FINAL REPORT

**July 2016
March 2020**

UNDP Albania

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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
CoE	Council of Europe
CGF	Classification of Government Functions
CSOs	Civil Society Organizations
CSL	Civil Service Law
CSO	Civil Society Organization
DLDP	Decentralization and Local Development Program
DLG	Decentralization and Local Governance
DOPA	Department of Public Administration
GDA	General Directory of Archives
GDT	General Directorate of Taxes
GoA	Government of Albania
HR	Human Resources
HRM	Human Resources Management
HRMU	Human Resources Management Unit
MCD	Municipal Council Decision
MoF	Ministry of Finance
MoI	Ministry of Interior
MSLI	Minister of State for Local Issues
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
PFM	Public Finance Management
PM	Project Manager
PMT	Project Management Unit
PPR	Project Progress Report
PSC	Project Steering Committee
SC	Steering Committee
SDG	Sustainable Development Goal
SOP	Standard Operating Procedures
TA	Technical Assistance
TAR	Territorial and Administrative Reform
UAT	User Acceptance Test

1 - EXECUTIVE SUMMARY

The "Consolidation of Territorial and Administrative Reform - STAR2" project, funded by the EU Delegation, development cooperation offices of Italy, Sweden, Switzerland, and USAID and UNDP Albania, was implemented over the period 15 July 2016 – 31 March 2020. This Final Report provides an overview achievements, challenges and lessons learnt during the implementation of STAR2. Further, the Report presents the obtained results compared to the ones originally planned/expected, as well as to those eventually changed during the implementation upon agreement by all parties. It also describes the difficulties and unexpected developments encountered during implementation, the context in which the project was implemented, and the conclusions and recommendations drawn based on the results achieved and the further perceived needs in this development area.

The project was designed to run under a pooled fund modality, with UNDP Albania as the fund manager, and implemented under the leadership of the then Minister of State for Local Issues, and since 13 September 2017 under the Ministry of Interior.

The project was conceived in the framework of the Government of Albania reforms pertaining to local government and decentralization, following the adoption in practice of the Administrative and Territorial Reform in 2015. To this aim, the following has been the original project's overall objective and the related specific ones:

Overall objective: To ensure functionality, recognized by men and women, of the newly established local governments, so that local administration and service delivery outcomes are effective, qualitative, participatory, and inclusive, and correspond to evolving decentralized competencies and responsibilities.

Project components: The contribution towards the above overall objective was intended to be fulfilled through seeking:

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 and marginalized groups.
3. To enhance local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change.

The above represent the three main project components, around which the project was organized and clustered the activities to be implemented.

Deviations from the initial scope: The Project, throughout its implementation, had to adapt and respond to important changes in the development context. Such a response has been positive and flexible, in close consultation with international partners and national counterparts, attempting to capitalize on the existing capacities and needs as well as the potential synergies and the complementary opportunities presented.

The Project was updated during the Inception Phase to accommodate changes to the Project scope and timelines arising from the need to accelerate implementation.

Consequently, the Project reduced its scope by omitting several activities and adding a few ones, while resources and timelines of the Project adjusted. This was reflected in the Inception Report and the revised Project design was endorsed by the Technical Meeting in follow up of the Project Steering Committee 2, on 8 June 2017. Nevertheless, despite the changes, the revised and agreed Overall Objective and the specific objectives, or main components of intervention, remained the same.

Difficulties encountered in implementation: During the implementation, the Project has faced several challenges and had to cope with the changing institutional environment, some of these challenges not foreseeable at the outset of implementation.

STAR2 implementation, from mid-2016 to end March 2020, took place along the first mandate of the new local government setup: the four-year mandate of the 61 mayors - from September 2015 to September 2019.

The project implementation encountered also institutional changes affecting its implementation speed, including the change of main counterpart four times: two Ministers of State for Local Issues and two Ministers of Interior, one government restructuring in the fall of 2017, transferring the responsibility for decentralization and local government from the abolished Minister of State institution to the Ministry of Interior, and two elections, the general elections of 2017 and the local ones of 2019.

In addition, although during its formulation the Project took into consideration the complementarity with other assistance programs under implementation or development to avoid overlapping and duplication, the original project was simplified during a lengthy and intensive period of consultations with partners and reduced its focus to areas not overlapping with other initiatives that were under development at the same time. Therefore, the mobilization and then the length of the inception phase further reduced the time for implementation, and thus, the implementation period for STAR2 was reduced from late 2017 to end March 2020, including a three months no-cost extension agreed in the end of 2019.

Project results: Despite such dynamics, STAR2 fulfilled its objectives, being instrumental in supporting local government development by strengthening various strategic, institutional, and operational aspects of municipal activities, innovating and improving public service delivery, and promoting local democracy through capacity building and creating several replicable practices and standards.

By the end of STAR2:

✓ 4363 local officials participated in capacity building activities in several areas, including implementation of the Code of Administrative Procedures, the relevance and development of Standard Operation Procedures, local revenue and tax management, assets management, compliance with Supreme State Audit requirements, operation of the one-stop-shop system, compliance with standards of local archiving, transparency, ethics and integrity planning, and public participation and consultations.

✓ All 61 municipalities adopted the national standards for local archives and protocol and enhanced cooperation with the General Directorate of Archives.

✓ 40 municipalities adopted the project-developed one-stop-shop system for the delivery of municipal administrative services and are using it at various extents, delivering only within the project life, from November 2018 to March 2020, over 12,000 services to citizens and businesses.

✓ 7 municipal on-stop-shop offices were collocated with ADISA integrated service delivery front offices, promoting higher standards in public service delivery.

✓ 33 municipalities were supported to publish municipal council decisions online in real time and 13 municipalities to develop their municipal websites, ensuring that by the end of the project all Albanian municipal council decisions are published online and all Albanian municipalities have individual websites.

✓ A municipal Transparency Programme developed by the project in consultation with local governments and the Commissioner on the Right to Information and Data Protection, was adopted by the latter and become mandatory for municipal transparency compliance and reporting.

✓ 6 municipalities volunteered for the development of municipal integrity plans and adopted them for implementation.

Last remarks: While there were many reasons of operational nature that have impeded more timely and complete results, most of the intended instruments, practices and systems are in place. Nevertheless, they need more time to be fully functional, effective and sustainable, as they address change processes that must take a firm place in the dynamic local government ecosystem.

From a general perspective, there is a need to ensure that policy and institutional changes take place coherently amidst the rapid evolution of the institutional framework that governs decentralization and local governance. The recent and

thorough revision of the NCSDLG and its Action Plan through an extensive consultative process are positive steps in this direction. However, their implementation needs further and stronger leadership and capacities at both levels to meet strategic objectives and desired sustainable levels.

For decentralization processes to yield effective results, it is not enough to simply empower the supply side. Effective local governance requires responsive and accountable local governments that have in place strong institutional systems to engage citizens in local affairs. This aspect of local governance is still underdeveloped in both institutional setup as well as the insufficient level of civic engagement.

2 – BACKGROUND

2.1 Context

STAR2 project was a direct successor of STAR1, implemented along the first mandate of post-Administrative Territorial Reform local governments. It was jointly designed to support the further consolidation and advancement of local government reforms and policies that began at the end of 2013 with a sweeping reorganization of local governments in the territory by reducing their number from 373 to 61.

The Public Administration Reform (PAR), was the main governance framework for local governments and governance reforms as well as one of the key priorities for Albania's European integration. In February 2014, after a series of amendments and drafting of secondary legislation, a new Law on Civil Service 152/2013 – the backbone of a sustainable public administration machinery became effective. As per the Law, the scope of the civil service broadened to include, besides selected categories of employees of central government-dependent institutions, similar positions at local government level, bringing the number of employees enjoying civil servant status to about 20,000 (local governments accounting for about 5,000) starting from April 2014.

In June 2014 Albania was granted the EU candidate status, an important milestone towards EU membership, although advancing along the membership process remains conditional on further results to "intensify anti-corruption efforts and implement its anti-corruption strategy and action plan […] reform of the public administration and the judiciary, the fight against organized crime and corruption, the protection of human rights and anti-discrimination policies including in the area of minorities and their equal treatment".

In September 2014, the Albanian Parliament adopted the new Freedom of Information Law (FIL), which entered into force on November 1, 2014. Under the new law provisions, every public authority (municipalities included) were obliged to designate a Coordinator for the Right to Information whose task is to supervise the authority's responses to information disclosure to the public. The FIL is fully applicable to the local level and its implementation is a critical element of transparency.

In October 2014, the Albanian Parliament approved the Law 146/2014 "On the notification & public consultations", a first direct legal instrument for stakeholders and the public to partake and influence decision making. Consultations are obligatory when central/ local norms/documents/strategies of relative importance are to be enacted. The law provides for raising complaints when interested stakeholders are not consulted. When it comes to the decision-making at the local level, there are three distinct phases of crucial importance and obligation regarding consultations: 1) pre-consultation on decisions, 2) open meetings ensuring public participation, 3) announcement, or public display of municipal decisions and other related acts. The implementation of this Law directly contributes to the level of accountability of local public offices.

In December 2014, the Government of Albania adopted the Strategy of Public Finance Management. The PFM Strategy aims at putting in place a prudent macro-fiscal framework, improving medium-term budgeting of public expenditure, collection of revenues and transparent reporting while at the same time strengthening control and financial management practices, prevent and fight against fraud and corruption in the management of public funds. This policy document makes only one reference to gender, committing to include in the proposed package of amendments to the Organic Budget Law the implementation and management of gender-based budgeting as part of the budgeting processes carried out by line ministries. The adoption of the Strategy was a key milestone that enabled the way for the EU Sector Budget Support programme.

In April 2015, the Public Administration Reform Strategy 2015-2020, along with the Strategy for Anti-Corruption 2015-2020 were adopted. The PAR Strategy is structured around four main pillars: (i) Policymaking and quality of legislation; (ii) Organization and functioning of public administration; (iii) Civil service and human resource management; and (iv) Administrative procedures and oversight, while Innovative Governance is considered as a horizontal objective, aiming at efficiently providing services to the public by a professional and well-organized administration. Although the Strategy notes that "the policy of maintaining and promoting gender equality will be at the center of the reforms that will be undertaken", this is the only reference in the document, hence the document remains practically very gender neutral.

The PAR Strategy identifies several key challenges in reforming the public administration, which relate to sustainability and de-politicization, effective control mechanisms, strict implementation of the Civil Service Law and transparent recruitment procedures, enhancement of the quality of services delivered to citizens, use of information technology in service delivery, and fight against corruption. As part of envisaged implementation actions, the Strategy called for capacity building through in-depth and continuous training of civil servants of local public administrations, especially in improving managerial and leadership skills, establishment of performance management and monitoring systems for local governments, and the adoption of ICT technology for delivering administrative services at the local level also through the introduction of the concept of "one-stop-shops".

Fight against corruption remains one of the key development challenges for Albania, as well as one of the five key priorities in the country's European integration process. Albania's Anticorruption Strategy 2015-2020 proposes a three-pronged approach: prevention, repression and awareness-raising for achieving a vision of "transparent and high-integrity institutions that enjoy citizens' trust and ensure a qualitative and incorruptible service". Special considerations are given for the implementation of the Strategy at the local level with an emphasis on strengthening the image of the local public official (transparency and accountability), on enhancing involvement of civil society in drafting, implementing and monitoring various initiatives of local interest and concern and increasing the adoption of systems that discourage corrupt practices and promote transparency (easing service provision procedures and establishment of one-stop-shop facilities, publishing of municipal acts, budgets, policy and development priorities, improved financial management and reporting and establishment of service delivery and monitoring mechanisms).

A Crosscutting Strategy on Decentralization and Local Governance 2015-2020 was adopted in July 2015, and represents the government's vision for strengthening local governance and local democracy through (i) improving the overall efficiency of local government structures, (ii) strengthen local fiscal capacities, (iii) fostering sustainable local development, and (iv) deepening good governance and local democracy through participation, civic engagement and the creation of community structures for dialogue and consultation in decision-making.

In September 2015, Albania joined the global commitment to work towards the new 2030 Agenda for Sustainable Development "to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources". The implementation of the Sustainable Development Goals (SDGs) Agenda will greatly depend on local action and leadership, in coordination with all other levels of governance.

The new Law 139/2015 on the Organization and Functioning of Local Government (Organic Law), was adopted in December 2015, as part of the Decentralization Strategy Action Plan. The Organic Law provides the new framework for local government operations, in line with the government strategic vision for furthering decentralization and within the new context of the post administrative and territorial reform. The Law establishes the most important normative framework for the organization and functioning of local government as well as the reference for changes in sectoral legislation and bylaws.

The establishment of the Consultative Council between Central and Local Governments in December 2016, and its regular operation since, constituted an important instrument for the communication between central and local government.

A key development in 2017 was the approval of the Law on Local Self-Government Finances, ensuring a more predictable and transparent process for funds allocation to local governments.

Amid these developments, STAR2 project was launched in July 2016 and its implementation lasted until March 2020.

STAR2 signing ceremony – July 2016

2.2 Project Summary

Project Title	STAR2 – Consolidation of the Territorial and Administrative Reform	
Initial Project Budget		$8,168,668
Contributions[1]:	Original Currency	US$ Equivalent
European Union	3,500,000 EUR	4,001,227
Sweden	15,000,000 SEK	1,701,352
Italy	1,200,000 EUR	1,344,493
Switzerland	500,000 CHF	493,097
USAID	100,000 USD	100,000
UNDP	100,000 USD	104,237
Total Contributions:		**7,744,405**
Duration	Original	Updated
Agreement Signed on	14 – July – 2016	14 – July – 2016
Official Start Date	15 – July – 2016	15 – July – 2016
Official End Date	31 - December – 2019	31 – March – 2020
Duration	41.5 months	44.5 months
Main direct beneficiary	Minister of State for Local Issues (MSLI) / Ministry of Interior (MoI)	
Partners	Albanian Municipalities Association for Local Autonomy & Association of Albanian Municipalities Central Government institutions and agencies: Agency for the Implementation of Territorial Reform (AITR)/ Agency for Supporting Local Government (ASLG), ADISA, National Agency for Information Society, INSTAT, General Directorate of Archives, Supreme State Audit, Commissioner for the Right to Information and Protection of Personal Data, Department of Public Administration (DoPA) / Albanian School of Public Administration (ASPA), relevant line ministries of Finance, Agriculture, Environment, etc.	
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 (Components)	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	• Enhanced human resource and administrative management capacities leading to a more professional public administration at local level • Management skills of local senior managers improved • Local public financial and fiscal management capacities enhanced • Delivery of services and their management (including new competencies) improved • A national benchmarking system for key selected administrative/public services established • 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	

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[1] Government contribution materialized only at the end of the project implementation period and is not counted in this table and the present report.

2.3   Inception Phase

The Inception phase spanned from November 2016 until May 2017. The purpose of the Inception phase was:

- to document any changes to the project plan since the finalization and approval/signature of the project document
- to present a concise description and plan of various activities and actions, timing and outputs of the specific tasks for the project
- to ensure a common understanding and ownership by all project partners
- to invite comments and recommendations from the Project Steering Committee
- to adopt the Report as the operational tool for planning, monitoring and evaluating project progress and quality of implementation.

The project team engaged in several meetings and consultations with local stakeholders as well as with key central institutions and other development partners. The meetings served to validate different elements and activities proposed by the project, identify areas for collaboration, coordination and complementarities as well as those that pose risks for overlapping.

The Inception Report was submitted to Steering Committee members on 28 April for their final review and comments in anticipation to the SC meeting to be held on May 11th, 2017. The 2nd Project Steering Committee, held on May 11th, was dedicated to reviewing the Inception Report and providing feedback. The MSLI, with the aim of introducing the STAR2 and its implementation plans to a larger audience, called for an extended participation to the SC, inclusive of representatives of relevant development stakeholders having a stake in local governance (World Bank, EBRD, Council of Europe, OSCE and IMF, etc.) in the status of observers, beyond the core group of project Steering Committee members.

Deliberations on the Inception Report May 2017

Also, in the framework of broadening consultations and views on the Inception Report, MSLI posted the Report on its official website and convened a CSOS roundtable on May 23, with the participation of several CSOs active in the field of local governance as well as representatives from both municipal associations.

In follow up of the review and feedback received, the project in collaboration with MSLI, organized a technical meeting on June 8, 2017, to present to the Steering Committee members an overall reflection and proposed changes to the project. The meeting achieved its purpose in reaching a consensus by all parties on the revised project and its proposed narrower scope.

Major changes suggested from the inception process relate to project activities, among which, the following are worth to mention:

- A focus on activities related to improving services and citizens' relationships and activities that have the potential to produce tangible products and can be replicated. This conclusion was also taking into account that some of the activities foreseen by STAR2 project in the formulation and approval phase, mainly those related to awareness about the new Law on Local Finances and a few areas pertaining to PFM at the local level, are strongly featuring in the implementation plans of other development partners (dldp, plgp, Strong Municipalities, Municipalities for Europe, etc.). This translated in a reduction in capacity development activities, especially those targeting local finance law, midterm budgeting process, resource allocation at local level, implementation of tax management software etc. Based on the above-mentioned consultations and agreement, the following is the list of removed activities:

1.1.1. Capacity building of CSL implementation to Mayors and councilors;
1.1.2. Support further capacity building on CSL and Labor Code implementation;
1.2.3. Revise local governments' organizational chart as per typology, context, and capacities;
1.2.4. Capacity building and tools for compliance with the Local Government Organic Law;
1.3.1. Capacity building on MTB process and resource allocation at the local level;
1.3.2. Provide training to 61 municipalities on the requirements of the Local Finance Law;
1.3.5. Expand the implementation of the tax management software;
1.3.6. Enable CSOs and interested citizens to be effective in participatory budgeting processes;
2.1.4. General training on project preparation and project implementation; and
3.2.2. Pilot virtual participation in council meetings for the public.

