



Albania

Project Document

**“Introducing ICT Applications at Local Level
And Enhancing Citizens’ Participation”**

Brief Description

This project will provide direct support to increasing the capacities of local administrations in two municipalities of Albania **(i)** to better deliver their services; **(ii)** to enhance the interaction between the local governments and citizens; **(iii)** to increase involvement and participation of citizens in decision making.

The project will support outcomes promoting transparency and accountability through the development of more effective and streamlined business processes. This can result in better and more equal access to services by the citizens, thus benefiting the most disadvantaged groups.

UNDAF Outcome(s): Outcome 1: A transparent and accountable government, developing and implementing effective policies

Expected CP Outcome(s): Comprehensive integrated framework with RBM feedback mechanisms in place with Government effectively utilizing these tools to implement priority interventions for the achievement of MDGs

Expected Output(s): Output 1.3: Public Administration effectiveness increased through deployment of e-services and system modernization

Implementing Partner: UNDP Albania

Responsible Parties: 2 municipalities in Albania

Programme Period:	2010-2011	AWP budget:	USD 150,000
Key Result Area (Strategic Plan):	Foster capacities for Economic growth and human development	Total resources required:	USD 200,000
Atlas Award ID:		Total allocated resources:	USD 150,000
Start date:	1 st April 2010	• Regular:	DG TTF
End Date:	1 st July 2011	• Other:	Track
PAC Meeting Date:		Unfunded budget:	USD 50,000
Management Arrangements:	Direct Implementation		

Agreed by UNDP:


Norimasa Shimomura, Country Director


Date

I. Project Context

Information and communication technology (ICT) together with the related telecommunication and digital networks are considered to be a major driving force of building information societies and economies and are increasingly recognized as a new factor in improving existing governance practices. The main benefits of technology-based e-governance systems are seen in building of full-fledged open information societies by providing a wide range of on-line public services, fostering mutually effective public-private partnerships, producing more economic gains, enhancing democracy and advancing the present governance practices and models.

The Government of Albania has identified ICT as an enabler for the social and economic development of the country and its accession to the European Union. It has gradually introduced ICT tools in the day-to-day work of line ministries and Government agencies. Such activities have involved the active support of the donor community in the country.

Establishment of a dedicated governmental structure has been identified as an immediate need in order to further develop policies that promote the use of ICTs, coordinate the overall development of ICTs in the country and launch and implement information society initiatives. The National Agency for Information Society (NAIS) has been established by the Albanian Government under the Council of Ministers with the objective of promoting the development of an Information Society in Albania.

During the last decade, UNDP has assisted the Government of Albania to formulate ICT strategies and implement different interventions with the main objective to identify mechanisms and legal and fiscal frameworks needed to implement different e-governance initiatives, and to stimulate the development of ICT infrastructure.

The use of ICT and the e-governance tools remains relatively low in the municipalities and communes of Albania, and there have been limited or no investment in ICT at the local level. However, one of the goals of the Albanian National ICT Strategy is that by 2013 local administration all over Albania, as well as citizens and businesses, will be able to use online services and have broadband connection. The ICT Strategy also encourages the use of ICT to enable a broader participation of citizens in governance and decision making processes.

Increased utilization of e-government applications will allow local governments to implement cost-effective solutions in the process of planning, management, communication and training.

Investing in enhancing and modernizing municipalities' business processes and service delivery by utilizing ICT tools can be cost efficient and bring fast results, influencing directly the performance of local governments and the citizens' quality of life in the municipalities. E-governance and the appropriate use of ICT can advance economic and social development, empower officials and municipal representatives, ensure linkages and networking. E-local governance will help exploit the power of ICT to do transformations the accessibility, quality and cost-effectiveness of public service and to help revitalize the relationship between customers and citizens and the public bodies who work on their benefit.

Why is this project innovative and catalytic?

