance, development of more than 50% of services, more than 40 services required further refining during this period. Tirana will have 160 services when the system will go fully operational; • Further improvement of functionalities are evidenced and developed from the contractor. Modules of BI and reporting for central government monitoring and municipalities dashboards all user levels; • Capacity building on OSSIS usage and standardised service delivery procedures for all rolled out municipalities so far; • Help desk operation and reporting of cases in a management support system; • Good practice manual is completed based on the experience gained from the municipalities using the system; • Branding and visibility for OSSH offices created and advertised; • OSSIS inauguration on 11 September 2019 in Divjaka, an office with ADISA colocation; • Total number of applications from November 2018 when first municipality, Elbasan went live to end of September 2019 is 6533 recorded application in the system.

Progress in the implementation of OSSIS until December 2018 include:

- 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 went live and started to operate the system mainly in the central municipality.
- A rollout plan is prepared and adopted from the project in collaboration with JV.
- 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 all installation and uses for rollout the central infrastructure in NAIS.
- NAIS have received formal documents to register as national database the OSSIS, started the process and following up in coordination with ALSG

Progress in the implementation of OSSIS until April 2019 include:

- 13 municipalities are using OSSIS, 7 to start within first week of May 2019, 15 municipalities terminated the deployment, testing, training and customization ready to go-live;
- Progress is noted in preparing the Municipality of Tirana to go live, finishing analyses, service validation and acceptance, development of more than 50% of services, noting that Tirana has submitted to configure more than 160 services;
- System deployment in NAIS central hosting location already completed for all 49 municipalities and ready to start system columnisation;
- 3 pilots matured the usage and important lessons learned and good practices are evidenced;
- Central Hardware fully installed and functional, test for full operation under usage and stability reported;
- Capacity building on OSSIS usage and standardised service delivery procedures for all rolled out municipalities so far;
- Help desk operation and reporting of cases in a management support system;
- Training curricula and training materials distributed to all municipalities;
- Branding and visibility for OSSH offices created and advertised;
- OSSIS Demonstration on 3 and 15 of April 2019 to donors and partners;

STAR II and ADISA OSSIS Coordination

STAR2 and ADISA have now 4 municipalities OSSH offices collocated. Municipality of Maliq, Librazhd, Malsi e Madhe and Belsh are now operational and share the same premises for service provision. These are examples of this cooperation where ADISA. An aggregated list is prepared and used as a blueprint for the JV and the project as well for coordination with mayors and central government.

May 2019 OSSIS continued the rollout of the system in the remaining municipalities

- After rollout plan updated and requests to speed-up the process before local government elections in June, the teams completed 6 municipalities in May. Municipalities of Durres, Delvine, Tepelene, Tropoje, Konispol and Kavaje started operating the sytem. eventhough the system was fully operational, the recorded cases were low in number and mainly using 3-4 categories of services, mainly the general requests and claims.
- Kavaja, Durres and Konispol struggled to keep the rhythm and offer constant usage of the system, because of non-performant IT equipment used for the front-desk offices. Even the rest of municipalities due to political developments reduced the commitment and efforts of the municipal staff.

June 2019 rollout and major developments

4 new municipalities went operational during June 2019:

- Rogozhina
- Kruje
- Shijak
- Kurbin

The staff continued the collaboration and wasn't affected from the election process, creating the conditions and responding to JV and STAR2 team push to start using the system. Despite Kurbin all other three municipalities haven't procced good, registering a very limited number of cases. Shijak reported that would move to another larger office as the one opened couldn't serve citizens, the same is the case of Rogozhina where office arrangement is blocking the process.

In collaboration with JV an update on the assessment of the IT infrastructure in all municipalities, live and non-operational once was conducted. The assessment confirmed mostly the situation as per first assessment, little investments are done during last year in IT infrastructure noting a further depreciation in some cases of the existing once.

July - August 2019 rollout and major developments

July the month with the lowest number of municipalities rolled-out. Post-election period seemed to be hard and confusing municipal staff. Half of live municipalities slowed-down on recording new cases in the system. Teams' paused operation during election and counting period as well limited presence during council constitution and new mayor's confirmations in their respective municipalities.

August continued to be a hard month have responses from only few of our direct collaborators in municipalities. Summer vacations and re-organisation of staff started at the level of directories, deputy mayors, and cabinet. In some cases, also technical staff was replaced or positions left vacant, these staff changes obstacles our continues efforts of pushing form the team and contractor. Only municipality of Dropull succeeded to start operational during last week of August.

The slowdown was predicted in the rollout plan and in our risk analyses, however the impact especially for municipalities operational decreased our success rate to expand further OSSIS.

September 2019 reconnecting with lost contacts in municipalities knowing new elected mayors

STAR2 team started an intensive tour on rebuilding lost contacts with decision making units and technical staff that changed after election. Visits targeted new appointed mayors, municipalities that slow-down system usage and municipalities that couldn't equipped offices before election period. The general approach from the new mayors is positive, majority of

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.

them have started preparing the offices, appointing personnel and procuring equipment for the front office as per our recommendations. Kukes, Diber, Bulqize, Gjirokastra, Kolonja, Devoll and Pustec have advanced in this direction. 2 municipalities started operating the system in September, Memaliaj and Divjaka. Divjaka collocated with ADISA the OSSH and an inauguration event was held on 11th of September.

Municipality of Tirana OSSIS implementation

Not affected from the political process, rather slightly affected from summer period, staff and teams did tremendous efforts. Meetings happened continuously with large number of staffs, distributed in several offices, departments in different buildings covering training and system customization. The implementation plan for Tiana is to go live with the first services following with on-job training and stabilisation phase continued also in September. The project received full support from municipality staff, making available large number of documents, arranging several meetings for discussion and training and preparing the staff to move to the electronic processing of services. October is the month of go live as per plans and latest developments.

STAR2 and ADISA OSSIS Coordination

STAR2 and ADISA have now 5 municipalities OSSH offices collocated. Municipality of Maliq, Librazhd, Malsi e Madhe and Belsh and Divjaka are now operational and share the same premises for service provision. In the coming months that remain for the implementation of the system we are planning to collocate in Kukes, Diber, Roskovec and potentially in Gjirokastra. Other municipalities might join the collocation to be explored and agreed.