- Introduction of new activities – A couple of new activities introduced during the Inception are the activity 1.3.5 on strengthening municipal capacities to meet the transparency and accountability requirements of Supreme State Audit and activity 1.3.4 capacity building on asset and land management.
- Redefinition of some activities in terms of approach, targeted groups and numbers. For instance:

  ▪ activity 2.3.1 on the establishment of One Stop Shops - a new approach on OSSs that reflects the assessment of ongoing models and the adoption of an optimal /centralized approach
  ▪ activity 1.3.2 on the development of local revenue management action plans (the number of targeted municipalities was reduced from 42 to 30 municipalities),
  ▪ activity 2.1.3 on the re-organization of services (number of targeted services was reduced from 6 to 3 services to be re-organized) for feasibility and budgetary reasons, etc.
  ▪ activity 2.4.1 establishing a system of digitalization of local government archives has been revised by emphasizing a more intensive coaching to all municipal archive and protocol staff to internalize physical archiving standards

- Further detailing of Indicators – took place to make the project work more operational and conducive to progress monitoring and evaluation. In this respect, several milestones (deliverables) of the project are defined, and indicators of results are set.

Subsequent to Steering Committee approval of the Inception Report, the updated table of activities for STAR2 project is as follows (original activity numbers have been preserved):

COMPONENT 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs

Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level
    1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation
    1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)

| STAR2 Inception – Main Report | STAR2 Inception - Annexes |

Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders
    1.2.1. Develop and deliver training on leadership development

Output 1.3 Local public financial and fiscal management capacities enhanced
    1.3.1 Support improvement of local level tax collection and enforcement
    1.3.2 Develop local revenue management action plans for 30 small and medium municipalities
    1.3.4 Capacity building on asset and land management to relevant local government departments
    1.3.5 Compliance with requirements of Supreme State Audit (SSA)

COMPONENT 2 – INCREASED LOCAL SERVICE DELIVERY, EFFICIENCY, QUALITY, COVERAGE, ACCESSIBILITY AND INCLUSIVENESS FOR MEN AND WOMEN

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

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

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

Output 2.4   A system of local government archives adopted nationwide
        2.4.1 Develop a unique system of local government archiving and adopt it nationwide

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

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government
Participation
        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
Transparency
        3.2.3 Introduce practices to strengthen local officials' accountability – Promote Programs of Transparency
        3.2.4 Support development and application of systems allowing publication of municipal acts and regulations
        3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff
Ethics and Integrity
        3.2.7 Increase local government public ethics and integrity
        3.2.8 Pilot municipal integrity plans

3 – PROJECT ACHIEVEMENTS IN BRIEF

The key project achievements, corresponding to the set objectives, targets and indicators, can be summarized as follows:

Component 1- Strengthening institutional and administrative capacities of LGUs

1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation & 1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)
- 288 LG officials trained (195 on CAP and SOPs & 93 on SOPs development)
- 37 SOPS developed and adapted to 9 municipalities belonging to three clusters;
- A SOP guiding model developed through consultations;

<u>Level of achievement – 100%.</u> The Project did what it set to do. DoPA has been consulted and has taken over.

1.2.1. Develop and deliver training on leadership development
- One booklet of 61 mayors' best experiences prepared and disseminated;
- Catalogue of Decentralisation Indicators for Local Self-Government Units.

<u>*Level of achievement: n/a.*</u> Given the qualitative aspect of this output, it is difficult to properly assess change, also due to lack of adoption of more appropriate indicators. However, on from a strictly deliverable perspective, this activity has been achieved at a level of 90%, modifying only the last part of the planned products.

1.3.1 Support improvement of local level tax collection and enforcement
- Assessment on Best Performing tax management and enforcement systems on local self-government drafted;
- 114 local tax officials trained;
- One Manual on Tax Administration developed.

<u>Level of achievement – 100%.</u> The Project did what it set to do and closely consulted with the Ministry of Finance.

1.3.2 Develop local revenue management action plans for 30 small and medium municipalities
 One Assessment Report;
- One Standard Action Plan (SAP) and one Standard Monitoring Plan (SMP) on local revenue management developed;
- 54 officials from 29 municipalities trained;
- Standard Action plans for 29 municipalities for the procedures of collection of: (i) tax on property, (ii) tariff on waste and (iii) uncollected tax and dues developed though on-job assistance, developed.

<u>Level of achievement – 100%.</u> The Project did what it set to do and closely consulted with the Ministry of Finance.

1.3.4 Capacity building on asset and land management to relevant local government departments
- Training curricula developed
- 122 senior managers and 110 department directors trained

<u>Level of achievement – 100%.</u> The Project did what it set to do and closely consulted with the SSA.

1.3.5 Compliance with requirements of Supreme State Audit (SSA)
- One Guide on SSA procedures and audit requirements for local government developed and disseminated
- 159 legal, finance and internal control officials from 61 municipalities trained

<u>Level of achievement – 100%.</u> The Project did what it set to do and closely consulted with the SSA.

LG Organizational models (this is an extra activity carried out with no additional costs in response to a MoI request)
- 3 Models of Organizational Structures for 3 typologies of municipalities

Level of achievement – 100%. The Project did what it set to do and responded to a request for assistance from the Ministry of Interior.

Component 2 - Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women

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
- Assessment of implementation of local services in all 61 municipalities (500 structured interviews and 250 semi-structured interviews)
- Individual reports for all 61 municipalities on Public Services Delivery
- A final consolidated report on municipal service delivery features, which identifies common patterns in service delivery
- Report on three reorganized services in three selected municipalities

Level of achievement: 80%. The Project dedicated particular efforts to the need for in depth assessment of public service delivery situation, developing recommendations, and piloting reorganisation of 3 services but did not extend its support to capacity building and change management.

2.2.1 Establish a national benchmark system on local government administrative and public services
- An integrated outline and a set of data and performance indicators for local government designed

Level of achievement: 70%. In absence of structured data at municipal level the Project did not manage to develop the benchmarking system, rather it invested in building consensus among stakeholders for an integrated system that benefits and can be used by all. Part of the approach, were technical consultations, which focused on standardizing and ensuring data quality, collaboration in developing the system and in field work and the creation of various interfaces as per stakeholders' perspectives, where the Project has developed the content and indicators for the Ministry of Interior.

2.3.1 Develop a one-stop-shop model and scale it up nationwide
- OSSIS model developed
- Optimized workflows for more than 70 services
- Deployment of OSSIS model in 40 municipalities

Level of achievement – 80%. The Project deployed the developed OSSIS in 40 municipalities out of a target of 49. Lack of municipal readiness in infrastructure and premises were the major impediments for the expansion of the OSSIS in all municipalities and their administrative units.

2.4.1 Develop a unique system of local government archiving and adopt it nationwide
- 61 municipalities (100%) have been equipped with the necessary archiving materials
- Documentation of Standard workflow of archive offices;
- A standard job description for archivists developed
- One Training Manual developed and disseminated
- A total of 430 local Archive Specialists out of 456 targeted were trained
- Best practices manual on local government archives developed and disseminated
- Certification of performance for archive and protocol employees of 61 municipalities.

Level of achievement – 100%. The Project did what it set to do in close consultation with the General Directorate of Archives.

Component 3 - Enhanced local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change

3.1.1 Status of local governance mapped in all LGUs
- One Methodology on LG mapping developed

- 12000 citizens and local public officials involved in the assessment (in each round);
- 61 individual municipal reports (in the first round)
- Two National Reports

Level of achievement – 100%. The Project completed successfully two rounds of the Local Governance Mapping exercise.

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
- One Operational Toolkit on Public Engagement and Consultation
- One Measurement System on Public Engagement and Consultation
- 505 municipal officials from 61 municipalities participating in capacity building activities

Level of achievement – 100%. The Project did what it set to do. Nevertheless, this is an area in need for more support for building a participatory and accountability culture within the public offices.

3.2.3 Introduce practices to strengthen local officials' accountability – Promote Programs of Transparency
- A Standard Model of Transparency Programme for Local Governments approved by the Commissioner
- One measurement System of transparency at local level
- 122 LG officials from 61 municipalities trained on the adoption of the Standard Model of Transparency programme and the use of the related measurement system

Level of achievement – 100%. The result exceeded the expectations as the instrument developed was adopted as mandatory by the Commissioner on the Right to Information and Data Protection.

3.2.4 Support development and application of systems allowing publication of municipal acts and regulations
- Municipal Council Decisions of 33 municipalities published on-line (national platform and Municipal web pages)
- One training programme developed and delivered to ITs & Right to Information Coordinators of 33 municipalities
- One video-tutorial developed and made available to 61 municipalities in the national platform vendime.al

Level of achievement – 100%.

3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff
- A Standard Model of the Municipal Web Page, reflecting the standards of transparency, designed
- Template web page adapted for 13 target municipalities
- 30 PR and IT staff trained to independently manage the web page.

Level of achievement – 100%.

3.2.7 Increase local government public ethics and integrity & 3.2.8 Pilot municipal integrity plans
- Standard Municipal Code of Conduct developed
- Integrity Risk Assessment methodology developed
- Integrity Plans drafted and adopted by 6 pilot municipalities
- Integrity Risk Assessment Methodology and Code of Conduct finalised & endorsed by the National Coordinator Against Corruption

Level of achievement – 100%. The result exceeded the expectations as the instruments developed were endorsed by the National Anticorruption Coordinator and requested to be applied to additional municipalities.

3.1 – Distribution of Project Activities

Extent of project activities across 61 municipalities

- CB on CAP & SOPs
- CB on municipal leadership
- CB on local tax collection and enforcement
- Local revenue management action plans
- CB on municipal asset management
- CB on LGUs' compliance with HSC requirements
- Service delivery assessment and reorganization
- Piloting service reorganization
- Development of LG benchmarking system
- Municipal OSS model developed and rolled out
- CB for standardized local archiving
- Local Governance Mapping assessment
- CB for public engagement and consultations
- Municipal Programs of Transparency
- Publication of Municipal Councils Decisions online
- Development of standard municipal websites
- LG ethics and integrity
- LG pilot integrity plans

0 10 20 30 40 50 60 70

■ Direct beneficiary or consulted municipalities ■ General CB or knowledge dissemination

3.2 - Actual assistance provided to each municipality

Municipality	No. of activities provided	* 1.1.3 & 4 CB on SOPs and CAP	1.2.1. CB on leadership development	1.3.1 CB on local tax collection and enforcement	1.3.2 CB on local revenue management	1.3.4 CB on asset and land management	1.3.5 CB on compliance with Supreme State Audit	2.1.1 Service delivery assessment	2.1.3 Service delivery and organization	** 2.2.1 LG benchmark system	2.3.1 One-stop-shop model adoption	2.4.1 LG archiving	3.1.1 Local Governance Mapping	3.2.1 Public participation and consultation,	3.2.3 CB on Transparency	3.2.4 Support publication of municipal decisions	3.2.6 Standard municipal websites	3.2.7 & 8 LG ethics and integrity
Belsh	11																	
Berat	10																	
Bulqizë	12																	
Cërrik	12																	
Delvinë	13																	
Devoll	10																	
Dibër	11																	
Divjakë	13																	
Dropulli	12																	
Durrës	11																	
Elbasan	13																	
Fier	10																	
Finiq	11																	
Fushë-Arrëz	12																	
Gjirokastër	13																	
Gramsh	11																	
Has	12																	
Himarë	11																	
Kamëz	10																	
Kavajë	11																	
Këlcyrë	13																	
Klos	10																	
Kolonjë	13																	
Konispol	13																	
Korçë	10																	
Krujë	12																	
Kuçovë	11																	
Kukës	12																	
Kurbin	12																	
Lezhë	10																	
Libohovë	12																	
Librazhd	12																	
Lushnjë	10																	
Malësi e Ma	11																	
Maliq	12																	
Mallakastër	13																	
Mat	11																	
Memaliaj	13																	
Mirditë	11																	
Patos	12																	
Peqin	11																	
Përmet	11																	
Pogradec	11																	
Poliçan	12																	
Prrenjas	12																	
Pukë	9																	
Pustec	12																	
Roskovec	10																	
Rrogozhinë	12																	
Sarandë	10																	
Selenicë	11																	
Shijak	10																	
Shkodër	11																	
Skrapar	12																	
Tepelenë	11																	
Tiranë	11																	
Tropojë	11																	
Ura Vajguror	11																	
Vau -Dejës	10																	
Vlorë	12																	
Vorë	10																	

* Work carried out with selected municipalities, then disseminated to all municipalities

** Municipalities consulted during the system development

4 – OVERVIEW OF ACTIVITIES AND RESULTS

Component 1. Strengthen institutional and administrative capacities of local administrations

Results:

1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level
1.2 Management skills of local senior managers improved
1.3 Local public financial and fiscal management capacities enhanced

Deliverables:

1.1.1 Assessment of situation of Standard Operating Procedures in Municipal Governments in Albania government
1.1.2 Guidance for Standard Operating Procedures drafted
1.1.3 Training curricula on CAP and SOP designed and delivered to 195 LG officials
1.1.4 SOPs developed for 3 clusters composed by 3 municipalities
1.1.5 SOPs national dissemination event organized for 61 municipalities

1.2.1 Booklet on STAR 2 assistance to municipalities
1.2.2 6 exchange roundtables organized across Albania
1.2.3 Best experiences of 61 Municipalities collected in a booklet
1.2.4 Documentary video on 6 best experiences produced

1.3.1 Assessment on Best Performing tax management and enforcement systems on local self-government
1.3.2 Capacity Building Program designed and delivered to 114 tax experts of 61 municipalities
1.3.3 Manual on tax administration designed and delivered to LG.
1.3.4 Local revenue management action plans for 30 small and medium municipalities
1.3.5 Training programme on asset and land management designed and delivered to 223 key LG officials

1.3.7 Training programme on LGUs' compliance with SSA designed and delivered to 159 LG Officials
1.3.8 Manual on SSA to municipalities

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)

The Law 44/2015 "On the Code of Administrative Procedures (CAP) in the Republic of Albania" was adopted on 30.04.2015. The objective of the Law is to ensure the effective implementation of public functions towards citizens and the protection of citizen's legal rights applying the principle of due process of law. The CAP naturally leads to the adoption of Municipal Standard Operating Procedures (SOP), the latter aiming to create the necessary framework to enable an effective and efficient functioning of the municipal administration. The SOPs are meant to promote professionalism and consistency in the exercise of Municipal functions, in accordance with the principles of legality, accountability and transparency. A first step towards developing and introducing SOPs was made during STAR 1, which drafted for instance models of (1) Policies and procedures of the municipalities, (2) IT Policies and Procedures Manual, and (3) IT Disaster Recovery Plans.

STAR2 commitment to the introduction of the Code of Administrative Procedures (CAP) and the promotion of the practice of developing Standard Operation Procedures for routine administrative processes was organized in two stages.

Stage 1: *Assessment of the situation of application of SOPs by municipalities*

The assessment was carried out in all 61 municipalities, in search of the following:

- 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.

The methodology used for the assessment included: (i) Qualitative and Quantitative Data collection, and (ii) 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 discussion during the workshops. The assessment was finalized in February 2018. As part of the assignment, a generic SOP model compliant to CAP was developed.

The assessment revealed a limited understanding of the role of SOPs in municipal operations, the Municipality of Tirana being an exception to the rule, having developed up to 450 SOPs. The main findings of the assessment were that municipalities lack capacities to develop and implement SOPs, thus confirming the necessity of capacity building activities and the necessity of SOPs standardization across municipalities. The assessment served to inform the design of the 2nd stage,

Assessment Report on SOPs

aiming at building capacities of local government on CAP compliance and SOPs development and implementation.

Stage 2: *Capacity Building on CAP and SOPs Development*
A training curriculum on the Code of Administrative Procedures (CAP) and adoption of Standard Operation Procedures, certified by ASPA, was developed.

During July-August 2018, 14 two-days training sessions on the CAP and SOP were organized. 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 2018 and continued until December 2018.

The set of consolidated SOPs was further disseminated to 51 remaining municipalities through three rounds of 9 workshops raising capacities of HR, public procurement, finance, and budget local officials. 70% of targeted municipalities attended the workshops or a total number of 93 LG officials from 35 municipalities.

| *Guide for SOPs development* | *CAP & SOPs' Training Curricula* | *CAP & SOPs' Training Report* |
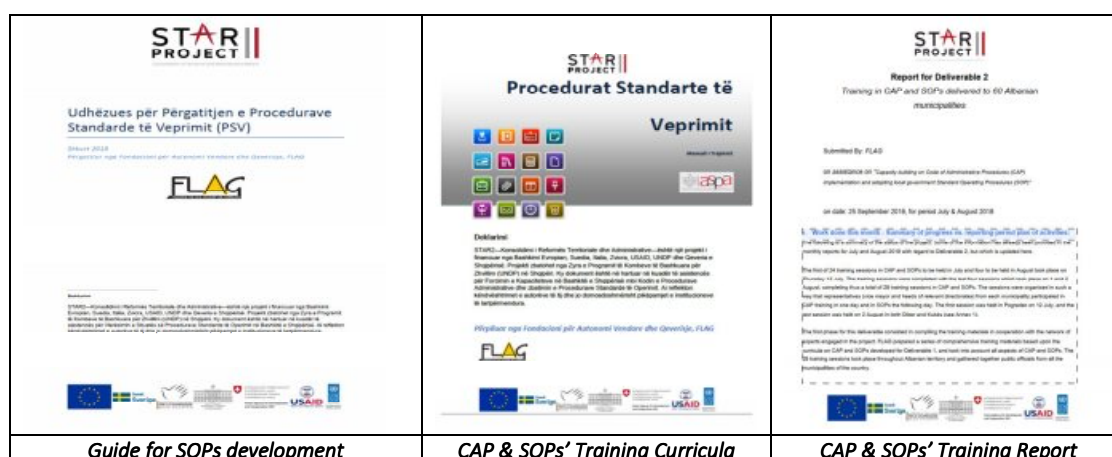
Further, the project developed a set of 37 SOPs through on job-assistance to nine municipalities divided into 3 clusters as per their size. SOPs on local budget, procurement and HRM were developed in 9 selected municipalities, respectively Berat, Kucove, Skrapar, Shkoder, Lezhe, Fushë-Arrëz, Elbasan, Gramsh and Kruja through on-the-job assistance approach during September -December 2018. 37 SOPs on Human Resource Management, Public Procurement and

Finance and Budget, were consolidated and adapted for all 9 selected municipalities by January 2019, thus building a standard to be followed by other peer LGs.