Until now most investments in e-governance and access to information in Albania have taken place at the central level. This project will pilot the expansion of these efforts to remote areas. In its endeavors to meet the MDGs, the Albanian Government has added a ninth goal MDG that aims to improve governance for all citizens and especially for most disadvantaged groups. The MDG9

includes targets and indicators related to electronic governance, access to services and accountability, transparency and corruption in sub-national areas. This project will directly impact the transformation of government institutions' operations through the introduction and use of innovative ICT tools in order to increase transparency, responsibility and accountability for governments work, control of corruption in daily work practices, create citizen centered services, use ICT as a tool to achieve better government. This project is catalytic since if successful, it is likely to be up-scaled nationally, replicating the results in other municipalities. The project can contribute to UNDP's overall goals and practices as it goes in line with national development agenda and government's efforts to attain EU standards.

II. Project strategy

This project consists of the following two components:

1. Streamline the existing business processes to enable municipalities to deliver services in a more efficient and effective manner;
2. Establish an e-participation on-line application to enable local government to better and more directly communicate with citizens through requesting, receiving, and incorporating their feedback

The main activities under this project are to provide two municipalities in Albania with:

1. A detailed overview on current situation in each of the two municipalities. This overview will include an analysis of the current situation through an inventory of the existing information systems, databases, hard and software, level of computer literacy, training, etc.
2. An overview of the main business processes that are carried out at municipal level, departments and offices involved, etc.
3. Provide a model of an e-municipality containing all relevant aspects, including a detailed scheme of front office and back office: infrastructure needed, human capacities, document management, organizational structure, applications to be developed, e-services that can be offered to the citizens at present and near future, etc. Define an Action Plan that explains the activities needed for its implementation, estimated costs, training to be provided, etc.
4. Apply the automation of some selected services that will be agreed with the municipalities.
5. Introduce the on-line e-participation module.

This project will impact directly improvements in institutional performance of the local governments, resulting in a more transparent and participatory governance and reduced corruption.

The National Strategy for Information Society which was approved by the Government of Albania in 2008 emphasizes the need to promote good governance through modern online services. This electronic government concept stems from the European initiative "e-Europe" (Electronic Europe), which means that the government will be the first to initiate the overall process in order to demonstrate the concept of information society.

This intervention at the local level will encourage achievements in economic and social aspects in the following these main areas: Government-Citizens, Government-Government, and Government-Business.

In order to allow the citizens of the country to become a factor in the Information Society, the achievements of this project will be necessary to replicate in other municipalities. We will consult during the assessment phase and project implementation with the National Agency for Information

Society and the Associations of Municipalities. The recommendations of this project will be drawn together with them to ensure the experience gained will be replicated in a larger scale. The National Agency for Information Society has committed to develop on those basis coherent policies that will encourage other local government units throughout the country to establish and deliver electronic services that are unified, standardized, independent from platforms and technology, and easy to use.

During the inception/assessment phase, the feasibility of introducing international standards will be reviewed, as well as ensuring these can be matched with current legislation.

III. Partnership

UNDP will implement this project in close partnership with the local governments, National Agency for Information Society, other partners who work with local governments.

USAID is supporting capacity building in 10 municipalities in Albania to implement the process of decentralization. USAID and its local partners can be helpful in the identification of the main business processes that will need to be automated.

Another partner considered in this project is Microsoft. Microsoft may offer expertise during the assessment phase of the project, as well as participate in the discussions leading to an e-municipality model.

III. ANNUAL WORK PLAN

1 April 2010 – 1 July 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q5		Funding Source	Budget Description	Amount
		<p>Output 1: Two municipalities are better able to manage their business and interaction with their citizens</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - a. Local governments have a very low level of use of ICT - b. No plan for automation of business processes at local government level - c. Little interaction with the citizens in decision making <p><u>Indicators:</u></p> <ul style="list-style-type: none"> a. Model of a modernized municipality introduced, and a medium term plan for its implementation approved 	<p>Activity Result 1: Two municipalities manage their business processes through the use of ICT</p> <p>a. <u>Diagnosis of the situation</u></p> <ul style="list-style-type: none"> - Recruit international / national consultant/s - Undertake a fact-finding mission in two municipalities - Prepare a situation analysis on the e-readiness in two municipalities - Prepare a model the e-municipality and a short to medium term action plan for introducing ICT in a selected number of business processes 		X	X				
						UNDP	DG TTF	Project Officer (1 year)	USD 28,000	
			X				UNDP	International / national consultant/s	USD 17,000	
			X	X		2 Municipalities	UNDP	National consultant/s		
			X	X		Consultant/s UNDP		National consultant/s	USD 3,000	
				X	X	Consultant/s UNDP		National consultant/s	USD 3,000	