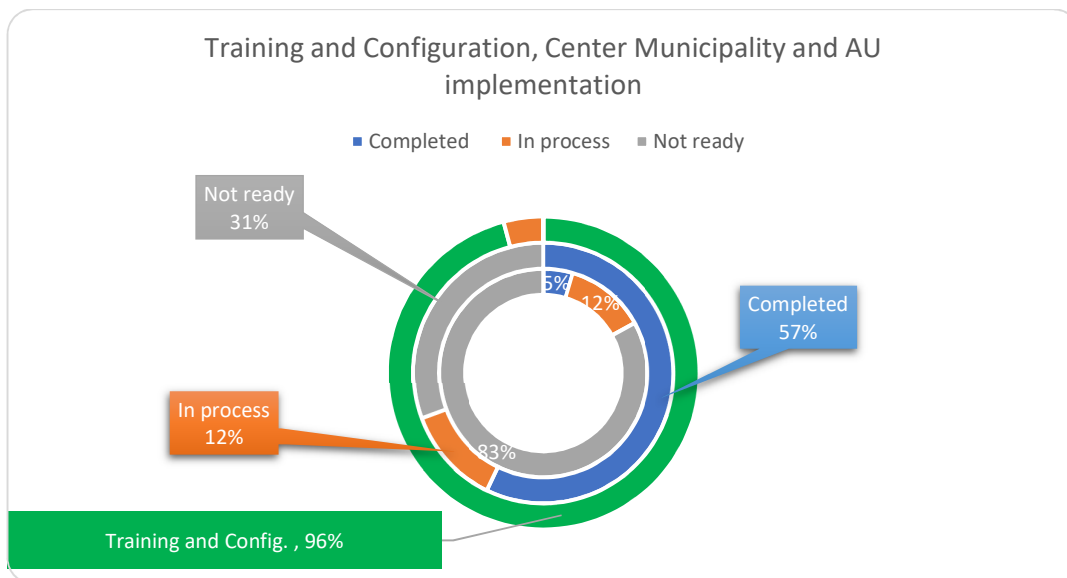
Open Issues

The local hardware requirements is a persisting and not yet addressed issue. Significant efforts done by the project to quantify, specify and prepare formal requests to potential donors and government couldn't find any immediate solution to the main crucial issue of needed infrastructure.

Graphs and statistics OSSIS

Status of work for Training and Configuration process the central municipality and AU's rollout

Figure 5 Training and configuration



Training and configuration are completed for 48 municipalities, remains Kamez to complete the all 49 municipalities, represented in the first circle (in green color) in the above graph. OSSIS is up and running in 28 municipalities or 57%, ready to start operations, municipalities have necessary equipment, human resources and have prepared the necessary steps to start operational 12% and the rest of municipalities are not ready because of lack of infrastructure, human resources and in some cases, leadership as represented in the second inner circle. The 3rd inner circle represent the status of Administrative Units usage of the OSSIS. A significant work remains to ensure all AUs will start operating the OSSIS.

Figure 6 OSSIS live

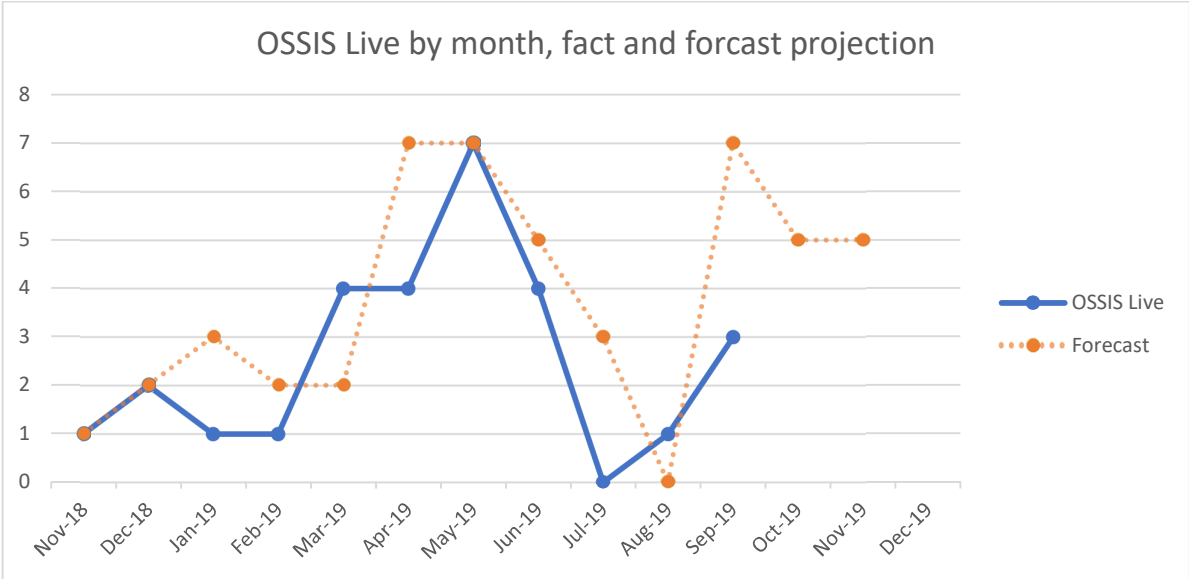
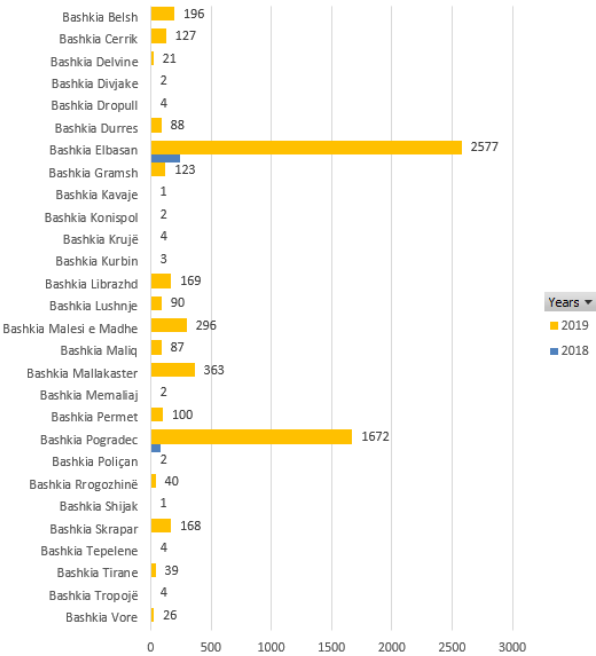