The capacity building of CAP and SOPs concluded with a National Even on "Assessment and Implementation of CAP and SOPS at local government level in Albania". The purpose of the national dissemination event was to share key findings on assessment and recommendations on Standard Operating Procedures (SOPs) in local government and disseminate full packages of the templates and guidelines for development of SOPs to all municipalities. The event was attended by 155 participants, out of which 125 representatives of municipalities, 59% women. The total number of municipalities benefitting from this assistance reached 57 or 94%.

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.

1.2.1. Develop and deliver training on leadership development

Mayors Meeting on STAR2 assistance and municipal needs and perspectives

In partnership with the main beneficiary (MoI), the project organized a series of commitment meetings with mayors presenting the STAR2 assistance plan and discussing on municipal needs and perspectives. This communication was realized through 6 semiformal introductory meetings with Mayors (30), Deputy Mayors (19) and high-level municipal managers (7) of 61 beneficiary municipalities during March - April 2018 (respectively in Durrës, Elbasan, Fier, Kukës, Vlorë and Shkodër). The meetings served to inform participants on STAR2 activities, reconfirm their engagement as well as invited discussions on mayor's perspective related to the assistance from the project and ideas about issues of concerns and challenges LGs are facing in the implementation of decentralized functions.

Presentation of findings in the Consultative Council - 20 April 2018

The Project elaborated a collection of findings from the "Mayors Meetings" activities, which were submitted to MoI and ASLG and further presented in the Consultative Council meeting of 20 April 2018.

Peer to peer exchange of municipal leadership

The Project engaged AAM and AALA for identifying main achievements, good experiences as well as main problems and challenges experienced by Albanian Mayors. The implementing partner, AAM and AALA, interviewed all 61 mayors during October-November 2018. A final Report, a booklet and a documentary video script were prepared by the end of December 2018. Additional added value was the establishment of a practice of exchange and improved interaction among mayors and their associations. Following the agreed criteria, the best 6 experiences identified were the following:

1. Ura Vajgurore Municipality - "Integrated digital system services",
2. Shkoder Municipality - "i-Shkodra, transparency system for citizens",
3. Elbasan Municipality - "Local public security commission and increase of security in schools",
4. Kamez Municipality - "Participatory and transparent budget management",
5. Skrapar Municipality - "Provision of new services for children with special needs"
6. Bashkia Fier - "Intervention in drainage and irrigation channels, release, cleaning and efficient delivery"

A summary of findings and recommendations were planned to be presented at a national event a few months later, however, given the political tensions of early 2019, these plans were kept on hold. With the situation becoming more unfavorable closer to the local elections of June 2019, the national event was further postponed, in agreement between the project and AAM, ALAA, MoI, and ASLG.

In a post local election period, the concluding activities of the assistance on best municipal practices exchange, have been reassessed and consulted with AAM and ALAA and the Ministry of Interior and ASLG, deciding to present the process, findings, recommendations, and products as an integral part of a national event to be organized by the Ministry of Interior at mid-December 2019.

Again, the earthquake disaster affected the implementation of project activities, especially public events which were cancelled for an undetermined time. A reconsideration of the planned activities under this contract took place in January 2020, taking into consideration political and post-disaster situation. In agreement with UNDP, MoI and ASLG, the project opted for the adaptation and publication of a Catalogue of Decentralization Indicators based on the methodology of the Index of Regional Decentralization Observatory (IORD) for South Eastern Europe. This instrument is an additional source contributing to the efforts to measure the quality of self-local governance through the Dimensions and Indicators of the Decentralization Monitoring Index (DMI) for Local Government Units.
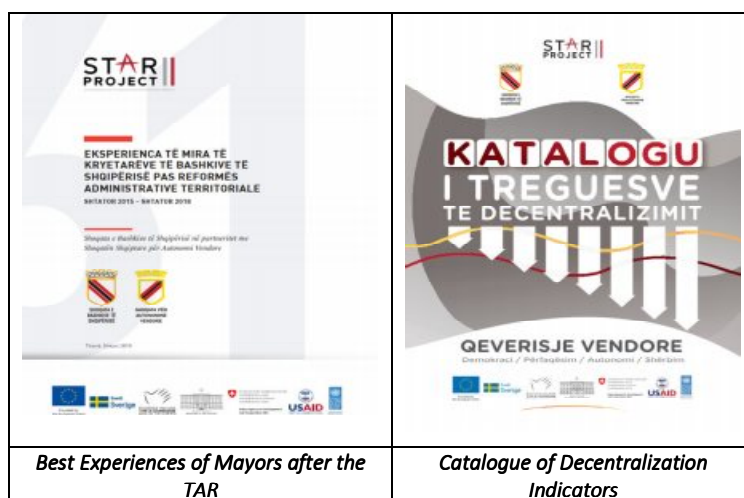

| Best Experiences of Mayors after the TAR | Catalogue of Decentralization Indicators |

The DMI is based in 70 indicators organized in 4 main dimensions: (i) Autonomy of Local Self-Government; (ii) Quality of Local Public Services; (iii) Citizen Participation and Accountability of Local Self-Government Units and (vi) Activation of Local Self-Government Unit in Intergovernmental Dialogue. The DMI was made available to Albanian Municipalities as an opportunity to self-assess the stage of decentralization, autonomy, quality of services, civic participation and dialogue achieved to date, an instrument that can add to the efforts for building a municipal performance measurement system.

Extra Activity: Assistance on municipal restructuring compliant to the legal framework

Responding to a special request of the main beneficiary, in the last months of 2019, the projects worked on models of LG organizational structures for three typologies of municipalities: small, medium and large. Making use of its in-house local government and legal expertise, the Project reviewed existing organizational structures of LGs and the relevant legal framework.

The exercise comprised a thorough analysis related to legal provisions and mandated functions of local governments. The proposal was also consulted with the associations of municipalities AAM and ALAA.
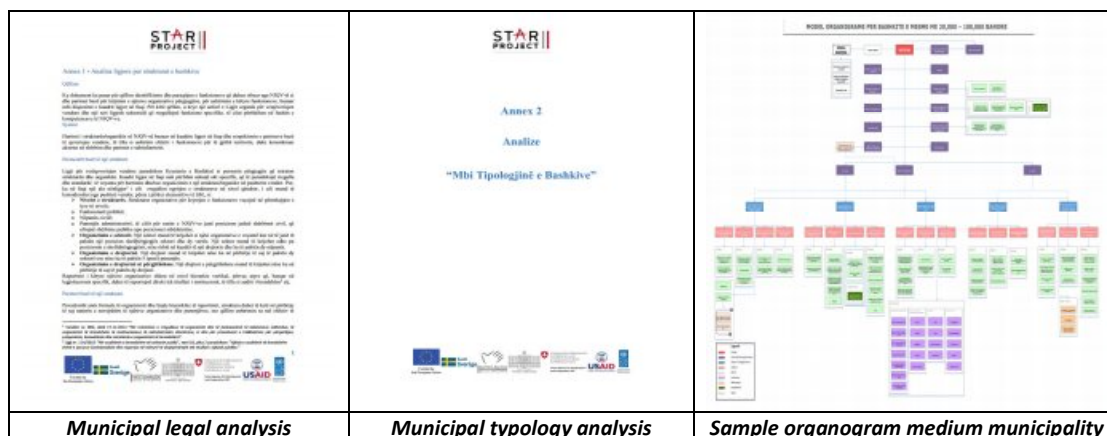
| *Municipal legal analysis* | *Municipal typology analysis* | *Sample organogram medium municipality* |

The principles guiding the design process of suggested organizational structures included:

- Coverage of all functions and services according to the competencies of municipalities;
- Coverage on the territory, centre 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, in accordance with standards set by specific laws.

The suggested models resulting from the assessment were submitted to MoI in December 2019, for further review and consultation with central government institutions such as DoPA, and the Civil Service Commission.

1.3.1 Support improvement of local level tax collection and enforcement

Definition of the detailed approach to support the improvement of tax collection and enforcement at local level 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 the Ministry of Finance and Economy), aiming at ensuring that STAR2 assistance built upon other partners' knowledge and complements their interventions.

This activity was implemented in close collaboration with the Ministry of Finance and Economy, which reviewed and endorsed the ToRs. 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. The assessment process also identified the needs for capacity building of local government officials related to tax collection and enforcement. Based on the assessment, the training curricula was developed.

| Assessment on Tax Management and Enforcement at local level | Practical Manual on Fiscal Administration Procedures |

Training delivery, which targeted public officials with direct responsibilities on tax management and enforcement in all 61 municipalities, was delivered through eight 2-day regional workshops from January - March 2019 in 8 different locations. 114 tax experts benefited from, from which 44% women. Trainings were characterized by high level of participation and resulted in vivid discussions from the municipal staff. 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.

The main systemic issues identified regarding tax administration can be summarized below:

- 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.

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 represents a big challenge for the municipalities.
Most 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.

Following the completion of capacity building activities, in March 2019, a Practical Manual on Fiscal Administration Procedures in local government was developed and disseminated to the 61 municipalities. Since the Manual was drafted in close cooperation with MFE, STAR2 presented it to 61 mayors, budget and tax managers, municipal council's chairs and prefects, in a national event organized by MFE in cooperation with the Swiss funded Strong Municipalities project, on 15 October 2019.

1.3.2 Develop local revenue management action plans for 30 small and medium municipalities

The Project has identified 29 partner municipalities, small and medium ones, not receiving any direct assistance in PFM matters from other development programmes at that time, respectively Belsh, Bulqize, Cerrik, Delvine, Divjake, Dropull, Finiq, Fushe-Arrez, Has, Himare, Kelcyre, Kolonje, Konispol, Kurbin, Libohove, Librazhd, Maliq, Mallakaster, Memaliaj, Mirdite, Peqin, Prrenjas, Pustec, Roskovec, Rrogozhine, Selenice, Skrapar, Tepelene, and Ura-Vajgurore.

Preliminary analysis and consultations revealed lack of planning instruments for revenue management in these municipalities and challenges in ensuring an adequate level of local self-government revenues collection. Consultations were held with MFE, PLGP, Strengthening Local PFM (SECO) as main partners assisting in the area of LG Financial Management and the implementer of the STAR2 activity on Tax Management to ensure coordination and synergy with actors working in the same sector.

Field work started with an in-depth assessment of the situation in 29 target municipalities with a methodology and assessment tools consulted with MFE. All 29 municipalities were visited during November 2018, seeking mayors and tax department staff commitment in the process. The exercise was well received the rate of response to assessment questionnaires was 100%. Based on the assessment and the related findings and analysis on improvement of the revenue collection processes as per the legal framework, the results were presented to all municipalities in January 2019 in 4 regional workshops held in Vlora, Gjirokastra, Perrenjas and Lezha Three General Standard Action Plans were developed by the Service Provider for key specific areas of revenue management including tax on property, tariff on waste and uncollected tax and dues and consulted in the 4 regional workshops with LGs representatives.

Then, the assistance focused on developing with each individual municipality, tailored 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. The plans for 29 municipalities were developed and approved by the respective Mayors.

| Pustec: Action and Monitoring Plan for Waste Management Tariff | Dropull: Action and Monitoring Plan for Immovable Property Tax | Finiq: Action and Monitoring Plan for Waste Management Tariff and uncollected Taxes |

As a conclusive event, a National Conference on Municipal Revenue Management Action Plans was organized on 29 October 2019 with the attendance of 127 deputy mayors and directors of Tax Administration from all 61 Albanian

municipalities, the Ministry of Finance and Economy, ASLG and MoI. The event presented the developed instrument and the first best practices experienced in the municipalities of Cerrik and Ura Vajgurore.

1.3.4 Capacity building on asset and land management to relevant local government departments

The approach for the implementation of the assistance on Asset and Land Management was defined in close collaboration with the Central Harmonization Unit for Financial Management and Control, within MFE, the latter committed also to certify the training curricula planned to be developed and delivered in the framework of this contract. The activity started in April 2018 with an assessment of the situation aiming to identify the training needs of local officials in charge of assets and land management preceding a capacity building program on this issue to all 61 municipalities.

Based on the findings of the training needs was developed the training curricula on land and asset management for local officials consisting in ½ day information sessions for high level officials and 2-day training programme for the technical level directly in charge of assets management.

During June 2018, the project organized six informative sessions targeting high level municipality representatives such as deputy mayors, general secretary and general director aiming increase awareness on the importance of asset management to local government revenues. 128 participants out of which 48 % women attended these sessions.

During September – October2018, the project delivered additional six two-day training sessions targeting local officials in charge of assets and land management from 61 municipalities.

The curricula on this topic was based on the Law no 139/2015 for the improvement of revenue management and based on the PLGP and OSCE guidelines on property transfer. The curricula covered the following topics:

Assessment – LG Asset Management	Training Curricula on Asset Management

- General concepts on asset management
- Asset management
- Inventory of assets
- Critical assets
- Full life cycle costs
- Funding
- Guide on Planning, Administration and Asset Management

A total number of 101 municipal officials from budget, finance and law departments completed this training program benefiting knowledge and skills on how to develop a policy strategy and governance structure in relation to asset management, internal procedures, documentation and reporting.

Given the interest of municipalities on this topic, the contractor prepared a summary of identified issues and recommendations from the discussion sessions for dissemination to municipalities and other relevant stakeholders.

1.3.5 Compliance with requirements of Supreme State Audit (SSA)

The Supreme State Audit (SSA) has an increasing role in good governance and fight against corruption[2]. Its institutional development priorities include support to enhance accountability, transparency and integrity central and local level by fostering better financial reporting and applying innovative forms of auditing such as auditing of performance and auditing of integrity.

The assistance on Compliance with requirements of Supreme State Audit (SSA) was tailored and implemented in close cooperation with SSA, which shared also human resources and existing resource materials. The approach for the implementation of this activity included a situation assessment and a capacity building program.

The implementation started with an assessment of the situation on compliance of local government with SSA audits, based on a methodology and tools approved by SSA. The report served as basis for the development of the Capacity Building Program for Local Government officials approved also by SSA experts.

In parallel, six informative round tables were organized, bringing together SSA experts and municipality officials to discuss issues of common concerns. 95 local officials out of which 54% women attended these roundtables. 159 local officials, out of which 57% women, completed the two-day capacity building program with participation of SSA experts.

The contractor finalized an Informative Guide on SSA Procedures and Audit Requirements for Local Government reflecting also issues discussed during the capacity building events.

SSA provided significant contribution for the development of this informative guide which was also endorsed by the Chairman of the High State Control of Albania and becoming part of the SSA publications which has been distributed to all 61 municipalities.

Informative Guide on HSC Audit	***Situation Assessment on Compliance with HSC***	***Training Curricula on HSC Audit***

Component 2. To increase local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women

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Results 2
2.1   Delivery of services and their management (including new competencies) improved
2.2   A national benchmarking system for key selected administrative/public services established
2.3   A one-stop-shop model is defined and scaled up nationwide
2.4   A standardized system of local government archives adopted nationwide

Deliverables:
2.1.1 Individual Report for 61 Municipalities on the way services are planned, organized, managed and delivered
2.1.2 National Aggregate Report on Service Delivery

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[2] Monitoring Report of the Supreme State Audit (SSA) Institutional Developments Strategy 2016: *Objective No. 5, Increase the contribution of Supreme State Audit in good governance through the fight against corruption.*

2.1.3 Individual reports for three re-organized services

2.2.1 Development of a benchmark system on LG administrative and public services

2.3.1 OSSIS Inception Report including Business Analysis
2.3.2 OSSIS minimal requirements specs for central hardware and communication infrastructure
2.3.3 OSSIS model developed
2.3.4 Optimized workflows for more than 70 services
2.3.5 Deployment OSSIS model in Pilot LGUs of Elbasan, Pogradec and Polican
2.3.6 Training plans and participation list for 47 municipalities
2.3.7 Massive rollout and handover OSSIS to other LGs
2.3.8 Signature of UATs 48 municipalities after training and service configuration
2.3.9 Good practice manual
2.3.10 SLA (Service Level Agreement) for 40 municipalities

2.4.1 Inception report;
2.4.2 Documentation of Standardized workflows
2.4.3 Training Manual;
2.4.4. Training Delivery and Certification of Knowledge;
2.4.5 Professional boxes and files;
2.4.6 Job description of local archivists with SMART objectives
2.4.7 On-line help desk;
2.4.8 Best practices manual on local government archives;
2.4.9 Follow up assistance, on the job training and coaching;
2.4.10 Certification of performance for archives and protocol employees;

2.1.1 Assess 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

In preparing for this activity, the project initially engaged a short-term International Expert (IE), who was tasked to look into the legal and institutional frameworks and the possibilities for the reorganization of public services. This entailed several field visits and meetings with relevant stakeholders involved in the process of drafting the legal framework of local government, line central institutions and LGUs to consult the legal perspective on the service re-organization and legal benefits / implications for citizens. An initial analysis of the legal framework of public services, an overview of the new functions with their pitfalls and opportunities and a concluding SWOT analysis was delivered in late 2017. This exercise informed the need for engaging in a thorough assessment of municipal experiences and challenges regarding public service delivery.

The tendering process for undertaking the above assessment and analysis was launched twice during 2018, resulting unsuccessful in May 2018 and then succeeding in November 2018. The awarded service provider engaged in an in-depth assessment of services in three selected municipalities (Belsh, Lezhe and Lushnje) to design, test and consolidate a full assessment methodology to be applied in all 61 municipalities. 14 questionnaires, (1 general and 13 specific ones) with a total number of 570 questions, were sent to 58 other municipalities electronically while full data gathering from municipalities required additional visits in each of them from the project experts. Full data and information gathering from 61 municipalities implied over 250 structured interviews and 500 semi-structured interviews with senior civil servant of all municipalities. The field work for the assessment lasted until end 2019 and was affected by the November 2019 earthquake as it was the work on service reorganization.