<p>b. # of municipal business processes automated</p> <p>c. E-participation module in operation</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> - a. Automate key business processes in two municipalities - b. Citizens' feedback mechanism of e-participation is in operation 	<p>b. <u>Support the preparation, installation, and staff training to manage the automated business processes</u></p> <ul style="list-style-type: none"> - Contract an IT company to prepare specific software as suggested in the action plan - Install and test the software - Train the respective staff of the departments involved in the process of automation on how to use the new tools 		<p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>		<p>UNDP</p> <p>IT Company UNDP</p> <p>IT Company UNDP</p>		<p>Sub-contract</p>	<p>USD 70,000</p>
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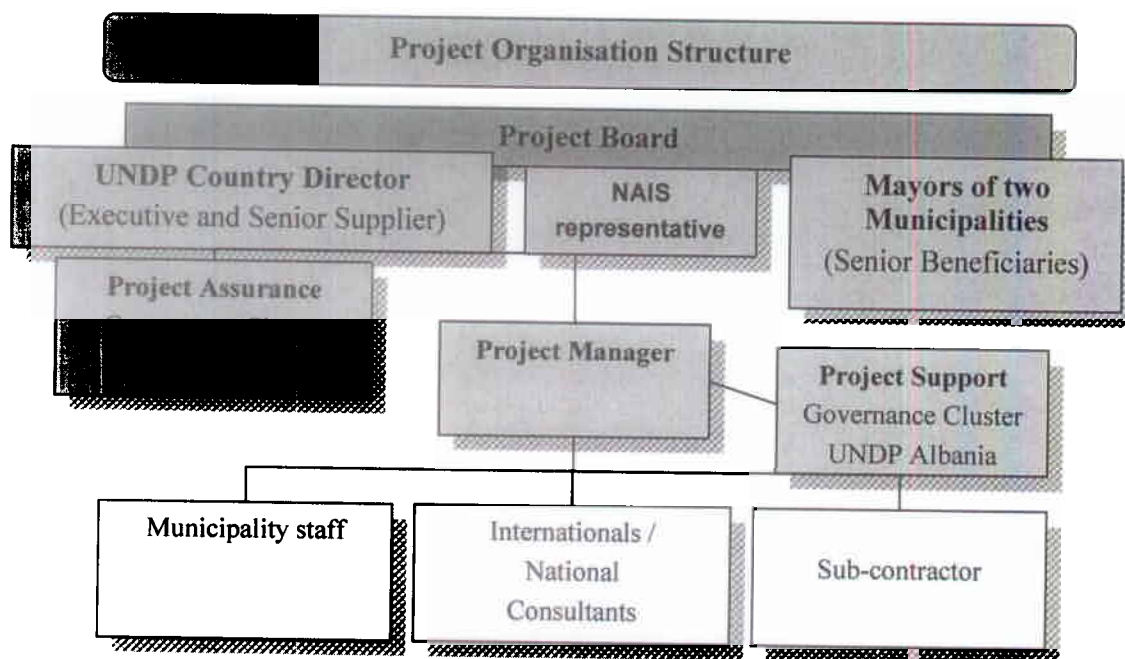
	<p>Activity Result 2: Two municipalities applying an advanced system of e-participation</p> <ul style="list-style-type: none"> - Recruit an international consultant - Prepare (or buy) the software - Install the software and train the staff in the two municipalities - Conduct an awareness raising campaign with the civil society, business community, citizens' forums about the new e-participation tool - Communication 						<p>UNDP</p> <p>UNDP</p> <p>International Consultant UNDP</p> <p>UNDP</p> <p>UNDP</p>		<p>Sub-contract</p>	<p>USD 50,000</p> <p>USD 10,000</p> <p>USD 5,000</p>	
Total						X	X			<p>DG TTF</p> <p>DG TTF</p> <p>Gap</p>	<p>USD 186,000</p> <p>USD 14,000</p> <p>USD 50,000</p>
Programme Budget											<p>USD 200,000</p>
Grand Total											