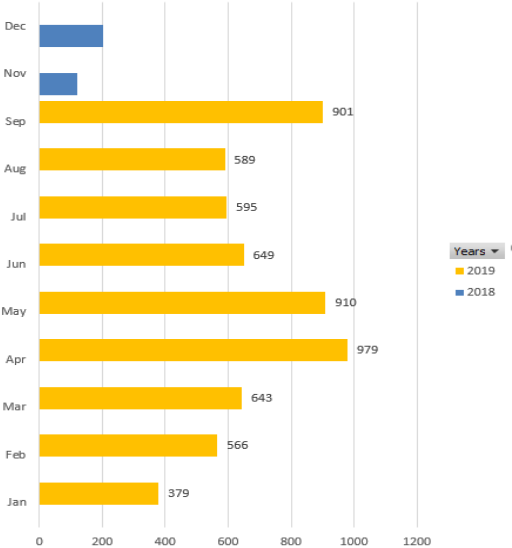
Figure 7 Total number of Applications from the start, November 2018 to September 2019

There is no significant correlation with population and the number of applications so far.



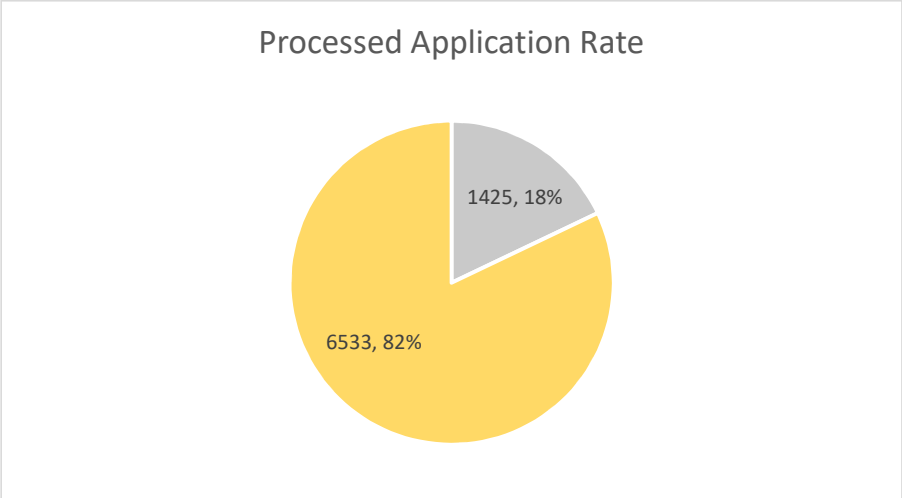
Elbasan and Pogradec are pilot municipalities and have higher numbers of applications, due to their start date, good trends are noted in Malesi e Madhe, Mallakaster and Pogradec.

Figure 8 Applications by month from the start, Nov 2018 to September 2019



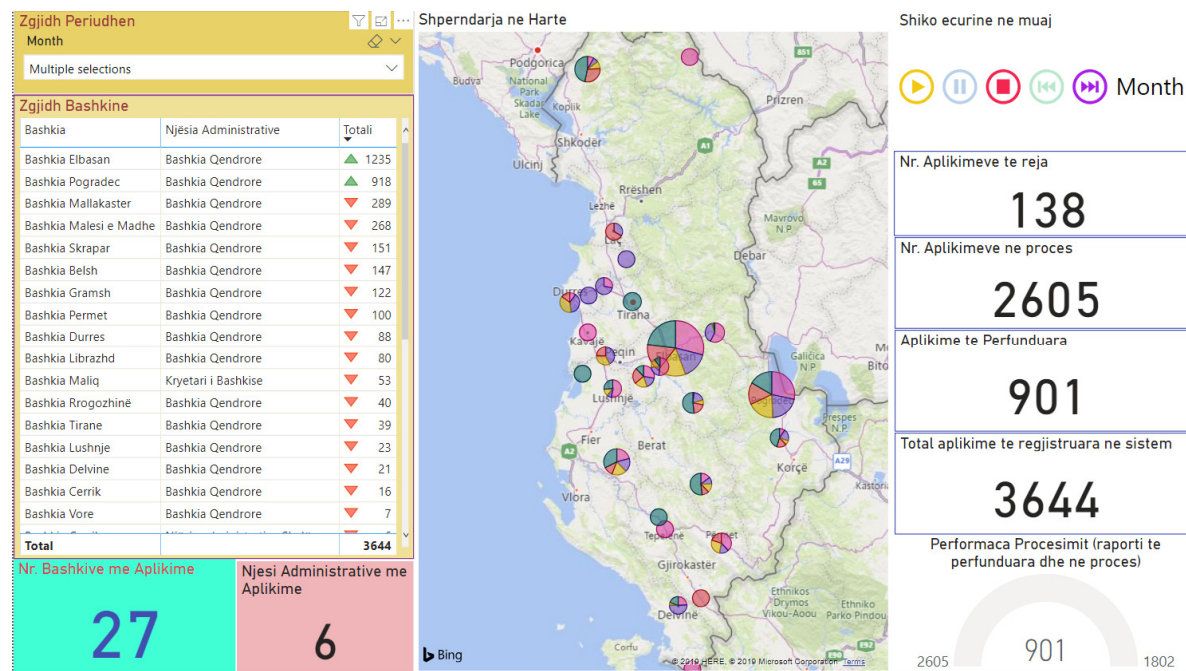
A better view of the data is given by grouping them by month. Election period seems to be a factor on slowing down the application and use of the system in general.

Figure 9 Applications and service provision



Some applications are categorized in the systems as deleted, faulty cases, made by un-experienced employees. Another indicator related with the above graph is that still there is a high number of applications in process, from our audit of the system, there are cases where services are delivered to the citizens but not closed in the system. The graph represented only closed services in the system. 18% of the cases are terminated as reported in the system.

Figure 10 Service applications, per municipality, in a map view (online tool, loads first this semester May-September 2019)



The link to further visit and investigate progress updates every and of month: <http://bit.ly/ossismapp>

The OSS Rollout Plan³



Oct 2019 -
STAR2-OSSh Update I

³ The plan excludes the pilots and Tirana. This is the most updated plan, based on advancement and assessments done in this period.