Nevertheless, following the analysis of the information gathered, summaries of findings and recommendations were reflected in 61 individual municipal reports and a national aggregate one. The aggregate national report on Public Service Delivery at Local level identifies a series of findings such as the TAR influence on agendas of policymakers and increased expectations of citizens for quality of services in rural areas. Also, the report finds that despite advancements in service delivery, the pace of improvements and the quality of services provided, in many cases, does not meet the expectations of a significant number of citizens. Incomplete and overlapping legal and regulatory framework hinders the work of municipalities. At the local level, shortcomings are noted regarding human resource capacities and skills, shortcomings that relate to the level of understanding and comprehension of the regulatory framework.

Aggregate Report – Service Delivery Assessment	*Public Service Delivery – Belsh Municipality*	*Report - Reorganization Local Economic Development function - Vlora Municipality*

According to the report, this might be attributed to the wide range of municipal responsibilities, constantly changing local government' legal and regulatory framework, and continuous change of staff. Further the report finds that central government shortcomings in relation to inter-institutional cooperation and coordination seriously impact the ability of local governments to implement certain services, so the coordination and alignment of interventions aimed at local government are unsatisfactory and remain a challenge. Lack of service standards and performance measurement further impacts the quality of local service provision.

The service provider also managed to work with three selected municipalities for supporting the piloting process of 3 selected services, specifically with:

- Vlora: Local Economic Development function;
- Divjaka: Maintenance of irrigation and drainage infrastructure;
- Dibra: Administration of public forests and pastures.

Each municipality established a working group, which worked closely with the project experts on reviewing possibilities of reorganisation of the delivery of specific services. Analysis of the institutional, technical and financial aspects of each function was conducted, which fed the reports for each of the proposed reorganised service.

The Service Provider came up with a series of recommendations for follow up as a result of the work done, which concern:
- Improve internal regulations
- Help to formulate standardized statistics and a strategic plan based on a fair and accepted allocation system of the Regional Development Fund
- Standardized training system for local governmental staff
- Further development of the system of local government financing.
- Public service mapping
- Elaboration of primary and/or secondary legislation related to the environmental protection on local level.
- Cycles and their Timeframes - Accommodating the Differences.
- The Need for evidence-based policymaking.
- The further articulation of the role of the Central Government institutions concerning the share of responsibilities with the Local Governments and the elaboration of the competencies of the latter.
- Integrated administrative IT systems.

2.2.1 Establish a national benchmark system on local government administrative and public services

A critical area for objective analysis relates to understanding, monitoring and assessing how local government performs vis-à-vis exercising their competencies and functions and applying good governance principles. The central government, and municipalities themselves, have other poor systems in place or lack any system for monitoring the progress and development at municipal level. Such systems, if duly managed and updated, would be invaluable for local

decisionmakers themselves to understand "how well the municipality is doing" and which problems should be addressed; it will be equally important for national stakeholders to understand how the decentralization reform is progressing, how local governments are performing and facilitate informed decision-making. Furthermore, although a legal obligation stipulated in the Law 139/2015, municipalities do not have *offices for data collection and performance monitoring* in their institutional structures and do not apply a uniform standard for data collection and management to inform their internal decision-making levels nor the central level.

On these grounds, STAR2 committed to work on the development of a system of local data and indicators that would inform broadly municipal performance and enable comparison across municipalities. In parallel, with STAR2, other development initiatives, most prominently Swiss Strong Municipalities and EU's Municipalities for Europe, developed their specific performance monitoring systems which look at specific perspectives, respectively the local budget execution and the EU integration and good governance values. Both initiatives are specific and do not fully respond to the Ministry of Interior needs for a fuller picture on local government performance.

In this dynamic environment, STAR2 has struggled to come up with a system, sufficiently covering all relevant local government areas of activity and at the same time responding to the MoI needs. This effort has called for lengthy brainstorming and coordination and consensus seeking among key players, more so as all systems are relatively new and still in a testing phase.

Chronologically, since 2018, the Project was engaged in an assessment of the situation, with a focus on existing data collection practices and possible indicator sets at the local level or regarding the local level. Six consultation workshops were organized with the staff of the municipalities, who shared information on data they use and report in their municipalities and the possibilities of benchmarking. More than 50 high-level municipal staff have been contacted and consulted about data and the importance of a system for local government data.

Through the information and data collected from the major part of municipalities, it was evident that: data collected lacks the quality, accuracy and standard from municipality to municipality and there is no standardized system in use for evaluating local performance and services. During all phases of assessment and validation of ideas and concepts on benchmarking opportunities, the project worked closely with main project beneficiary, MoI and ASLG.

During 2018, STAR2 organized 5 coordination meetings with central institutions (INSTAT, NATP), partners (Swiss Embassy) and similar projects (Strong Municipalities, Municipalities for Europe, DLDP, PLGP, SALSAT) to consolidate the STAR2 approach on the LG benchmarking system and to ensure synergy and complementarity with the ongoing initiatives of the partners.

Following these coordination meetings, STAR2 revised the initial approach and in March 2019 engaged a service provider to work on an in-depth analysis of complementarity, needs and opportunities, which would help undertake further steps in collaboration with MoI and ASLG. 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 were part of the focus for this task.

With the above considerations, STAR2 undertook an in-depth analysis of complementarity, needs and opportunities for the establishment of a benchmarking system fitting to the needs of LGs, Central Government and other partners for informed decision-making on decentralization and local governance.

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 aimed both 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.

Based on this preparatory work, the findings and the results of different analysis, the identification of common areas and areas not covered, the municipal capacities and the level of data availability, a system of indicators were designed in line with the areas of responsibility defined in the Law on Local Self-Government. The proposed system of indicators was ready for internal discussion around end July 2019. After

Survey on data with municipalities	*Presentation Local Governance Performance System*

the internal revision, the full list of indicators and the approach of the municipal performance system was consulted with the Ministry of Interior before being shared with other stakeholders. The Ministry agreed on the approach proposed and requested STAR2 to continue with the consultation of stakeholders.

The system (Local Governance Data Initiative - LGDI) structures the collection of data and elaborated indicators around 6 dimensions, respectively:

1. Local public services provision;
2. Sound financial management;
3. Long-term orientation of development;
4. Information technology integration;
5. Local competencies and capacities;
6. Transparency, accountability and citizen participation.

The consultation process with municipal representatives, national and international stakeholders, has started since fall 2019 with the aim to fine tune indicators and jointly define the roadmap for the implementation of the Local Governance Data Initiative.

This collaboration is bearing the first fruits as consensus is being built to jointly work on defining local data standards and quality, develop an integrated local data hub, jointly define the support for the establishment of municipal performance offices and build mutually benefiting complementarity around municipal performance indicators.

This has been one of the lengthier consultation processes regarding implementation of STAR2 activities, albeit, a process worth the time and efforts invested and with a potential for immediate follow up in the new phase of STAR3.

2.3.1 Develop a one-stop-shop model and scale it up nationwide

The implementation of a One Stop Shop Information System (OSSIS) for the delivery of administrative municipal services was the main activity of STAR2 Project. This assistance started in November 2017 and consisted of the following main stages: (i) Inception and business analysis; (ii) Software analysis and design phase; (iii) Customization and development; (iv) Pilot rollout and stabilization; (v) Rollout in the rest of target municipalities; and (6) Close-out phase.

Inception phase and business analysis:
In December 2017 the service Provider 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:

- 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" (updated also during the project implementation);
- Minimal requirements specifications for central hardware and communication infrastructure;
- Generic hardware and infrastructure requirements for LGUs.

Software Analysis and Development phase:

Based on the completed Inception and Business Analysis phase, in February 2018, the implementing partner started the Software Analysis and Development phase. Based on the readiness assessment, Elbasan, Pogradec and Polican were selected as pilot municipalities, while work started also in Tirana, considering the latter as a special and unique case.

> ***First Major Issue***
> *The general situation of municipal IT infrastructure resulted extremely deficient. A preliminary assessment could not be done before knowing the minimal requirements furnished by the developed OSS model.*

During March - May 2018, experts organized 2 introductory sessions of the One Stop Shop Information System (OSSIS) through a service prototype presentation in Elbasan Municipality. The discussion with municipal officials brought up issues which requiring changes in the workflows resulting in reduction of some extra steps in the administrative service processes.

April 2018 marked one of the major milestones for the OSSIS assistance, the conclusion of the development of the One Stop Shop Information System including OSSIS model, workflows for over 60 services, test results and source codes.

Deployment and stabilization of the OSSIS in pilot municipalities:

Pilot municipalities went through the system personalization and approval of 60 basic services workflows. Municipality of Elbasan lead the three municipalities, being an early adopter and willing to implement the system mainly driven from the IT department as well as the major availability and follow-up. Additional 16 services beyond the 60 standardized services are implemented in Elbasan Municipality, bringing the total fully validated number of services to 76 by the end of September 2018. Additional 30 other administrative services were configured and validated with request from Elbasan Municipality.

In November 2018 Elbasan went live in the main municipality and closest administrative units, following progressively the other administrative units. In December 2018, Pogradec and Polican started to operate the system. A crucial factor of success at this phase was the good and persistent job of the Project to train, further improve the system, address issues, features and ad-hoc functionalities required from the municipalities in order to ensure procedural and legal procedures are met.

During this important stage of OSSIS implementation, standard procedures for User Acceptance Test (UAT), and Functional System Test (FST) were developed to serve for the full roll-out in the remaining municipalities.

Central Hardware Data Center (DC) at NAIS: Following the procurement of Central hardware, in November 2018, all the DC hardware was installed and configured at NAIS. Major efforts were dedicated to complying with legal requirements for registering OSSIS as a national Data Base, an activity intensively supported by NAIS and ASLG. NAIS role was determinant during all this period facilitating and supporting actively the project for offering in time the needed infrastructure for go-live and become operational.

The full Rollout: For other municipalities (44) to be ready prior the instalment of OSSIS, a list of preconditions was prepared, including needs for physical infrastructure and human resources, to be ensured from municipalities. The issue of local hardware requirements was raised persistently by the project since the moment it was evidenced. Support of MoI and ASLG was requested in this regard. A formal request was also sent to the Ministry of Finance for budget allocation and consultation meetings are done with NAIS and ASLG to address the issue.

> ***Second Major Issue***
> *The Government committed to address the IT gap, but as the time passed, this commitment became illusory.*

Nevertheless, the full Rollout started immediately after the deployment and stabilization in pilot municipalities of Elbasan, Pogradec and Polican. Each municipality required at

average 2 weeks of intensive assistance to deploy the system, giving the necessary training and implementing customized solutions for each municipality, as requested and agreed with responsible teams and employees. 5 dedicated teams were allocated from the service provider, having a vast geographical coverage from north to south of Albania. As per the rollout plan, deployment was halted during the local elections period and resumed in September 2019 with the remaining municipalities. Assistance rated to rollout in each municipality was structured in three phases as presented below:

Phase 1 - Change management activities, were performed to ensure that the change management competency was part of the skill set of the LGU staff. Thus, the team could ensure that process improvement would be in place in each municipality. After change management training, the team monitored the process finding out how effective the training was and determined LG staff knowledge acquisition.

Phase 2 - Implementation, System testing, System training, UAT: During this phase LGs received the necessary technical assistance to run independently the system. Specific support to municipalities included:
▪ Presenting the customized version of OSSIS to LGUs;
▪ System testing with key users on the test environment: (i) Functional testing, (ii)Integration testing with third part systems. and (iii) System testing;
▪ Bug fixing and customization based on system testing results. Beside the onsite technical team LGs were supported also by another back office technical team to solve different issues emerging during the system implementation;
▪ Performing user acceptance testing;
▪ System training and certification of the level of knowledge of LGU staff.

Phase 3 – Going live and running support:
▪ Going Live: the team of experts imported or checked all reference data in the system and made all configuration needed to start the work (mandatory documents for each service etc.) In addition, the team supported LGs to open all accounts and put them in the right roles in the system.
▪ Support during early running of OSSIS: After GO-LIVE the team supported mainly remotely LGs for all support requests. When necessary, the team offered also on-site support for urgent and very problematic issues. The roles involved during this phase of support were the specialists' level.

The rollout was far from smooth and project encountered problems differing from municipality to municipality, though the main constrains relate to: lack of basic local IT infrastructure; lack of internet connectivity with AUs; inadequacy of premises in terms of space and furniture; as well as culture and mentality issues of both citizens and local administrations related to access to services, change resistance and adoption; etc.

> _**Third Major Issue**_
> _Although the rollout plan was tight, it had to make do with a time gap of several months prior and after the local elections of June 2019_

Results: The Project in close cooperation with implementing contractor dedicated all possible efforts and technical solutions to reach the maximum number of municipalities with up and running OSSIS. Thanks to the persistent efforts the project achieved a total number of 40 LGs with operational OSSIS, including: Belsh, Bulqize, Cerrik, Delvine, Devoll, Divjake, Dropull, Durres, Elbasan, Gramsh, Kamez, Kavaje, Kolonje, Konispol, Kruje, Kukes, Kurbin, Kelcyra, Kucova, Libohove, Librazhd, Lushnje, Malesi e Madhe, Maliq, Mallakaster, Memaliaj, Permet, Pogradec, Polican, Prrenjas, Rrogozhine, Shijak, Skrapar, Tepelene, Tropoje, Vore, Gjirokastra, Selenica, Tirana, and Vlora. Also 14 AUs have started to record cases through the system. 11,951 applications for administrative services are recorded in the system since the first operational pilot until end March 2020.

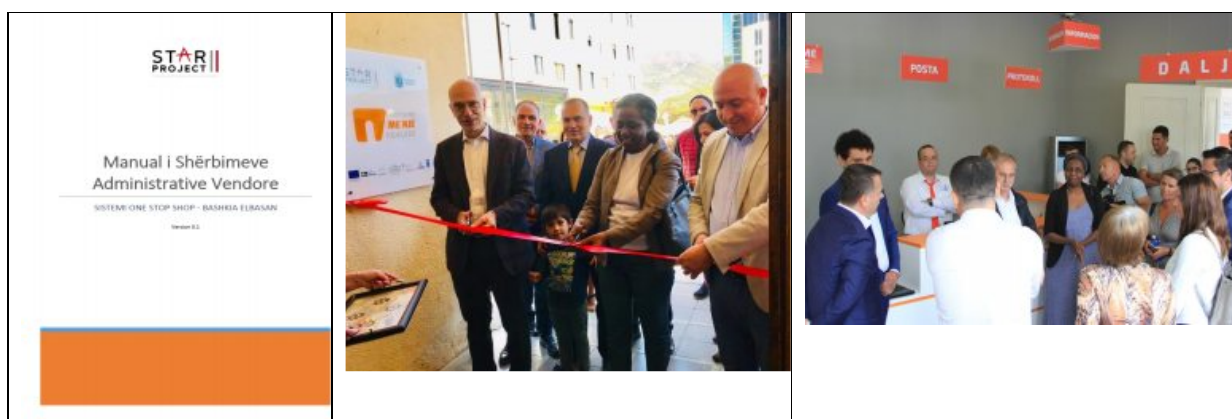For all the remaining municipalities, the respective system box is installed and pre-configured in the datacenter with over 70 basic administrative services ready to be provided through OSSIS once local infrastructure is ready. 100% of staff in the 50 municipal central offices and 70% of the staff of the administrative units is trained on how to operate OSSIS, for a total of 1716 staff trained.

Together with the direct assistance to deploy OSSIS, each target municipality received also a set of reference documents for different roles within the municipality including: (*i*) *Administrative Manual; (ii) End user training manual; (iii)Key user (super user) training manual; and (iv) IT administrator manual*. The Good Practice Manual was another instrument produced by the project following the consolidation of the practice in the use of OSSIS, which was made available to all municipalities equipped with OSSIS by STAR2 Project.

OSSIS for Tirana Municipality: OSSIS for Tirana Municipality was qualified as an exemption due to specific requirements of these municipality and the huge number of services comparing to other municipalities. A Memorandum of Understanding was signed in October 2018 between the Project and Municipality of Tirana, stipulating details of business analyses and specific requirements for the municipality and the administrative units. About 130 catalogued services are handed over from the municipality. Analyses and workflows are prepared and demonstrated to a dedicated working group established in the municipality. OSSIS go-live in Tirana Municipality took place in early January 2020.