IV. MANAGEMENT ARRANGEMENTS

The Project will be managed under the Direct Implementation (DIM) modality with the following implementation support provided by UNDP Albania:

- (a) Day-to-day project support
- (b) Offer expertise which is available in the international and domestic market
- (c) Recruit necessary international or local expertise
- (d) Carrying out tenders for procuring services and/or goods as per the rules and regulations
- (e) Issuing contracts and making payments related to expenses incurred as part of project implementation
- (f) Preparing and distributing periodic reports including financial reports

The project organisation structure will be as follows:



A Project Board – aimed to monitor and steer the strategic direction of the programme implementation – will be convened under the chairmanship of UNDP (Executive and Senior Supplier). The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. The Senior Beneficiaries will be representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of the NAIS and Municipalities. The Project Board will meet every six-months or upon need. The first board meeting will convene following the approval of the assessment/inception phase in order to discuss and agree on the following matters:

- How to ensure successful implementation with the cooperation among all the parties involved
- Agree on the following activities
- Adjusting and confirming the action-plan and strategies of the project
- Making decisions on the direction of the project if needed
- How to ensure sustainability of the project

The UNDP Governance Cluster Manager will be in charge of Project Assurance. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are properly managed and completed. Project Assurance will be independent from the Project Manager; therefore the Project Board will not delegate any of its assurance responsibilities to the Project Manager.

In order to ensure smooth day-to-day operation of the project, focal points at the NAIS level and within the 2 Municipalities will be appointed. They will be responsible, in close consultation with the Mayors and UNDP on day-to-day activities and progress of the project, and helping the Project Manager to submit quarterly progress and financial reports to the Project Board. A number of experts will be brought in to support the successful implementation of the various components of the project.

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log will be activated in ATLAS and updated to facilitate tracking and resolution of potential problems or requests for changes.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect project implementation.
- Based on the above information recorded in ATLAS, Semi-annual Progress Reports will be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in ATLAS and updated to track key management actions/events.

Annually

Annual Review Report: An Annual Review Report will be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report will consist of the ATLAS standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Evaluation

A formal UNDP evaluation may be conducted at the end of this project.

Quality Management for Project Activity Results

OUTPUT 1: Two municipalities are better able to manage their business processes and interaction with their citizens		
Activity Result 1 Atlas Activity ID	Activity Result 1: Two municipalities better able to manage their business processes through the use of ICT	Start Date: 1 April 2010 End Date: 1 April 2011
Purpose	The purpose of this activity result is to streamline the existing business processes to enable municipalities to deliver services in a more efficient and effective manner	
Description	The activity result will enhance the capacities of two municipalities to increasingly plan and carry out their business processes in an automated manner	
Quality Criteria	Quality method	Date of Assessment
Enhanced understanding by the Municipalities of the need to introduce ICT to improve the quality of their local governance system	A situation analysis on e-readiness and a strategic plan prepared and applied in two municipalities	Middle of the 1 st year

OUTPUT 1: Two municipalities are better able to manage their business processes and interaction with their citizens		
Activity Result 2 Atlas Activity ID	Activity Result 2: Two municipalities applying an advanced system of e-participation	Start Date: 1 Oct. 2010 End Date: 1 April 2011
Purpose	Enhance the capacities of two municipalities to involve citizens in decision making	
Description	Citizens' participation at local level remains still low. This activity result will introduce a new mechanism to attract their opinions in decision making	
Quality Criteria	Quality method	Date of Assessment
Number of citizens that provide feedback to Municipal management structures	"Today-I-Decide" software operational	April 2011

VI. LEGAL CONTEXT

This document and the CPAP signed by the Government and UNDP which is referenced to constitute a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

UNDP Resident Representative alone can make project revisions with regard to budget and timeframe. On substantive revisions, the approval and signature of Government will be required.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 1

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation

RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Counter measures / Mngmt response	Owner	Submitted updated by
1	Little or lack of genuine interest at municipal level to understand the project results and to cooperate on the achievement of project results	Prior to project beginning	Operational	Probability: 3 Impact: 4	Continue to encourage and raise interest of municipalities through variety of inclusive measures.	Project Board	