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	Ongoing
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	<ol style="list-style-type: none"> 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 December 2018	Progress attributed to reporting period (January-April 2019)
<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	Completed
Service provider	Partners Albania
Start-end dates of assignment	June 2018 – March 2019
Products developed to date	<ol style="list-style-type: none"> 1. Assessment of the Situation 2. Operational Toolkit on Public Engagement and Consultation 3. Measurement System on Public Engagement and Consultation 4. Capacity Building on Public Engagement and Consultation 5. Institutionalisation of Measurement System
Estimated rate of implementation	100%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May-September 2019)
<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. The approach included 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. Following an assessment of the situation, the awarded contractor, Partners Albania, developed 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 was also developed based on the domestic legal requirement and the key principles of consultation and was further consulted with representatives of 61 municipalities in three regional workshops.</p> <p>A capacity building program was tailored based on guiding operational toolkit and the measurement system on public engagement and consultation, certified by ASPA. 28 training workshops were organized targeting local officials of various levels and functions. A total number of 505 municipal officials from 61 municipalities benefited the training program.</p> <p>Following the finalization of capacity building the contractor in close cooperation with the project explored way to ensure follow up on the implemented activities. Meeting with various project partners took place including the Agency for Support to Local Government, the Association of Albanian Municipalities and Association of Local Autonomy sharing with them key documents produced to facilitate sustainable access to these instruments from municipal officials and to promote further their implementation.</p>	

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 April 2019	Progress attributed to reporting period (May-September 2019)
<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 consultations, including their presentation in the Consultative Council between Central and Local Government.</p> <p>On 10th September 2018 the Commissioner on the Right to Information and Protection of Personal Data issued an order</p>	<p>Local elections of June 2019 reconfirmed the same leadership for 21 municipalities and new mayors for the other 40-municipalities. In this changing context, as follow up to the support provided for the standard Transparency Programme for Local Government, the UNDP Resident Representative and Freedom of Information and data protection Commissioner addressed a letter to the 61 Mayors, bringing in their attention the importance of transparency programmes for the accountability of municipality toward their citizens.</p>

making the Standard Model of Transparency Plan for Local Government an obligation for the 61 Municipalities.

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.

122 local officials from 61 municipalities benefitted the capacity building programme 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.

Training was followed by launching of planned Help Desk on-line platform <http://transparencavendore.idmalbania.org> providing on line support to Municipalities on the adoption of the new Transparency Programme during November – December 2018.

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	Completed
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 3. Capacity building of key local officials 4. Help Desk
Estimated rate of implementation	100%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May-September 2019)
<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 33 municipalities at Vendime.al and at the municipal web pages bringing the total number of municipalities publishing their decisions at <i>vendime.al</i> to 61.</p>	<p>As follow up of the support for the publication of Municipal Council Decisions, taking into consideration the observed irregularities in their on-line publication, ASLG addressed a reminding e-mail to 61 Municipalities and their Councils on the obligation and importance of making available their acts for the public.</p>

The findings and the challenges encountered during the implementation process will be presented in a joint national event of STAR 2, on 18th December 2018.

A help desk was available to municipal officials supporting the process of independent publication of municipal decisions.

Infocip delivered a training programme on how to publish independently municipal decisions targeting secretaries of municipal councils and IT of 33 target municipalities.

Complementary to the training Infocip produced a video tutorial, with clear and practical step by step instructions, available on line for the participants. This activity marked also the completion of this contract.

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	Completed
Service provider	The Center for Public Information Issues INFOCIP
Start-end dates of assignment	29 August 2018 – 30 May 2019
Products developed to date	<ol style="list-style-type: none"> 1. Assessment Report 2. Standard Model of the Web Page 3. Roll out, testing and acceptance
Estimated rate of implementation	100%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May-September 2019)
<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 applications.</p> <p>RFP was re-issued in early July and the implementation of the contract was awarded to INFOCIP.</p> <p>Based on an assessment of the situation aiming to identify the features of the web page model best fulfilling the need of the municipalities, the requirements of legal framework on the right to information, the requirements and of the new Transparency Programme, the contractor developed a model of web page in consultation with NAIS and the Commissioner and the municipalities and adopted it to Municipality of Divjaka.</p> <p>Following adjustments and refining to the developed web page model for Municipality of Divjaka, the contractor adapted the</p>	<p>The training component of the contract had a non-cost extension until July 2019 taking into consideration the need of municipalities for support during the population of web pages with information. During May – July 2019 Infocip provided on line support to queries from the staff of the target municipalities.</p>

<p>templated for the other 13 target municipalities as per a roll out plan including their testing and acceptance.</p> <p>Municipality of Konispol - https://www.bashkiakonispol.gov.al/ Municipality of Kelcyre - https://www.bashkiakelcyre.gov.al/ Municipality of Prrenjas - https://www.bashkiaprrrenjas.gov.al/ Municipality of Patos - https://www.bashkiapatos.gov.al/ Municipality of Delvine - http://www.bashkiadelvine.gov.al/ Municipality of Libohove - http://www.bashkialibohove.gov.al/ Municipality of Kolonje - http://www.kolonja.gov.al/ Municipality of Dropull - https://www.bashkiadropull.gov.al/ Municipality of Cerrik - http://www.bashkiacerrik.gov.al/ Municipality of Memaliaj - http://www.memaliaj.gov.al/ Municipality of Polican - http://www.polican.gov.al/ Municipality of Has - http://www.bashkiahas.gov.al/ Municipality of Pustec - http://www.bashkiapustec.gov.al/</p>	
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<p>Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government</p> <p>3.2.7 Increase local government public ethics and integrity 3.2.8 Pilot municipal integrity plans</p>	
Status	Ongoing
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	70%
Cumulative Progress, up to April 2019	Progress attributed to reporting period (May-September 2019)
<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>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.</p>	<p>Due to electoral campaign and elections period there was a slow-down of the planned activities in 6 target municipalities therefore the project extended the timeline of the contract with 2 months.</p> <p>The piloting process of Local Integrity Plans and Standard Code of Conduct started in July with the Municipality of Patos. Following the establishment of the Integrity Working Group (IWG) with an order of the Mayor, 6 orientation workshops took place. The workshops aimed at identifying all the processes of municipality’s areas of activity vulnerable to corruption, violation of integrity, unethical and non-professional behaviour and other irregularities. Integrity risks and measures were identified through a bottom up approach, directly involving municipal staff in the analysis and assessment process, ensuring tailored made integrity plans.</p> <p>Areas subject to the analysis and identification of risks included: financial management; public service; human resources management; control, audit and anti-corruption mechanisms; administration and management of assets/ territory planning; management and development; transparency and consultation; archiving; safeguarding and administration of documents; and information and electronic.</p> <p>During August, IWGs were established in municipalities of Elbasan, Mallakastër and Mat following intensively the work for the identification of risks through the 6 thematic workshops.</p> <p>During September efforts were focussed in the identification of measures and finalisation of Integrity Plans for the first 4 municipalities. Integrity Plans of Patos and Elbasan are currently under final review.</p> <p>Work has been stagnant at the Municipality of Shkodra due to the unclear political situation and the fact that the drafting and approval process of the Integrity Plans require the cooperation of both administration and municipal</p>