Co-location with ADISA: In line with the recommendations of Steering Committee, consultations have been held with ADISA, to synergize and discuss on applied standards in service provision; colocation of central - local service provision; and exchange of information with ADISA on upcoming activities. Consequently, an intensive communication with ADISA took place during the implementation of OSSIS aiming at

> *Fourth Issue*
> *Municipal response as well as change and absorption capacities have been uneven. This is reflected in the different levels of use of the system.*

coordinating and reaching together municipalities in assessing physical facilities, qualified human resources and necessary infrastructure to deliver Management Information Systems (MIS) service delivery. By the end of the project, six offices are collocated and provide local and central government services together with ADISA, respectively in the municipalities of Maliq, Belsh, Librazhd, Kukes, Divjake and Malesi e Madhe.
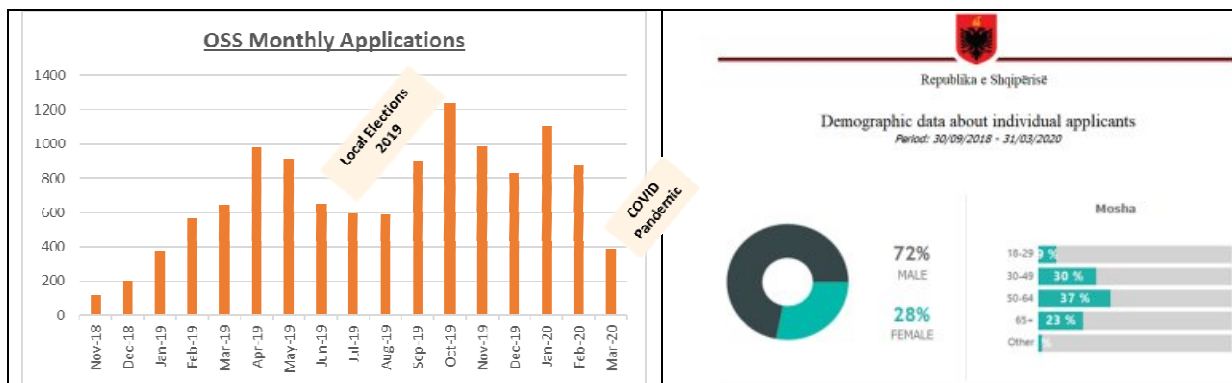

OSS Manual of Local Administrative Services - Elbasan

Inauguration of Permet OSS - 17 March 2019

Inauguration of STAR2-ADISA OSS in Librazhd – 16 July 2019

Extent of use of the OSSIS: Top Ten High and Low performers until 31 March 2020

No	Municipality	Population	Number of Applications	Go Live month	App / Month Live	App/1000 residents	Performance App/Month	Performance App/1000 residents
1	Belsh	19,503	273	1-Jan-19	14.3	14.0	↗	↗
2	Bulqize	31,210	40	1-Nov-19	4.5	1.3		
3	Cerrik	27,445	127	1-Mar-19	7.4	4.6		
4	Delvine	7,598	51	1-May-19	3.4	6.7		
5	Devoll	26,716	5	1-Dec-19	0.6	0.2		↘
6	Divjake	34,254	24	9-Sep-19	2.2	0.7		
7	Dropull	3,503	4	29-Aug-19	0.4	1.1	↘	
8	Durres	175,110	154	15-May-19	10.5	0.9		
9	Elbasan	141,714	4,367	1-Nov-18	206.6	30.8	↗	↗
10	Gjirokaster	28,673	26	23-Jan-20	4.2	0.9		
11	Gramsh	24,231	574	1-Apr-19	35.7	23.7	↗	↗
12	Kamez	104,190	50	11-Dec-19	6.6	0.5		
13	Kavaje	40,094	1	5-Jul-19	0.1	0.0	↘	↘
14	Kelcyre	6,113	13	10-Mar-20	2.8	2.1		
15	Kolonje	11,070	13	31-Oct-19	1.4	1.2		
16	Konispol	8,245	577	23-Jun-19	43.3	70.0	↗	↗
17	Kruje	59,814	4	6-May-19	0.3	0.1	↘	↘
18	Kucove	31,262	9	5-Feb-20	1.6	0.3		↘
19	Kukes	47,985	46	16-Dec-19	6.2	1.0		
20	Kurbin	46,291	8	26-Jun-19	0.6	0.2	↘	↘
21	Libohove	3,667	29	18-Nov-19	3.5	7.9		
22	Librazhd	31,892	175	1-Mar-19	10.2	5.5		
23	Lushnje	83,659	178	1-Apr-19	11.1	2.1		
24	Malesi e Madhe	30,823	618	1-Mar-19	36.1	20.0	↗	↗
25	Maliq	41,757	344	1-Feb-19	19.0	8.2	↗	↗
26	Mallakaster	27,062	654	1-Apr-19	40.6	24.2	↗	↗
27	Memaliaj	10,657	16	6-Sep-19	1.5	1.5		
28	Permet	10,614	137	1-Mar-19	8.0	12.9		↗
29	Pogradec	61,530	2,544	1-Dec-18	126.4	41.3	↗	↗
30	Polican	10,953	3	1-Dec-18	0.1	0.3	↘	↘
31	Prrenjas	24,906	15	5-Mar-20	3.1	0.6		
32	Rrogozhine	22,148	40	25-Jun-19	3.0	1.8		
33	Selenice	16,396	1	12-Mar-20	0.2	0.1	↘	↘
34	Shijak	27,861	1	24-Jun-19	0.1	0.0	↘	↘
35	Skrapar	12,403	432	1-Apr-19	26.8	34.8	↗	↗
36	Tepelene	8,949	4	14-May-19	0.3	0.4	↘	
37	Tirane	557,422	363	13-Jan-20	55.6	0.7	↗	
38	Tropoje	20,517	4	16-May-19	0.3	0.2	↘	↘
39	Vlore	104,827	1	12-Mar-20	0.2	0.0	↘	↘
40	Vore	25,511	26	1-Apr-19	1.6	1.0		
	Total		**11,951**					

2.4.1 Develop a unique system of local government archiving and adopt it nationwide

The implementation of the assistance on Local Archives started in mid-August 2017 with the signature of an agreements with 61 municipalities on cooperation stipulating the mutual support and engagement.

The assistance followed with an inception phase consisting of an analysis of existing situation of archive offices in 61 municipalities and 323 administrative units. Assessment tools included on-site verification visits and consultation with main stakeholders such as Minister of State for Local Issues (MSLI), Agency for Implementation of the Territorial Reform (AITR), and General Directorate of Archives (GDA). The updated baseline served as a basis to better plan and implement the following phases of the assistance.

Immediate products developed following the conclusion of the inception included:

- An archiving management plan for the physical archiving including procurement and delivery of archiving boxes and files guiding all the assistance of the project on physical archiving;
- Job description for local archives and protocol specialists with SMART objectives;
- Documentation of standardised workflow for local archives; and
- Practitioner's training manual for archiving

The project procured also professional boxes and files for 61 municipalities to ensure the standard of physical archiving.

| *Local archives in Has Municipality* | *Local archives Vlora Municipality* | *Local archives Kukes Municipality* |

A Practitioner Training Manual was developed, serving also as the bases for the training programme, tailored and delivered during December 2017 - February 2018 to 430 archive and protocol specialist of 61 municipalities and their AUs. By the conclusion of the training, 359 archive specialists were qualified eligible to undergo the test of knowledge and 347 passed the test.

Following the implementation of training, the project started the next phase, "On the job training, assistance and monitoring". During this phase, field visits in each LG were organized by contractor's experts. After a preliminary check on how the work was organized in protocol and archive premises, hands on expertise was provided by compiling specific folders as per the standard, together with local staff. Each visit was concluded by providing a list of tasks from the experts to be fulfilled until the following field visits. Based on the outcome, the assistance was customized, and issues addressed accordingly.

An additional task for LG archive specialists was inventory process for the year 2017 in order to ensure transfer of the documents older than 10 years at the General Directorate of Archives as foreseen by the law. By the end of this phase: 59 municipalities concluded the archive inventory process for the year 2017 in conformity with the legal requirements of the archives in the Republic of Albania;

A total number of 1031 of field visits in all 61 municipalities were carried out by the experts; 318 Local Archive and Protocol Offices in 61 Municipalities followed archiving documents as per unified standard of physical archiving and were able to work independently in compliance with the standards.

Since the beginning of capacity building, an on-line help desk, http://www.arkivatvendore.al/manual.html, was established and the contractor experts introduced it to the local archives specialists encouraging them to use it wherever questions or needs for clarification raised.

An important element demonstrating the effectiveness of the assistance was the performance evaluation and certification of local archives specialists by GDA. In this regard, a total number of 343 local archive and protocol employees, or 80% of the total number, gained performance certification from GDA experts based on their results.

Standardized local archives Maliq -2018	*Training Manual on Local Archives*

Component 3. To enhance local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change

Results:
3.1. Status of local governance mapped in all LGU
3.2. Strengthened local democracy through enhanced participation, transparency, accountability, ethics and integrity in local government

Deliverables:
3.1.1   LG Mapping Methodology developed
3.1.2   1st Round of LG Mapping
3.1.3   Web based online platform with the Data of LG Mapping for the 61 municipalities is developed and accessible (http://www.star2lgm.com/en/)
3.1.4   2nd round of LG mapping

3.2.1   Assessment of the situation related to public engagement and consultation in decision making at local level
3.2.2   Operational Toolkit on Public Engagement and Consultation
3.2.3   Measurement System on Public Engagement and Consultation
3.2.4   Capacity building programme designed and delivered to key local officials from 61 municipalities

3.2.5   Standard Model of Transparency Programme and Measurement System developed
3.2.6   Capacity building programme and on-line Help Desk delivered to key LG officials of 61 municipalities

3.2.7   Municipal Council Decisions of 33 municipalities published online
3.2.8   Capacity building and help desk support to key local officials on publication of the decisions

3.2.9   Standard Model of the Web Page developed
3.2.10   13 municipalities equipped with the standard web page

3.2.11   Integrity Risk Assessment Methodology developed and piloted in 6 municipalities
3.2.12.   Standard Code of Conduct for Albanian Municipalities developed

3.1.1 Status of local governance mapped in all LGUs

LG Mapping was the only activity of STAR 2 project initiated prior to the inception phase of the project considering its importance on setting a baseline as well as of the high interest from other stakeholders. LG Mapping assessed for the first time the situation in all LGs of the country providing a snapshot of local governance situation to decisionmakers at local and central level and to other interested stakeholder working with local governance and decentralization.

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. 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.

The assessment methodology employed in this exercise used a combination of instruments including Desk Research (DR), 12,000 Citizen Report Card (CRC), Focus Groups (MFG) and 61 Community Dialogues (CD) in all 61 municipalities to collect quantitative and qualitative data from different sources. A scoring scale from 0 to 100 points was applied to score the indicators/ questions sub-criteria and the four main criteria in focus of this assessment. The scoring scale is classified in 5 distinct scoring ranges of 20 points obtaining and combining scores for each element in the focus of the assessment

Main findings: The LG mapping in Albania scored the respective results in the four dimensions assessed: Effectiveness and Efficiency 60 points, Accountability 56, Transparency and Rule of Law 59, and Participation and Citizens Engagement 50 points out of 100 while the overall score of LG mapping in Albania resulted 56 points ranking the Local Governance in the country at an average level.

Findings were presented in a public event "Local Governance Mapping in Albania 2017 – Presentation of Findings" held on 17 October 2017. The event was attended by a total of 184 participants, amongst which were Mayors, Deputy Mayors and representatives from Line Ministries, Government Agencies, Qarks, Prefectures, Independent Institutions, Partner Organizations, CSOs as well as media representatives.

Concluding the 1st round of LG Mapping, the following has been developed and made available to Municipalities, Central Government and other interested stakeholders:

- LG Mapping Methodology;
- Individual Reports for the 61 municipalities;
- Aggregate Report with Data from the 61 Municipalities
- On-line web-based platform with municipal data.

The 2nd Local Governance Mapping was carried out during January – March 2020. The 2020 assessment of local governance, similar to the 2016 assessment, was conducted in all 61 Albanian Municipalities and focussed in the same four dimensions: effectiveness and efficiency, accountability, transparency & rule of law, participation and citizen engagement constituting the main criteria focus of this assessment.

The 2nd LG Mapping employed the same data collection method using the combination Desk Research (DR), 11,934 Citizen Report Card (CRC), 61 Municipality Focus Groups (MFG) and 61 Community Dialogues (CD) in conformity with the same Analytical Framework of the 1st phase of this exercise, a methodology and structure based on Local Governance Barometer (LGB), developed and adopted within the context of Albania's local government.

The overall results of 2nd Phase of LG Mapping showed a slide increased score comparing to the 1st assessment, mainly due to Dimensions of Effectiveness and Efficiency and Transparency and Rule of Law as indicated in the following comparative chart:
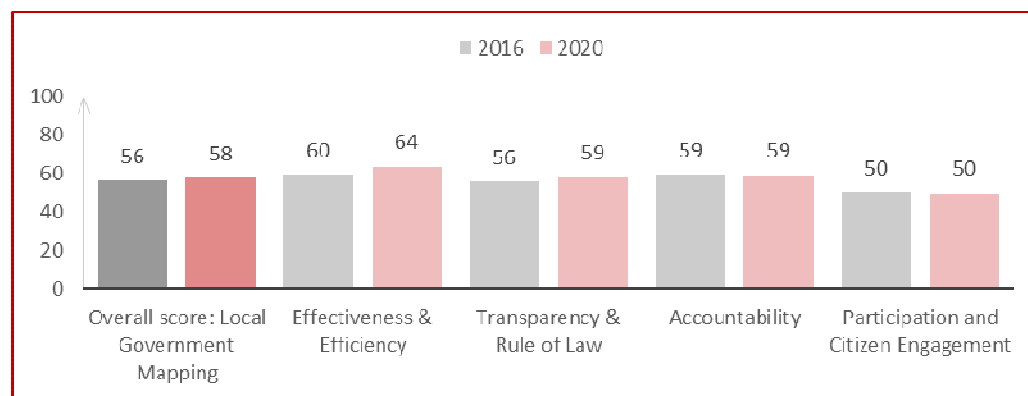
The second phase of the exercise allowed for a comparative analysis of the progress made by LGs in the four assessed dimensions during the 1st post Territorial Administrative Reform mandate. An aggregate report with a comparative analysis of findings was drafted and published. Due to Covid 19 situation in the country, the dissemination of results was done virtually. Two on-line dissemination events were organized respectively: one with the participation of the international partner agencies and one with the participation of 61 mayors, CSOs and other interested national stakeholders.

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

The concepts of participation, ethics, integrity, and transparency are interrelated and there are no clear-cut boundaries between them. They altogether contribute to strengthen institutional effectiveness, building a healthy anticorruption framework and increase citizens' trust in institutions. With this consideration in mind, the project assisted local governments in the following dimensions through integrated systemic approaches employing a mix of tools and capacity building contributing to the achievement of stronger local democracy.

Participation: Project approach to enhance participatory and inclusive decision-making at local level focused in improving the readiness of involved institutional actors to create an enabling environment for participatory and inclusive decision-making by building the institutional capacity for public engagement and consultation, including vulnerable and marginalized groups.

The phases for the implementation of this activity included: A situation assessment and identification of good practices; Development of a Guiding Operational Toolkit on Public Engagement and Consultation; Development of a Measurement Instrument; and a capacity building programme for local government officials of different levels.

Assessment of the Situation: The implementation the assistance started with the assessment of the situation in June 2018, taking into examination the legal and regulatory framework on public engagement and consultation, its level of implementation at local level identifying problematics, challenges, good practices and success factors in this field. The final aim of the assessment was to serve as bases for the further steps of the assistance including the design of the Operational Toolkit and Measurement System and the development of training programme for LGs officials.
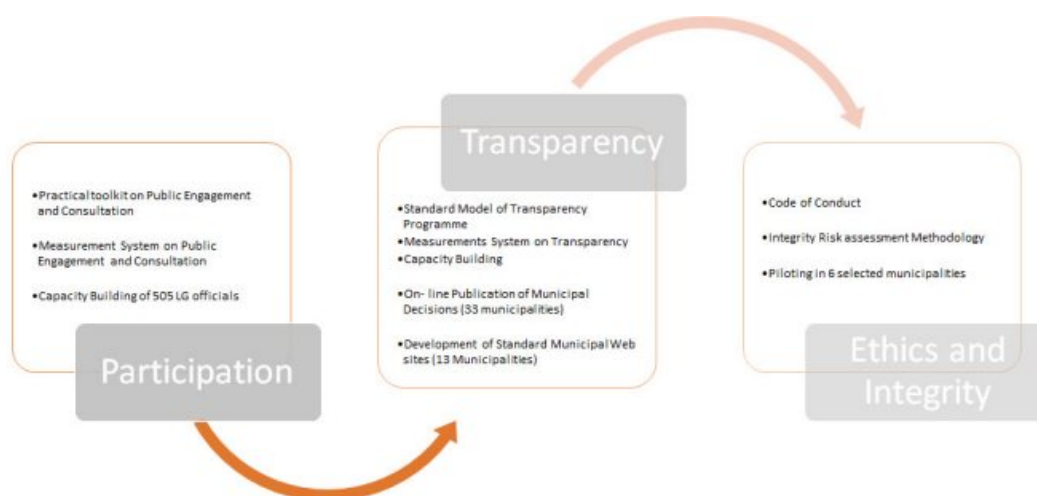
Toolkit on Public Engagement and Consultation for LG officials was conceived as a practical instrument for LG officials to guide their work in planning and implementing participatory decision-making processes including reporting and feedback mechanisms for engaged groups. The toolkit provides also methods and techniques of public consultation to ensure inclusiveness of groups of interests with special emphasis on vulnerable ones as persons with limited abilities, women, Roma, etc. As part of this toolkit municipalities are equipped with ready to use instruments and reference materials as: A standard model for the consultation of a municipal act; A work plan schedule for the consultation of local development plans; Model of budget presentation for the communities; and An on-line application model for on-line consultation processes.

Toolkit on Public Engagement and Consultation

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. The measurement Instrument was associated with a detailed Guide on Measurement and Evaluation of Public Participation and Consultation at local level. The Measurement Instrument have three integral parts including: (i) Achievement of 7 minimal standards of consultation (Inclusion, Support, Planning; Joint work; Methods and tools; Communication and Exchange of Information as well as Monitoring, Evaluation and Impact); (ii)Evaluation of the municipal documents and acts in terms of compliance with the legal framework; and (iii) Additional Specific Standards set by LG itself. A ready to use instrument with specific indicators for each standard and related scoring scale was developed and delivered to all 61 municipalities. The measurement instrument can serve to both executive and municipal council to evaluate the quality consultation processes and the level of compliance with the standards.

A Measurement Instrument on Public Engagement and Consultation

A capacity building program was tailored based on the Public Engagement and Consultation Toolkit and the Measurement Instrument on Public Engagement and Consultation, certified by ASPA. A total number of 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.

3.2.3 Introduce practices to strengthen local officials' accountability – Promote Programs of Transparency

The approach on the Development and Adoption of Municipal Transparency Plans was detailed in consultation with the Right to Information and Personal Data Protection Commissioner. The chosen approach consisted in (i) A situation Assessment; (ii) Development of Model Transparency program and measurement System of Transparency and Accountability, including a consultation process and the approval from the Commissioner; (iii) Awareness Raising; Capacity Building at local level; and (iv) Follow up and on-line help desk support. IDM was the awarded service provider for implementing this assistance which started in January 2018 with as assessment of the situation.

| **Assessment of Municipal Transparency** | **Model Transparency Programme** |

The Assessment "Actual Situation: Challenges and Opportunities for Effective Transparency and Accountability at Local Level in Albania" was finalized in February 2018. The methodology of the assessment combined desk review of documentation and examination of municipal web pages, field activities including 3 focus group discussions with municipal officials of 15 selected municipalities, 18 individuals

interview with municipal representatives, 3 Community Dialogues with CSOs as well as a questionnaire administered electronically with a response rate 92%.

A Standard Model of Transparency Programme and a related Measurement System of Transparency and Accountability were developed based on the findings of the assessment in close cooperation Freedom to Information and Data Protection Commissioner.

The Standard Model of Transparency Program has been developed in compliance with Article 7 of Law No. 119/2014 "On the right to information" and has been adapted to the context of local self-government in compliance with and pursuant to the Constitution of the country, Law No. 139/2015 "On local self-government", Law No. 146/2014 "On notification and public consultation", Law No. 68/2017 "On local self-government finances" as well as Law No. 8548, dated 11/11/1999 "On the ratification of the European Charter of Local Self-Government".

In order to make more easy, understandable, accessible and usable, the 16 information categories, explicitly provided for in Article 7 of Law No. 119/2014 "On the right to information", have been adapted to the context of local self-government, to the mission, tasks, functions and competencies of the municipality. The Program has been organized into 7 key areas: Organization and functioning of the municipality; Economic-financial transparency and accountability; Requests for information; services provided by the Municipality; Legislation and internal regulatory acts; Civic participation in decision-making; and Other information.

The Standard Model of Transparency Programme was endorsed by the Right to Information and Data Protection Commissioner with a decision of September 2018, making it mandatory to be implemented by all LGs.

The Measurement System of Transparency and Accountability is a complementary instrument of Transparency Programme serving to municipalities as a self -assessment tool of the level of compliance with the Transparency Programme.

The Transparency Programme and the related Measurement System are also available reference instruments for CSOs, citizens and stakeholders interested to monitor transparency level of LGs.

In parallel, an *awareness raising instrument* on the right to information was developed through a learning by doing approach. The instrument was finalized 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 raining activities on the right to information for the municipalities. The awareness raising instrument was made available to all Local Coordinators on the Right to Information.

| Practical Guide on the Right to Information | Order of the Commissioner on the Right to Information |

A capacity building programme on the adoption and implementation of the New Program of Transparency was developed and delivered to 122 local officials from 61 municipalities. 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.ldmalban ia.org providing on-line support to municipalities on the adoption of the new Transparency Programme during November – December 2018.

3.2.4 Support development and application of systems allowing publication of municipal acts and regulations

STAR 2 conducted a preliminary verification of the number of Municipalities that publish Municipal Council Decisions (MCDs) online, identifying only 28 municipalities performing this task, either on their official webpage and/or on online dedicated platforms. Subsequently the project decided to target the remaining 33 municipalities, which did not comply to legal requirements.

INFOCIP was the awarded service provider for the implementation of this assistance, which included (i) Assessment on the extent to which the municipalities publish on line the Decisions of Municipal Councils; (ii) Collection, cataloguing, and digitalization of DMCs for the period June 2015 -December 2018 and their online publication; (iii) Capacity building of municipalities to ensure sustainability of digitalizing and online publication of DMCs independently; (iv) 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.

Assessment of municipalities on publication of council decisions

Assessment: Starting from December 2017, the service provider 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. *The assessment* suggests an intervention dividing the 33 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.

Publication: Until June 2018 Infocip digitalized and published on-line the MCDs of 33 municipalities at vendime.al and at the municipal web pages, ensuring that all 61 municipalities publish their municipal decisions.

A help desk was established, supporting municipal officials in the process of independent publication of municipal decisions.

A training programme on how to publish independently municipal decisions was developed and delivered, targeting Coordinators on the Right to Information, Secretaries of municipal councils, and IT staff of 33 target municipalities. To ensure sustainability of knowledge and tackle the staff turnover issue, complementary to the training, the

Presentation of results of municipal decisions' publications – 18 Dec 2018

service provider produced a video tutorial, with clear and practical step-by-step instructions, available on-line for LG officials who might be in charge of publication of municipal decisions in the future.
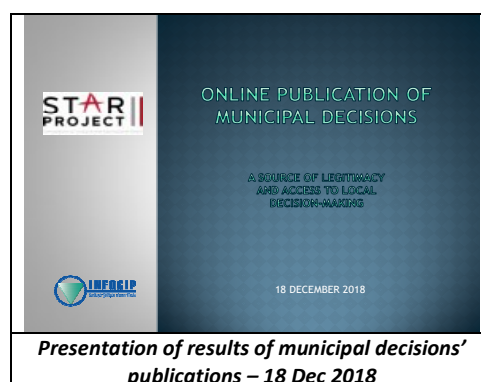
3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff

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.
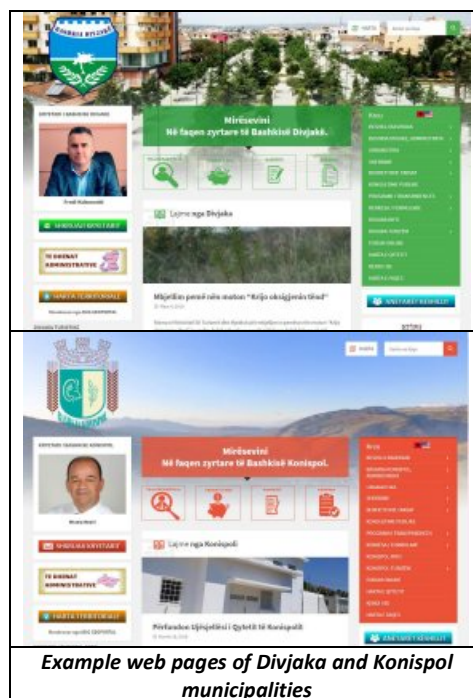
Further technical evaluation on the feasibility of the idea to improve existing web pages showed it as a complex tax advising for the adoption of a new template from those municipalities willing to have a better standard.

The project approach was shaped to respond to the needs of municipalities to design a Standard Web Pages to be further deployed to 13 municipalities without on-line presence. The technical specifications for the standard webpage were consulted and approved by 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 on the Right to Information and Protection of Personal Data gave its immediate approval, NAIS provided input on technical aspects, including hosting and period of maintenance issues. Following the confirmation of compliance from NAIS the assistance on the design of a standard webpage started in July 2018 under a contract awarded to Infocip.

Based on a quick 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.

Example web pages of Divjaka and Konispol municipalities

Following adjustments and refining to the developed web page model for Municipality of Divjaka, the template was adapted to 13 target municipalities as per a roll out plan including their testing and acceptance:

Municipality of Konispol - https://www.bashkiakonispol.gov.al/
Municipality of Kelcyre - https://www.bashkiakelcyre.gov.al/
Municipality of Prrenjas - https://www.bashkiaprrenjas.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/

Besides the design and delivery of a capacity building programme to 22 LG officials to ensure independent management of web pages from 13 municipalities, the training component of the contract was extended until July 2019 to tackle transition issues deriving from the pre and post electoral period of the local elections taking into consideration the need of municipalities for support during the population of web pages.

3.2.7 Increase local government public ethics and integrity & 3.2.8 Pilot municipal integrity plans

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 remained: (i) The institutional culture and the commitment leadership and support of municipalities/mayors to switch to an integrity promotion culture; (ii) 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 (iii) relevance and sustainability of the introduction/ adaption of an integrity monitoring mechanism of Local Governance

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.

The implementation of the contract was awarded to IDM and the implementation started on 25th October 2018. The service provider developed a draft 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. 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.

The pilot municipalities for Integrity Planning Process and Code of Conduct were selected through a call for expression of interest during the consultation workshops. From this process the project selected municipalities of Mat. Elbasan, Durres, Patos, Mallakaster, and Gjirokaster for the piloting process.

| Methodology of Risk Assessment | Integrity Plan – Elbasan Municipality | Integrity Plan – Mallakaster Municipality |

The piloting process of Local Integrity Plans and Standard Code of Conduct started in July 2019 with the Municipality of Patos to follow with the rest of 5 municipalities. Following the establishment of the Integrity Working Group (IWG) in each of 6 selected municipalities, with an order of the Mayor, 6 thematic workshops took place in each municipality. The workshops aimed at identifying all the processes of municipality's areas of activity vulnerable to corruption, violation of integrity, unethical and non-professional behavior 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.

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/ territorial planning; management and development; transparency and consultation; archiving; safeguarding and administration of documents; and information and electronic.

Following the finalization of Integrity Plans and Code of conducts were approved by respective municipal councils of 6 pilot municipalities.

The finalized Integrity Risk Assessment Methodology and Standard Model of the Code of Conduct for Local Government in Albania, reflecting also lessons learned during the piloting process, were endorsed by the Ministry of Justice and disseminated to 55 municipalities.

| Mat: MCD Municipality on Integrity Plan | Gjirokaster: MCD on Integrity Plan | Mallakaster: on MCD Integrity Plan |

5 – COMMUNICATION AND VISIBILITY

5.1 - Launching of the Project

In partnership with the Government of Albania, the Minister of State for Local Issues, and the contributing international partners, the project was ceremonially signed on 14 July 2020, which marked the official start of the implementation. Several media outlets reported the event, which was also reflected in the official webpage reformaterritoriale.al. UNDP-Albania shared the event through its networks as well.

https://reformaterritoriale.qeverisjavendore.gov.al/?s=firmoset

In the fall of 2016, representatives from STAR2 project, accompanied by the Director of the Agency for the Implementation of the Territorial Reform (AITR) undertook a tour to contact all the municipalities and the mayors and present the features and plans of STAR2 project. MoU were signed with most of the municipalities as a result.

5.2 – Project Communication and Visibility Guide

An initial Communication Strategy and Visibility Guide was developed based on the Joint Visibility Guidelines for EC-UN actions in the field. By February 2017, the Strategy was refreshed and improved, always referring to the Joint Visibility Guidelines for EC-UN actions in the field and other partners' requirements.

The main objective of the Communication and Visibility Plan was:

- To increase visibility of the progress and achievements made by the Local Government Units in Albania in relation to the focus areas of STAR2 project;
- Increase visibility of the Government of Albania international donors' partnership, through awareness on the pooled fund arrangement, where the Minister of State for Local Issues is the implementing partner of the Project;

5.3 – Project branding

Soon after, the finalization of the Strategy, the project defined its own logo and banner, identifying the project and recognizing the contribution of development partners. These visuals were used in all official communications, project-related activities, promotional materials and public events.

| Top logo |
| Bottom logo | Banner |
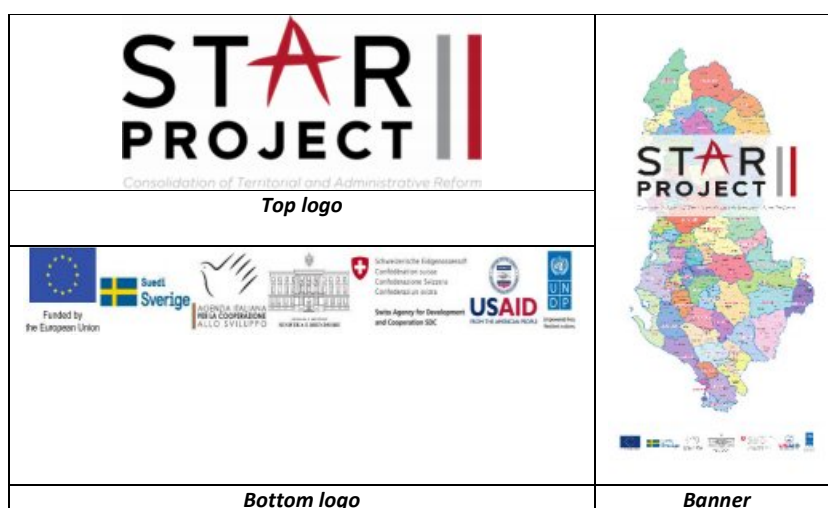
5.4 - Public Awareness Activities in the field

The project was promoted through dedicated field trips to project areas with the participation of various stakeholders, including the contributing development partners as well as throughout the implementation of its activities.

Trips to Project areas

Several public awareness activities, with the participation of development partners, have taken place during the implementation, aiming to present project results and raise awareness on the key contribution provided by the partners and the Government of Albania to local government support and reform. Many of these trips were undertaken to inaugurate project products.

Donor meeting with the Mayor of Elbasan before the demonstration of the OSS system -17 Oct 2018	*Inauguration of the Librazhd OSS office*
Inauguration of Permet OSS	*Partners Visit at Mallakastra OSS*

EU TRIP- Pogradec, Librazhd and Cërrik

1. **ATSH**: ONE stop Shops: Citizens save their time by 50% https://ata.gov.al/2019/04/03/zyrat-me-nje-ndalese-shkurtohet-me-50-koha-e-sherbimeve-per-qytetaret/
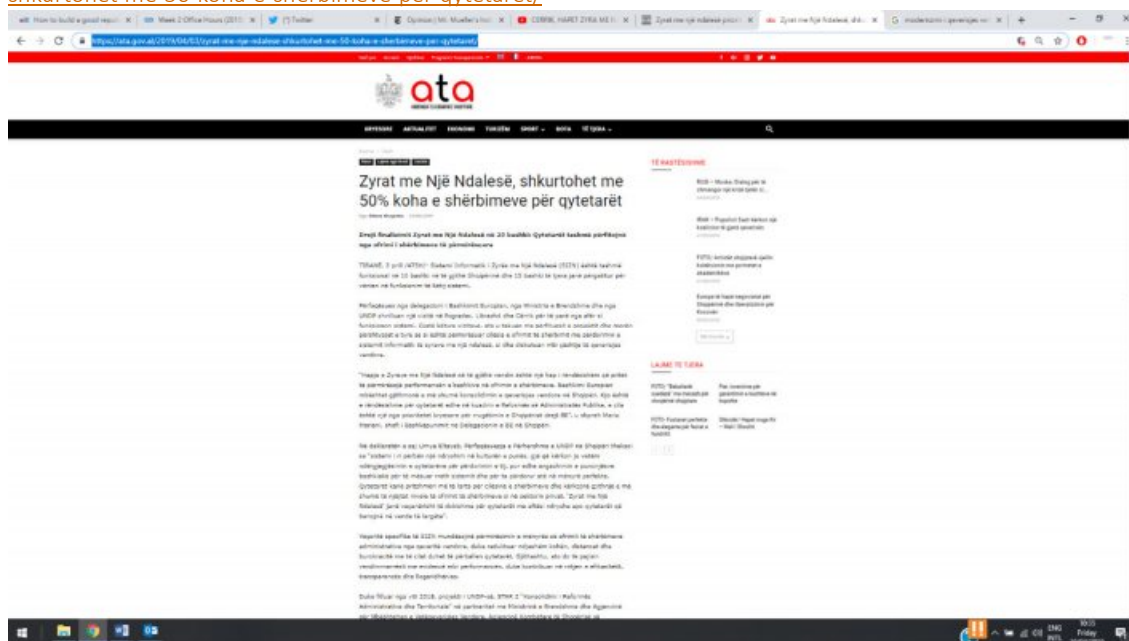
2. **Elbasan News**- Municipality Cerrik inaugurates the One stop Shop http://elbasaninews.al/bashkia-cerrik-inaguron-zyren-me-nje-ndalese/

3. **Medial.mk**: One stop shops- Citizens save their time by 50% https://medial.mk/2019/04/03/zyrat-me-nje-ndalese-shkurtohet-me-50-koha-e-sherbimeve-per-qytetaret/

4. https://theworldnews.net/al-news/zyrat-me-nje-ndalese-shkurtohet-me-50-koha-e-sherbimeve-per-qytetaret
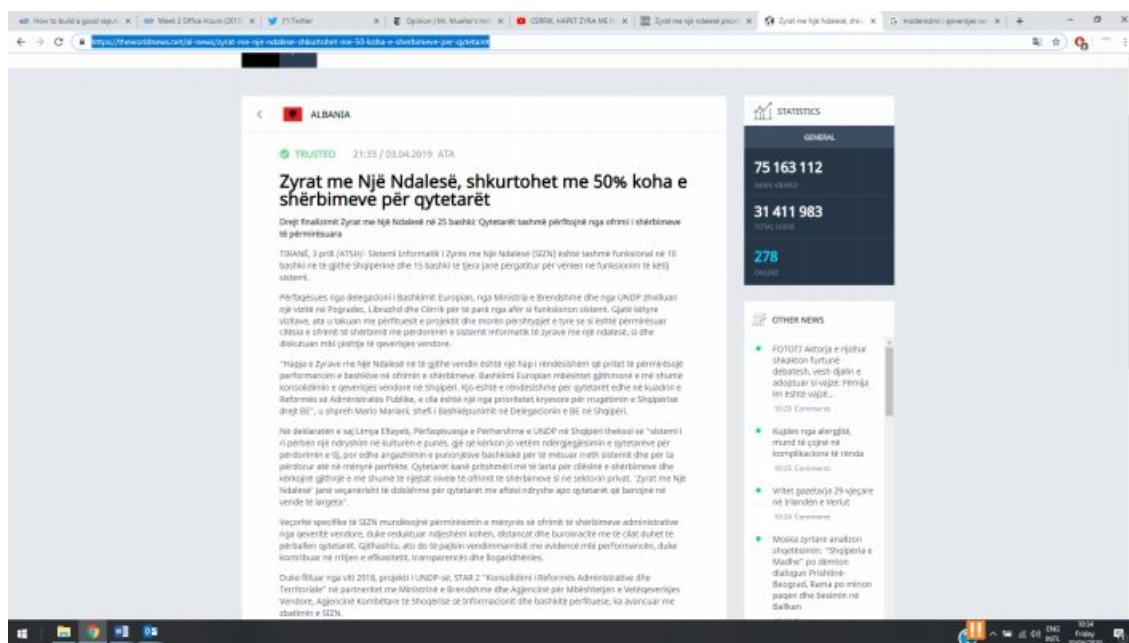
5. **RTSH: Narrative and Reportage: One stop shops: priority for every municipality**
   https://www.rtsh.al/lajme/zyrat-me-nje-ndalese-prioritet-per-cdo-bashki/
   https://youtu.be/jjleUNms91U