<p>IDM developed Integrity Risk Assessment methodology and Standard Municipal Code of Conduct which were further consulted with local government officials through 4 regional consultative workshops with participation of 61 municipalities.</p> <p>The Agency for Support to Local Self Government and the Ministry of Justice, key partners in the implementation of this contract followed closely the consultation process and provided their approval for the final documents.</p> <p>The target municipalities for the piloting process of Integrity Planning and Code of Conduct were selected through a call for expression of interest during the consultation workshops.</p>	<p>council. In these conditions, the project in consultation UNDP high Management and IDM changed the target Municipality of Shkodra with Durrës.</p> <p>Next Steps: Following the finalisation and approval of the Integrity Plans for the 6 target Municipalities the practice will be introduced to all 61 Municipalities.</p> <p>Expected Deliverables:</p> <ul style="list-style-type: none"> Dissemination of Risk Assessment Methodology, the Code of Conduct Model and toolkit to 61 municipalities; Final Assessment Report and sustainability recommendations
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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	1.1.1Capacity building on Code of Administrative Procedures (CAP) implementation & 1.1.2 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	Completed	11-Jun-18	28-Feb-19	81,334	65,091	16,243
3	1.2.1. Develop and deliver training on leadership development	AAM & ALA	On going	10-Aug-18	30-Oct-19	78,289	42,444	35,845
4	1.3.1 Support improvement of local level tax collection and enforcement	ESA Consulting	Completed	16-May-18	30-Apr-19	62,329	24,867	37,462
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	49,156	14,788	34,368
6	1.3.3 Capacity building on asset and land management	SHAPO Consulting	Completed	16-Apr-18	15-Dec-18	28,889	28,889	-

No	Activity	Service Provider	Status	Implementation Period		Contract Amount	Expenditures until end 2018	Expenditures 2019
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	31,612	31,612	-
SUBTOTAL 1						354,940	231,022	123,918
8	2.1.1 - 2.1.3 Capacity building for service provision and reorganization	Multicontact & Alfa Services & Info Business solutions	On going	01-Feb-19	31-Dec-19	357,600	0	357,600
9	2.2.1 Development of a national benchmark system	Co-plan Inst & Metro Polis shpk	On going	29-Mar-19	27-Aug-19	105,998	0	105,998
10	2.3.1 One-stop-shop model defined and scaled up	JV CSI Piemonte, Infsoft, IkubInfo, IP3	On going	16-Nov-17	22-Dec-19	1,499,840	749,920	749,920
11	2.3.1 Procurement of central HW -UNDP	CCS SHPK	Completed	2-Aug-18	13-Dec-18	567,003	567,003	-
12	2.4.1 Capacity building on LG archives	Genc Myftiu	Completed	14-Aug-17	14-Dec-18	500,134	500,134	-
SUBTOTAL 2						3,101,976	1,867,017	1,234,959
13	3.1.1 Local Governance Mapping	IDRA, URI, GADC (first phase)	Last year			440,000	257,916	182,084
14	3.2.1 Build institutional capacity for public engagement and consultation,	Partners Albania	Completed	11-Jun-18	31-Mar-19	64,125	51,412	12,713
15	3.2.2: Develop Municipal Programs of Transparency	Institute for Democracy and Mediation IDM	Completed	11-Aug-17	14-Dec-18	71,051	71,051	-
16	3.2.3: Publication of Municipal Councils Decisions	INFOCIP	Completed	18-Dec-17	18-Mar-19	147,426	117,672	29,754
17	3.2.4: Develop standard municipal websites or improve them and increase capacities of PR staff	INFOCIP	Completed	29-Aug-18	30-May-19	34,479	13,526	20,953
18	3.2.5: Increase local government public ethics and integrity	Institute for Democracy and Mediation IDM	On going	25-Oct-18	2-Dec-19	98,113	39,333	58,780
SUBTOTAL 3						855,194	550,910	304,284
TOTAL						4,312,110	2,648,949	1,663,161

3 - Communication and Visibility

During the period May to September 2019, the project visibility has been following the same trend of the project overall activities. Due to the local elections, which required a whole month of press silence on our part, some planned activities did not receive visibility, although the activities themselves from all the components were kept at minimum.

After the above-mentioned silence period, the activities that have marked the remaining time have been provided with ample coverage, mainly in social networks, on website and occasionally written and online media.

The <https://reformaterritoriale.geverisjavendore.gov.al/> page has been updated in both Albanian and English, and events have been displayed in real time.

The proper use of logos, visible recognition, branded materials, banners, roll ups etc have been used and publicized in all activities that have taken place during this period.

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 online media etc.

3.2 Project Communication Results

Various communicating tools and activities have been employed in order to disseminate information regarding the project outcomes and development and reach target audience. The number of posts have been slightly lower due to the corresponding level of activities, but the reach and the reactions of the targeted audience has been high. The audience of our Facebook page is specifically sensible to the municipalities' mentions, which is why the posts where mayors and municipalities are tagged or mentioned, have a better reaction rate. The most visible post has reached 4.7 thousand organic followers. No payment or promoted posts have been used in the reporting period.

Social media: The Facebook Page <https://www.facebook.com/reformaterritoriale/> has been performing well and information has been published on a regular basis. As of end of September it has 6239 followers. Important events have also been shared from the UNDP Albania Facebook page.

<https://www.facebook.com/reformaterritoriale/>,

<https://www.facebook.com/PNUDSHQIPERI/>

<http://www.al.undp.org/>

The above sites 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 were also used during different activities. The project STAR2 twitter page has been assimilated into the UNDP Albania account, to ensure the visibility and reach of a bigger pool of followers. Therefore, as far as Twitter is concerned, the activities have been disseminated by the UNDP Twitter Account.