6. News Reportage _Best tv- https://www.youtube.com/watch?v=4h-pb-VdIwk
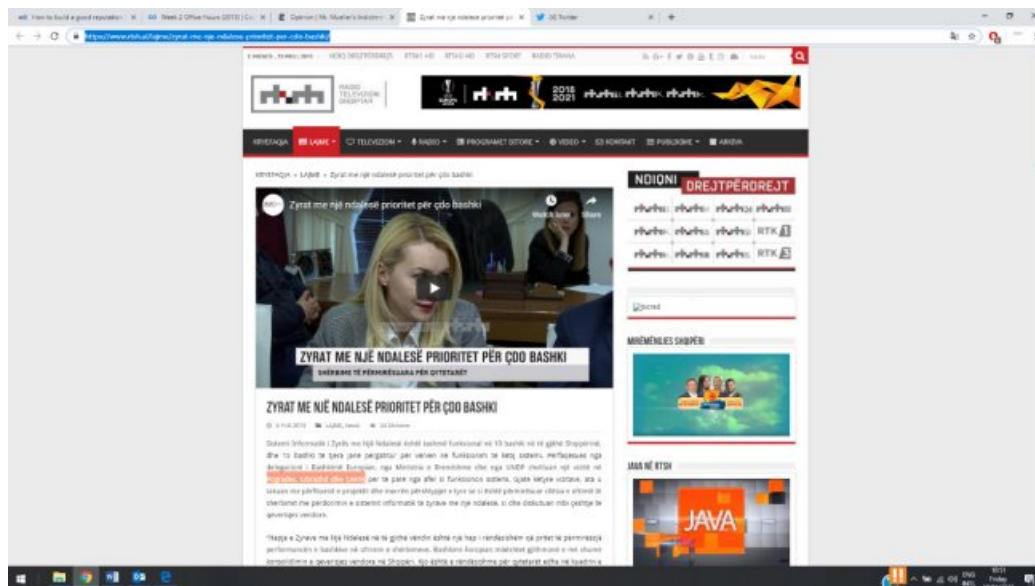
7. **News Reportage – Elbasani News** https://www.youtube.com/watch?v=7SHPawA8jB0

8. **News Reportage – Skampa TV**
https://www.youtube.com/watch?v=TLEGvsKOzxU

Donor trip 15 April 2019

9. **ATSH**: One stop shops: simplified service delivery for citizens in 13 municipalities.
http://ata.gov.al/2019/04/15/zyra-me-nje-ndalese-lehtesi-sherbimesh-per-qytetaret-ne-13-bashki/
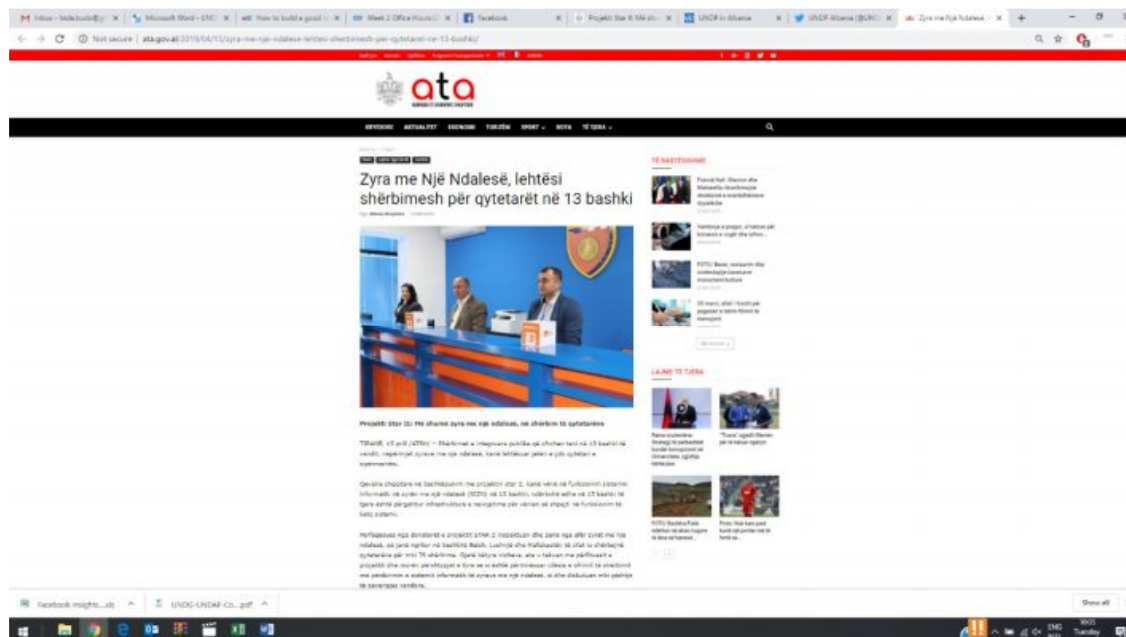
10. **Shqiptarja.com:** One stop shops in Belsh: Administrative services a priority for the path towards EU
https://shqiptarja.com/lajm/one-stop-shop-edhe-ne-belsh-be-administrata-prioritet-per-rrugetimin-drejt-bese

11. Gazeta Shqiptare: One stop shop offices open in Belsh -Mayor Tafani: Simplified service delivery
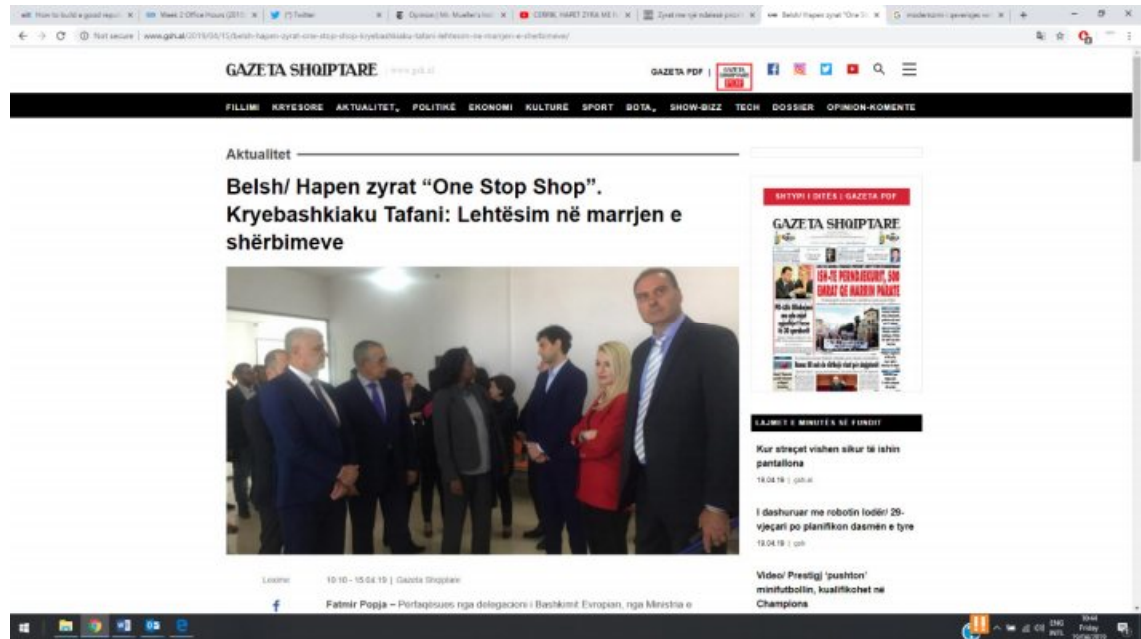
Video Reportage:
Scan tv: 76 services in one office: How is the system functioning in the municipalities
https://www.youtube.com/watch?v=FhhnEbDiwV8&feature=youtu.be

5.5 – Photos from implementation of activities and public events

1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation &1.1.4 Capacity building on adopting local government Standard Operating Procedures

Capacity Building on CAP and SOPs in Diber

Capacity Building on CAP and SOPs in Tirana

On Job Training SOPs Development in Elbasan

On Job training SOPs Development in Shkodra

National Dissemination Event on CAP and SOPs

1.2.1 Capacity building on leadership

Meeting Kukes & Diber Mayors

Meeting Shkodra and Lezha Mayors

Meeting Tirana & Durres Mayors

Meeting Fier & Berat Mayors

Meeting Vlora & Gjirokastra Mayors

Initiation of Peer to Peer Exchange Activities

1.3.1 Capacity building on improvement of local level tax collection and enforcement

Tax Management Training Vlore

Tax Management Training Berat

Tax Management Training Elbasan

Tax Management Training Korce

Tax Management Training Gjirokaster

Tax Management Training Tirana

1.3.2 Local revenue management action plans for 29 small and medium municipalities

Revenue Management Vlore	*Revenue Management Gjirokaster*

National Event on Revenue Management at Local Level
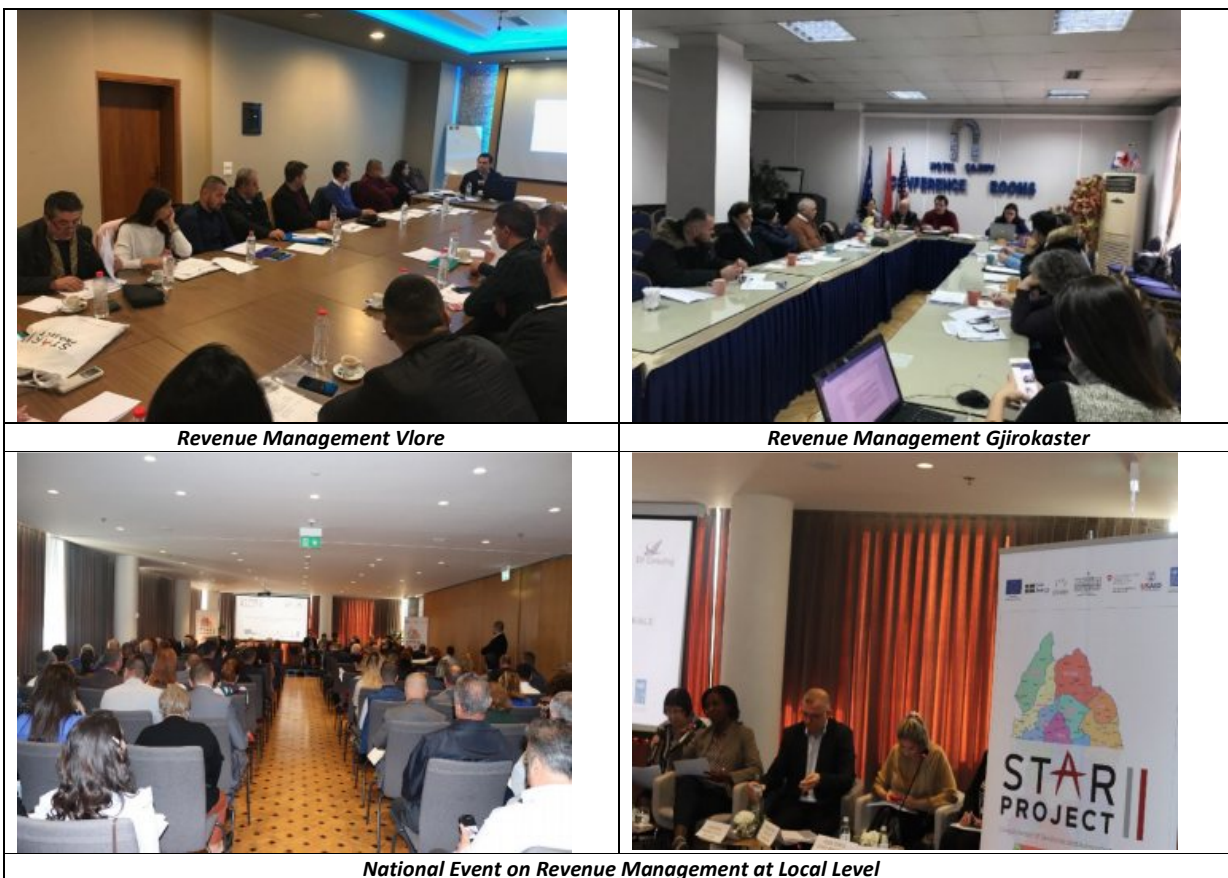
1.3.4 Capacity building on asset and land management

Training on Assets Management in Tirana

Training on Assets Management in Vlora

Training on Assets Management in Pogradec

Training on Asset Management in Berat

1.3.5 Capacity building on LGUs' compliance with HSA

Regional Workshop in Berat

Regional Workshop in Fieri

Regional Workshop in Korca

Regional Workshop in Gjirokastra

Information Session in Tirana

Regional Workshop in Shkodra

2.3.1 OSSIS model developed and scaled up

Testing OSSIS in Municipality of Elbasan

Inauguration of Permet OSSIS

OSS Co-location Divjake

Partners Visit at Lushnja OSS

Partners Visit at Mallakastra OSS

OSSIS Inauguration in Cerrik

OSSIS Inauguration in Librazhd

2.4.1 Capacity building for standardized local archives

Municipal Archive of Maliq

Training in Tirana

Training in Vlora

Training in Fieri

Training in Dibra

Group Exercise in Gjirokastra

3.1.1 Local Governance Mapping

1st LG Mapping– Focus Groups Discussions and Community Dialogues

National Conference on 1st Local Governance Mapping in Albania

| **FG Municipality of Tirana** | **FG in Ura Vajgurore** | **Community Dialogue in Dropull** |

2nd LG Mapping: Focus Groups Discussions and Community Dialogues

| **Municipality of Fier** | **Municipality of Tirana** | **Municipality of Fushe-Arrez** |

| **Municipality of Korca** | **Municipality of Roskovec** | **Municipality of Patos** |

3.2.1 Capacity building for public engagement and consultation

Consultation Round Table: Vlora

Capacity Building: Mat

Capacity Building in Peqin

Capacity Building in Durres

Capacity Building in Tirana

Capacity Building in Shkodra

3.2.3 Municipal Programs of Transparency

Consultative Workshop in Lezha

Focus Group Discussion in Elbasan

Focus Group Discussion in Shkodra

Consultative Workshop in Tirana

Consultative Council on Transparency Instruments

Consultative Council on Transparency Instruments

3.2.4 Publication of Municipal Councils Decisions

Digitalization of MCDs in Maliq

Digitalization of MCDs in Pogradec

Digitalization of MCDs in Mallakaster

Digitalization of MCDs in Kavaje

Digitalization of MCDs in Patos

Digitalization of MCDs in Pustec

3.2.6 Develop standard municipal websites

Capacity Building on Development of Municipal Web Pages

3.2.7 Increase local government public ethics and integrity & 3.2.8 Pilot municipal integrity plans

Consultation Anticorruption Instruments, Shkoder

Consultation Anticorruption Instruments, Gjirokaster

Piloting Integrity Plan in Mallakastra

Piloting Integrity Plan, Mat

Elbasan: Presentation of Integrity Plan to the Community

National Event: Presentation of Integrity Instruments in the framework of Integrity Week

5.6 - Social media

In order to target different audience profiles, STAR 2 has adopted a combination of several communication channels and tools:

Face Book: Throughout 2017, the project has been using the Facebook Page "Reforma Territoriale" established since STAR1. The Facebook is followed by 6284 people, its articles received like by 5672 people and 2093 people have been reached in the most recent post. The project have been published on regular bases at https://www.facebook.com/reformaterritoriale/ contains articles, press releases, pictures, links to newspapers articles, reports of STAR2, shared activities of STAR2 counter partners, events have also been
shared from the UNDP Albania Facebook page https://www.facebook.com/PNUDSHQIPERI/.

The Twitter address of the Project, https://twitter.com/STAR2Project has been used for live twits and pictures on the project's activities. Until 2019 when it was o 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.

The webpage: The project has used the webpage www.reformaterritoriale.al, established since STAR1, to communicate its activities. The webpage was closed since October 2017 due to the transition and transfer of responsibilities from MoSLI to MoI. With STAR2 support, upon request from the MoI, the webpage was reactivated in May 2018 and is now accessible with a changed domain www.qeverisjavendore.gov.al. The web page serves as the main PR reference for local governance and includes the webpages of the Agency for the Support of Local Self Government and the Consultative Council.
- https://reformaterritoriale.qeverisjavendore.gov.al/
- https://amvv.qeverisjavendore.gov.al/
- https://keshillikonsultativ.qeverisjavendore.gov.al/

Data, statistics, videos, pictures, reports, press releases, media reporting on the activities of STAR1 and STAR2, MoSLI, are transferred in the webpage of https://reformaterritoriale.qeverisjavendore.gov.al/. Project products and key achievements are also reflected in UNDP Albania Web page http://www.al.undp.org/.

Media partners for local governance club", established in March 2017 has represented the main media partner of STAR2 in promoting the local government issues and informing on the direct impact of RAT reform and STAR2 project's support to the municipalities. The project established regular contacts with Media Partner Club journalists engaging in roundtables with them to ensure understanding of technical aspects which were further reflected in articles on different aspects of project support and impact. Informal briefing meetings and field visits with journalists are carried out on various project interventions during project lifespan, referring to STAR2 support on Local Archives, Publication of Municipal Council Decisions, establishment of One Stop Shops, designing and standardizing the municipalities websites etc.

Publications:
- STAR 2 Project Factsheet
- A booklet with the main objectives, activities, benefits of the municipalities, also including data and information and contacts for the 12 county coordinators in the field of the STAR2 was produced and presented in the 6 "Meetings with Albanian mayors" during March- April and in the Consultative Council meeting held in 20 April 2018. This publication served the purpose of informing project beneficiaries on the STAR 2 assistance packages, manage their expectations and in the same time confirm the need for their engagement.
- During July -December 2018, the project prepared and delivered infographic leaflets for key activities including facts on the situation identified by the project, the activities and the change due to their implementation.