Following important activities that have received significant visibility:

Inauguration of Divjaka One Stop Shop on the 12th of September. In Divjaka Municipality, OSSIS now functions in a newly refurbished state-of-the-art facility, where local and central government services are offered in a common space, which as far as communication is concerned has more to be advertised, and the audience reach is not limited the local government institutions and followers, but central government too. With Divjaka, the number of such co-locations comes to five. During the ceremony, live videos through social media were broadcasted, and press representatives were present. The news itself was circulated in online media in real time and print the next day.

<https://www.faxweb.al/sherbime-publike-te-ofruara-ne-zyren-me-nje-ndalese-qytetaret-e-divjakes-te-27-et-ge-perfitojne/>

<https://shqiptarja.com/lajm/sherbime-publike-ne-zyren-me-nje-ndalese-qytetaret-e-divjakes-te-27-et-ge-perfitojne>

<https://dosja.al/sherbime-publike-ne-zyren-me-nje-ndalese-qytetaret-e-divjakes-te-27-et-ge-perfitojne/>

<https://ata.gov.al/2019/09/12/divjake-qytetaret-nga-sot-sherbime-publike-ne-zyren-me-nje-ndalese/>

<https://www.facebook.com/302120716513378/posts/255336668055427/>

<https://www.facebook.com/PNUDSHQIPERI/posts/2553026731422754>

<https://reformaterritoriale.qeverisjavendore.gov.al/qytetaret-e-divjakes-tashme-perfitojne-sherbime-publike-te-ofruara-ne-zyren-me-nje-ndalese/>

The establishment of Integrity Working Groups (IWGs) in 6 municipalities and the related orientation workshops on seven areas subject to integrity risk analysis have been evidenced and broadcasted in Facebook, Twitter, Instagram, and our official webpage. Same has been done with OSSIS steering committees etc. The process has been ongoing on municipalities of Patos, Mallakaster, Mat, Elbasan, and will continue with Durres, Gjirokastra during October.

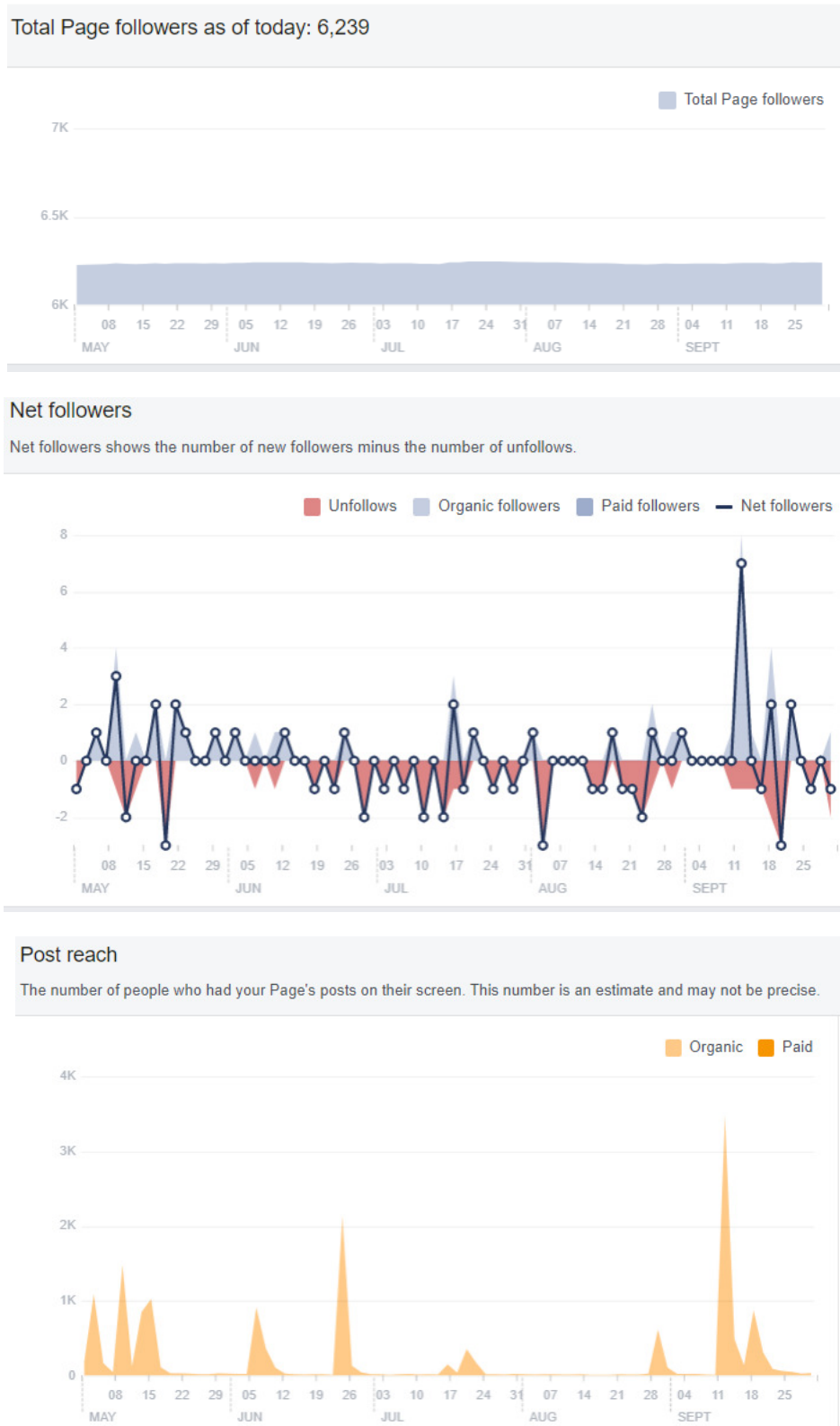
<https://ata.gov.al/2019/09/17/mallakaster-reforma-administrativo-territoriale-paraqiten-planet-e-integritetit/>

<https://reformaterritoriale.qeverisjavendore.gov.al/pilotimi-i-planeve-te-integritetit-takimi-ne-bashkine-mallakaster/>

<https://reformaterritoriale.qeverisjavendore.gov.al/projekti-star2-takime-me-grupet-e-punes-ne-bashki-per-pilotimin-e-planeve-te-integritetit/>

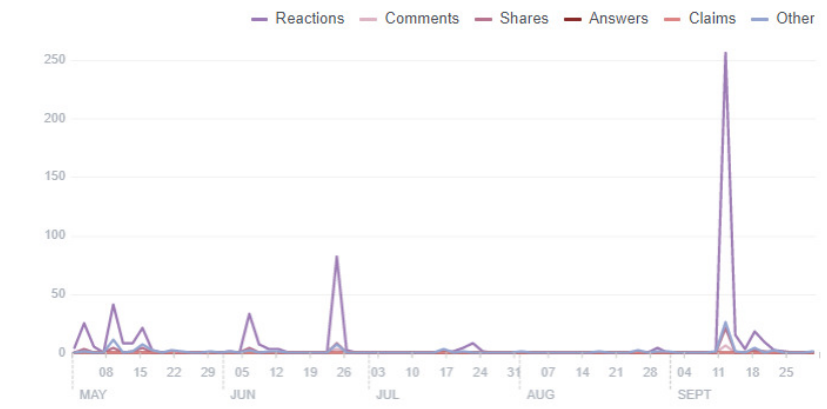
STAR2 Facebook: Facts and Figures

Figure 11 Facebook graphs



Reactions, comments, shares and more

These actions will help you reach more people.

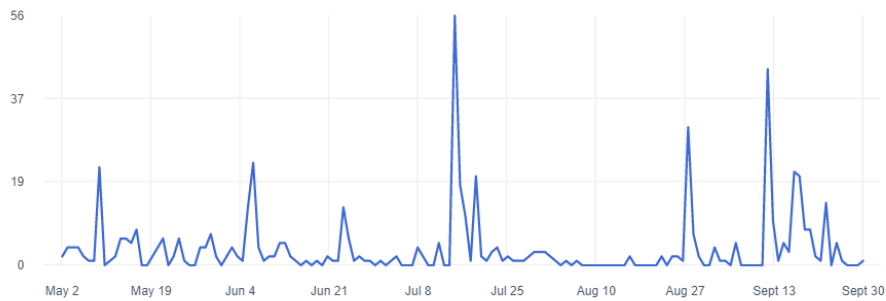


Total reach

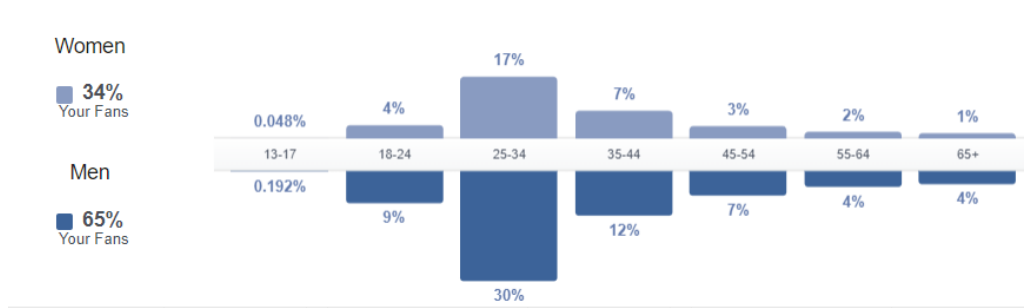
The number of people who had any content from your Page or about your Page enter their screen. This number is an estimate.



Total Views




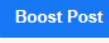





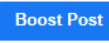









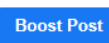


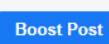




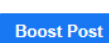





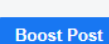











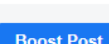



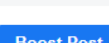









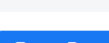










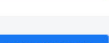





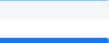


Aggregated demographic based on age and gender:



Country	Your Fans	City	Your Fans
Albania	5,114	Tirana, Tīrana County, ...	2,980
Italy	214	Shkodër, Shkodër Cou...	245
Germany	154	Durrës, Durrës County,...	225
Greece	148	Vlorë, Vlorë County, Al...	195
United Kingdom	138	Elbasan, Elbasan Cou...	159
United States of America	127	Korçë, Korçë County, A...	142
Kosovo	92	Fier, Fier County, Albania	137
France	37	Pogradec, Korçë Count...	104
Belgium	24	Gjirokastër, Gjirokastër...	89
Canada	24	Berat, Berat County, Al...	89

Facebook posts during May-September 2019

19/09/2019 13:21	 Takimi i 22-të i Komitetit Drejtues për implementimin e Sistemit Informatik			1.8K		230 56		
17/09/2019 15:00	 Sot në Bashkinë Mallakastër, u mbajt takimi i parë prezantues për pilotimin			2.5K		304 53		
13/09/2019 08:58	 Sistemi Informatik në Bashkinë Divjakë funksionon në një strukturë			1.4K		33 64		
12/09/2019 18:40	 Falë projektit STAR2, 27 bashki te vendit ofrojnë shërbime cilësore			1.4K		60 40		
12/09/2019 11:21	 Po ndodhi Inagurohet Zyra me Nje Ndalese ne Bashkia Divjake			2.9K		638 181		
28/08/2019 14:42	 U mbajt sot takimi i parë me grupin e punës për pilotimin e planit të			4.7K		687 108		
19/07/2019 13:00	 Mbas përfundimit të fazës së parë me takimet koordinuese dhe krijimin			2.9K		373 60		
15/07/2019 16:27	 Projekti STAR2 realizoi aplikacionin për hartëzimin e asistencës së			1.3K		46 21		
24/06/2019 13:17	 Sistemi Informatik i Zyrës me një Ndalese, është një nga aktivitetet			2.8K		475 108		
07/06/2019 12:04	 Komiteti Drejtues i Projektit STAR2 u mbledh në takim in e tij 6-të dje, në			2K		323 77		
06/06/2019 10:34	 Star 2 Steering Committee_no 6			1.3K		62 52		
15/05/2019 16:24	 Një nga aktivitetet e Projektit Star 2- Konsolidimi i Reformës Territoriale			1.3K		125 34		
13/05/2019 15:10	 Administrimi autonom i faqeve të bashkive dhe mbështetja e tyre në			943		92 9		
09/05/2019 15:35	 Bashkia Mat është një nga gjashtë bashkitë vullnetare që do të pilotojë			1.9K		212 55		
03/05/2019 11:10	 Në Bashkia Maliq Sistemi Informatik i Zyrës me një Ndalese është			1.4K		56 36		

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 2018 (in USD)	Expenditures Up to 30 September 2019	Budget Balance
Project Management						
Human Resources	1,609,786	70,844	522,042	574,680	495,903	(53,683)
Per diems for missions/travel	36,000	230	3,983	8,266	7,191	16,330
Equipment and supplies	287,700	15,169	149,378	61,580	40,395	21,178
Publications, visibility and other services	426,500	16,415	42,560	126,554	29,352	211,619
Subtotal Management, Operations and Visibility costs	2,359,986	102,658	717,963	771,080	572,841	195,444
COMPONENT 1- Strengthened Institutional and Administrative Capacities of Local Administrations						
CAP & Standard Operating Procedures (SOPs)	44,740	-	16,332	72,090	16,243	(59,925)
Leadership development	123,300	-	-	42,444	17,923	62,933
Improvement of local level tax collection and enforcement	71,990	-	-	24,867	37,462	9,661
Local revenue management action plans	61,020	3,983	-	36,660	31,057	(10,680)
Capacity building on asset and land management	37,800	-	-	28,889	-	8,911
Strengthen municipal capacities to meet requirements of SSA	38,440	-	-	31,612	-	6,828
Subtotal COMPONENT 1	377,290	3,983	16,332	236,562	102,685	17,728
COMPONENT 2 -Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness						
CB to local service providers to efficiently deliver	50,550	-	-	13,046	2,098	35,406

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures 2018 (in USD)	Expenditures Up to 30 September 2019	Budget Balance
CB for full takeover of new delegated functions	76,950	-	-	-	12,533	64,417
Piloting service reorganization	441,000	-	22,791	49,960	92,961	275,288
Development of a national benchmark system	340,000	-	11,379	-	21,110	307,511
OSS model is defined and scaled up nationwide	2,455,000	-	323,189	1,088,638	231,842	811,331
CB on local government archives	524,320	-	274,033	282,722	13,565	(46,000)
Subtotal COMPONENT 2	3,887,820	-	631,393	1,434,364	374,109	1,447,953
COMPONENT 3 - Enhanced local democracy through fostering citizen-oriented governance and participation						
CB for public engagement and consultation	65,960	-	-	51,412	12,713	1,835
Strengthen local officials' accountability towards citizens	47,300	-	-	71,051	-	(23,751)
Support publication of municipal acts and regulations	150,000	-	57,971	59,701	29,754	2,574
Develop standard websites for new municipalities	100,800	-	-	13,526	20,953	66,321
Increased local government public ethics and integrity	92,160	-	-	39,333	-	52,827
Pilot Municipal integrity plans	74,475	-	-	18,616	8,640	47,219
Subtotal COMPONENT 3	990,695	143,097	192,105	253,639	72,060	329,794
11. Subtotal Programme Costs (1-10)	7,615,791	249,738	1,557,794	2,695,646	1,121,695	1,990,918
12. UNDP Management Fee*	552,877	15,202	120,595	201,833	80,241	199,840
13. Total Programme Cost (11+12)	8,168,668	264,940	1,678,389	2,897,479	1,201,936	2,190,759

5 - Annexes

Project Activities Photo gallery



May 16th, 2019 – Semi-structured interviews with local staff for the elaboration of benchmarking approach in Shkoda



May 17th, 2019 - Semi-structured interviews with local staff for the elaboration of benchmarking approach in Korca Municipality



May 25th, 2019 – Semi-structured interviews with local staff for the elaboration of benchmarking approach in Mat Municipality



May 9th, 2019 - Ethic and Integrity Piloting: Establishment of the working Group in Mat Municipality



May 16th, 2019 - Ethic and Integrity Piloting: Establishment of the working Group in Patos Municipality



May 21st /22nd 2019 - Ethic and Integrity Piloting: Establishment of the working Group in Gjirokaster



June 5th, 2019 Assessment of public service delivery in Shkodra Municipality



June 5th, 2019 Assessment of public service delivery in Shkodra Municipality



June 5th, 2019 Assessment of public service delivery in Malesi e Madhe Municipality



June 6th, 2019 – STAR2 Steering Committee



June 7th, 2019 Assessment of public service delivery in Fushe Arrez Municipality



June 7th, 2019 Assessment of public service delivery in Puke Municipality



June 24th, 2019 – OSSIS Steering Committee



July 17th, 2019 – Piloting of Integrity Plans: Human Resources Management Area, Municipality of Patos



July 18th, 2019 – Piloting Integrity Plans in Financial Management, Municipality Patos



July 19th, 2019 – Piloting Integrity Plans in Public Services Municipality Patos



July 22nd, 2019 – Piloting Integrity Plans in Control, Audit and Anti-Corruption Mechanisms - Municipality Patos



July 23rd, 2019 – Piloting Integrity Plans in Administration and Management of Assets/ Territory Planning Management and Development - Municipality Patos



July 29th, 2019 – piloting the Integrity Plans in Archive, Safeauardina and Administration of Documents-



August 27th, 2019– Piloting the Integrity Plans in Human resources management area- Municipality Elbasan



September 4th, 2019– Piloting the Integrity Plans- Control, Audit and Anti-Corruption Mechanisms/ Administration and Manaqement of Assets- Municipality Elbasan



September 11th, 2019– 22nd Steering Committee for the development of One Stop Shop Information System



September 12th, 2019– Inauguration of the One Stop Shop Information system in Divjaka -Collocation with ADISA



September 9th, 2019– Meeting with regional Coordinators



September 16th, 2019– In-house working group at work for restructuring the municipal organizational structures



September 17th, 2019–Piloting the Integrity Plans - Human resources management - Municipality



September 19th, 2019–Piloting the Integrity Plans- Human resources management area Municipality Mat



September 24th, 2019– Piloting the Integrity Plans- Financial Management / Territory Planning, Management and Development - Municipality Mallakaster



September 24th, 2019– Piloting the Integrity Plans- Public Services area/ Territory Planning, Management and Development/ Financial Management - Municipality Mallakaster

Project Deliverables for the Reporting Period

Component I

- Practical Manual on fiscal administration procedures in local government;
- Municipal Revenue Action Plans of 29 target municipalities.

Component II

- Best Practice Manual on Establishing One-Stop-Shop service delivery systems for Albanian LGUs.

Component III

- Integrity plan of the municipality of Elbasan.

Annex Download Link:

<https://we.tl/t-fKHVb2Supm>