6 - MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, M&E activities included inter-alia the following:

- Regular contacts of the project management with implementation structures (experts, companies, staff) and shared information on project 's progress;
- Regular and frequent field visits to concretely observe implementation of activities, check the quality of Service Providers' deliverables, and understand municipal perspectives and expectations for improvement or assistance;
- Based on the above information collected and recorded, STAR2 has made all efforts to ensure a regular monthly, trimestral and annual progress reporting, all of them prepared and submitted to the partners and the latter to the Project Steering Committee;
- Besides numerous round tables and coordination meetings, seven Project Steering Committees took place to review progress, deliverables and future plans;

The project has been also subject to the following evaluations and audits:

EU Results Oriented Monitoring (ROM) – The mission took place between 12-20 February 2018. The ROM is an external monitoring system of the European Commission, with a strong focus on results and supports the EU Delegation by providing an external opinion on project implementation. The ROM Mission report was finalized and _shared_ by EU Delegation with all project partners on 11 Apr 2018. Along with considerations on the general positive assessment of the performance of the project to date, STAR2 took note of the findings and recommendations provided in the report regarding improvement in several dimensions of relevance, efficiency, effectiveness, sustainability and visibility.

Independent Mid Term Evaluation: As per the initial plans of the project an Independent Evaluation took place from 24 April – 27 May 2019. _The Independent evaluation aimed:_ (i) to measure to what extent the STAR2 project has implemented the activities, delivered outputs, attained outcomes, and specifically achieved development results; and (ii) to generate substantive evidence-based knowledge by identifying best practices and lessons learned, and to make recommendations for improved future assistance in the relevant area. A report including findings and recommendations from the evaluation process was delivered and disseminated to the partners and beneficiary.

Project external audit: as per UNDP rules and procedures, STAR 2 was included in the external audit plan, subject to audit for activities implemented in 2017 and 2018. The financial auditing was carried out respectively by KPMG between 23 February - 25 March 2018 for 2017 financial year, and BDO AL during 28 January - 15 March 2020 for 2018. Both auditing reports stated that the expenditures were in accordance with project documents and in conformity with approved budget, the procurement of goods and services as well as the recruitment and hiring processes were appropriate, adequate and in accordance with UNDP operations policies and procedures.

7 - RISKS AND MITIGATION MEASURES

STAR2 evolved and advanced among changes and challenges. The project implementation had to cope with several institutional changes and challenges of institutional, technical and operational nature. The project was, however, able to adapt and go through such transitions by identifying areas of continuity, focusing on technical matters, working with the most committed stakeholders, and responding to changing priorities and demands.

Since the outset, in its formulation phase, STAR2 has identified a list of 15 potential risks that could influence the existing institutional setting, the government commitment, collaboration and ownership and impair the smooth implementation of the project as a whole. While these were at the time at the level of assumptions, at least 10 of them, in addition to new ones, proved true and needed to be addressed. For reference, the original risks are listed below together with a short narrative of their manifestation:

Nr	Identified Risk	Evolution/Occurrence
1	Lack of institutional and technical capacities at central level to support LG empowerment and coordinate project implementation	Institutional responsibility for local government support, originally attached to a Minister of State for Local Issues, was transferred to the Ministry of Interior in late 2017. The former Agency for the Implementation of the Territorial Reform was transformed into ALSG and put under the Ministry of Interior. However, the structures responsible for local government remained and are understaffed and with enormous capacity gaps and still need external support to fulfill their mandates and role. Indeed, STAR2 and other development programmes have provided complementary support to mitigate these gaps.
2	Lack of national and sub-national government ownership for effective results	STAR2 collaboration with the central and local governments and project results show that in many cases this risk has been overcome. The central Government has been supportive and demanding on reaching results and is constantly making efforts to be in the driving seat, and in many local governments, new systems and standards provided by the project are now in use. However, results are uneven and there is need to for a stronger internalization, institutionalization and monitoring of compliance.
3	Other donor organizations'/ government initiatives in the same area overlap or contradict with the project	The project has faced this reality since the inception phase and has attempted to define in detail project areas of intervention and activities, especially for those areas receiving multiple assistance. As part of the inception phase, an improved division of labor among various active actors has resulted and reflected in the inception report. Despite this, coordination for specific activities has required extra efforts and led to increased consultations and articulation of distinct scope of work or complementary actions, especially in the area of municipal performance assessment, which seems to prove beneficial for all parties. This process has also helped made the counterpart more aware of the need to coordinate assistance, which is to be praised but also be considered as a challenge that requires the cooperation of all the actors.

In general, the project was constantly seeking for information and evidence on parallel initiatives and activities and maintained regular dialogue and communication with the partners to ensure complementary of the initiatives. Also, MoI has played an increasing important role on inter- |

Nr	Identified Risk	Evolution/Occurrence
		institutional coordination and demonstrated its sensitivity on duplication in communicating with partners and various state institutions and agencies, aiming to improve the complementarity and efficiency of all efforts.
4	Institutional rigidity and resistance to inter-institutional collaboration	Although not a prevailing phenomenon from the project perspective, it has to be mentioned that initial delays in communication with NAIS on the definition of the technical parameters of the OSS infrastructure and its approval, have shifted the entire OSS implementation plan for some months, and this has had an impact on working on a tighter regime in view of meeting the targets.
5	Further changes in the local government organizational structures, such as the removal of the legal limitations to maintain the current setup of local administrative units from 2018 onwards	This risk has not materialized and remains of a low probability.
6	Changes in political authorities in the involved government agencies that may slow down the development of on the field activities	Indeed, several changes occurred during the implementation, starting with a ministerial change in spring 2017, less than a year from the project start, a government restructuring and institutional change in the fall of 2017, the transformation of the AITR into ASLG in 2018 and another ministerial change in 2019. On top of this, there were two rounds of elections, general and local, respectively in 2017 and 2019. The project had to adapt to such changes and quickly introduced itself to the new counterparts, although all these changes represented extra delays from the original plans. What is important, is that the project succeeded to maintain its overall pace and secure the institutional support.
7	Performance assessments of LGUs are not conducted in a neutral and objective manner or used politically, thus distorting the purpose	STAR2 made sure to avoid subjectivity and has made all efforts to treat and collaborate with all municipalities professionally and with the same dedication. This principle has been conveyed to all staff and service providers as well as all actors interacting with the local governments.
8	Local communities are not sufficiently encouraged by direct benefits and thus reluctant to adopt behavioral changes needed to achieve goals in the long-term	STAR2 has put a lot of efforts in communicating with each municipality, being aware that resistance or low response would be manifested is some cases, especially when it comes to "soft" assistance that is a non-tangible product.

The project had to deal frequently with the mayor's level to emphasize the importance of interventions and to influence the leadership willingness to engage municipal staff. In most cases, these efforts have paid back, yet more should need to be done with difficult municipalities to coach them towards the adoption of efficient solutions and improvement.

The Project field coordinators has an important role in identification and addressing contextual issues through their direct and constant communication with communities on the scope, actions and results of the project. |
| 9 | Adequate technical and operational resources mobilized for a timely implementation of activities | This assumption materialized a few times and caused cumulative delays from the original project plan. First, the recruitment of the project personnel coincided with the |

Nr	Identified Risk	Evolution/Occurrence
		summer period and the introduction for the first time of e-recruitment system in UNDP. Then, a lengthy inception phase put a heavy toll on the project timeline, which was followed by the very inadequate status of municipal IT infrastructure, the latter bringing the OSS deployment to a temporary crossroad. The lack of necessary minimum IT infrastructure, deriving from the developed OSS system requirements, were made clear in early 2018. This fact influenced the achievement of the project targets as especially small municipalities could not afford the necessary infrastructure. The project had to explore alternative options, including a repeated request to the central Government, but more pragmatically working with each municipality to find local solutions.
10	Timely and sufficient resource mobilization	About 93% of the estimated project budget was made available in the first months of the implementation through various partners' contribution agreements. However, a first gap recorded was the result of the unfavorable exchange rates vs. US currency resulting in less US dollars received to date compared to June 2016 estimations. On top of this, the Government cost-sharing commitment has not been honored until the last day of the implementation, affecting both planning and the overall project budget. As the Government cost-sharing arrived when the project was practically closed, UNDP presented to the partners a request for using these funds for an interim project phase from April to August 2020. This request was approved; however, this implementation period is not part of the present report. The overall project budget finally resulted to be only 95% of the original estimation. Therefore, the project had to manage the financing of the activities within the available envelope and it generally succeeded, by creating along the implementation some savings that were used in other activities.
11	Gender perspectives are not taken into consideration by local stakeholders	Although the Project has made efforts to ensure gender equality in its capacity building activities, make use of gender disaggregated data and include gender perspectives in its recommendations, it has not been able to develop a fully satisfactory and comprehensive approach in dealing with this issue. More should have been done to articulate the gender aspects in both capacity building and engagement, with an emphasis on the likely different gender perspectives, needs and expectations.
12	The fiscal reform may stall or be delayed for various internal and external factors	Not relevant for the project implementation
13	The matter of local government inherited/accumulated debt is not solved	Not relevant for the project implementation

Nr	Identified Risk	Evolution/Occurrence
	properly/timely and burdens local finances	
14	Delays in solving institutional problems for a full transfer of delegated competencies	This remains a critical bottleneck for local governments, as illustrated by the EU commissioned assessment "Matrix of Competences of Local Self-Government"
15	LGUs' views and needs are not taken into account	Attention was paid since the project design and inception phase to develop a proposal that responded to aggregate priorities of most post-territorial reform LGs. Further, the project implemented a series of activities aiming at ensuring the perspective of the municipalities in project activities. The meetings with Mayors and the constant contacts with all municipalities have served to keep these considerations in sight. And generally, all project activities have met with an active collaboration from the part of stakeholders. Nevertheless, being part of change processes, some of the newly introduced practices might require time and additional coaching to take root.

8 - LESSONS LEARNED AND CONCLUSIONS

STAR2 achievements were overall positive, despite the complexity of the undertaking, the changing external institutional environment and the fragility of the newly established LGUs. Another constraint imposed on the implementation was the limited time available after subtracting the mobilization period and the inception phase; practically, STAR2 implementation period lasted from late 2017 to end March 2020, inclusive of a three months no-cost extension. Despite such dynamics, STAR2 was instrumental in prompting local government development in many ways. Besides provision of tailored and specific technical training for many hundreds of municipal staff, it enabled the introduction of several standard procedures and systems with the potential of being embraced and replicated across municipalities.

The level of absorption, however, has been uneven, depending on many factors, among which the leadership and commitment, the capacities to understand and embrace change as well as the existing technical capacities, the existing deficiencies and gaps and the vision of the local managers.

The leadership of mayors was definitely a game-changer in most cases to overcome implementation challenges and engage the staff. Along with this, the main motto accompanying STAR2 implementation was adaptation to changes and challenges. STAR2 has practically tailored its communication and assistance to each individual municipality and tried to find local solution in consultation with local stakeholders.

It is also understood that many of the innovations and practices introduced represent change processes and as such, adoption and internalization require more time and support to build ownership and indecency. Two other elements might be helpful for strengthening sustainability in this regard: first, institutionalization of the positive practices, and second, a regular and efficient monitoring of how LGUs comply with such requirements.

This brings into discussion a few other aspects that need to be addressed: the need for building and strengthening monitoring capacities of the institutions responsible for local government, and the necessity to substantially improve the local data systems for understanding the present and making use of evidence-based judgment for informing future policy making.

To this adds the need to invest more efforts to develop gender related local performance indicators to enable an engendered approach to the tailored needs of women and girls in planning, decision making and monitoring processes.

Also, taking into consideration that the institution responsible for local government support and reform, has as a main responsibility the implementation of the Cross-cutting Strategy of Decentralization and Local Government through the implementation of the Action Plan Decentralization and Local Government, a better linkage and reference of the technical assistance to this Action Plan Decentralization and Local Government would greatly facilitate and orient the coordination and monitoring of progress in the sector.

It is our understanding that for strengthening sustainability and ownership, support should be provided to further strengthen Institutional capacities for coordination monitoring as well as policymaking, promote a meaningful dialogue between central and local level and vice-versa and build capacities of local officials.

Standardization and innovation are extraordinary tools for leveraging efficiency and effectiveness, if areas to address are well chosen and receive adequate support through to their maturity and internalization.

In this respect, the already wide use of the OSS system for administrative services in over 80% of the municipalities, represents an ideal momentum for its further expansion adoption as the next step for the further digitalization of services.

The need for local data for both the local governments and the central level is imminent. Care should be made not to embark on highly sophisticated schemes, rather the efforts should be easily understandable and appealing to both levels.

Coordination among stakeholders is vital and requires engagement from all parties for collaboration and complementarity. The central government again needs to take the driving seat and play both the leader and the coordination role for orienting the development assistance.

More should have been done on the communication of results and the visibility aspects by engaging more the partners, the Government, but also the beneficiaries to tell the story to their peers. The engagement of the local stakeholders has room for improvement as is the case for involving and working more with the local government associations.

9 – EXPENDITURES

STAR2 became operational in July 2016 with an original budget of $8,168,668 million, counting on funding from EU Delegation, the Governments of Sweden, Italy, and Switzerland, USAID, UNDP and the GoA. Except the Goa, which contribution was released only at the end of the project, the other partners made available together a total of $7,806,892, inclusive of the last pending installment from the EU Delegation and an amount of $62,487, representing undepreciated assets transferred from STAR1 upon donor consent.

Contributions:	Estimated Contributions				Actual Contributions					Pending Contributions				Total (in US$)
	Original Currency	Agreed Contribution (original currency)	UN RoE May 2016	Estimated amounts in US$ (July 2016)	Received amounts (original currency)	Date of receipt	Applicable UN RoE	Received amounts (in US$)	Funds from STAR1 Project	(Original currency)	Date of receipt	Applied UN RoE August 2020	Amount (in US$)	
1	2	3	4	5 = 3 / 4	6	7	8	9 = 6 / 8	10	11	12	13	14=11/13	15 = 9 + 10 + 14
European Union	EUR	3,500,000	0.881	3,975,014	848,711	4-Jan-17	0.956	887,773						887,773
					1,225,339	25-Apr-18	0.810	1,512,764						1,512,764
					1,199,225	7-Jun-19	0.899	1,333,954						1,333,954
										226,725	n/a	0.850	266,735	266,735
Sweden	SEK	15,000,000	8.100	1,851,852	10,000,000	14-Nov-16	9.064	1,103,266						1,103,266
					5,000,000	8-Nov-17	8.238	598,086	39,821.69					637,908
Italy	EUR	1,200,000	0.881	1,362,862	400,000	20-Dec-16	0.942	424,628						424,628
					400,000	19-Dec-17	0.844	473,934						473,934
					400,000	1-Apr-19	0.897	445,931						445,931
Switzerland	CHF	500,000	0.970	515,464	500,000	8-Dec-16	1.014	493,097	22,665.26					515,762
USAID	USD	100,000	1.000	100,000	100,000	1-Nov-16	1.000	100,000						100,000
UNDP	USD	100,000	1.000	100,000	104,237	1-Aug-16	1.000	104,237						104,237
Government of Albania	ALL	30,000,000	122.50	244,800				-						-
Total Contributions (USD)				8,149,992				7,477,670	62,486.95				266,735	7,806,892
Original Project Budget (USD)				8,168,668										

Total Received	7,540,157
Total Expenses	7,669,695
GAP	-129,538

OFFICIAL BUDGET (Addendum 3)	TOTAL COST (in USD)	Expenditures 2016	Expenditures 2017	Expenditures 2018	Expenditures 2019	Expenditures 2020	TOTAL EXPENDITURES
EXPENDITURES							
1.1 Technical personnel							
International Project Manager	74,490	-	-	11,460	63,030	-	74,490
National Project Manager	85,120	5,538	33,299	21,476	16,800	8,167	85,280
National full-time experts	749,234	43,471	270,662	207,869	219,589	52,258	793,849
National ST Consultants	314,588	4,024	55,006	111,532	128,273	20,484	319,320
Regional coordinators	390,420	-	83,202	136,484	131,460	36,574	387,720
1.2 Administrative personnel	-						
Support staff	269,980	19,540	77,359	84,159	84,904	18,544	284,506
Subtotal Human Resources	**1,883,832**	**72,572**	**519,528**	**572,981**	**644,056**	**136,028**	**1,945,165**
2. Per diems for missions/travel							
Local missions	25,830	230	3,983	9,818	5,350	94	19,475
Subtotal per diems	**25,830**	**230**	**3,983**	**9,818**	**5,350**	**94**	**19,475**
3. Equipment and supplies							
Purchase of vehicle (PMT)	71,690	-	71,690	-			71,690
Vehicle Maintenance	34,943	2,915	15,836	7,055	5,543	5,963	37,312
Vehicle fuel	14,371	2,460	4,257	2,808	1,744	285	11,555
Computer equipment (PMT)	23,100	17	16,677	5,302	1,018		23,014
Purchase of office furniture PMT	9,200	-	6,871	1,442	853		9,166
Office rent	75,766	2,707	20,341	23,234	22,854	6,075	75,211
Other services (tel/fax, electricity/heating, maintenance)	31,500	309	7,138	7,279	14,559	2,058	31,343
Consumables - office supplies	24,700	3,253	10,077	5,224	8,578	423	27,555
Subtotal equipment and supplies	**285,270**	**11,661**	**152,886**	**52,345**	**55,149**	**14,804**	**286,845**

OFFICIAL BUDGET (Addendum 3)		Expenditures 2016	Expenditures 2017	Expenditures 2018	Expenditures 2019	Expenditures 2020	TOTAL EXPENDITURES
EXPENDITURES	TOTAL COST (in USD)						
4. Publications, visibility and other services							
Publications	34,178	1,425	9,827	7,242	7,238	1,680	27,413
Expenditure verification/Audit	4,639	-	-	4,639		8,570	13,209
Evaluation costs	9,600	-	-	-	9,506		9,506
Translation, interpreters	12,500	1,426	6,783	3,696	412		12,316
Financial services (bank guarantee costs etc.)	78,290	13,194	3,525	52,110	245	8,846	77,921
Costs of conferences/seminars	54,393	101	15,622	26,517	10,279		52,519
Visibility actions	80,998	5,725	-	30,654	8,417		44,797
Study tour	13,650	381	967	7,186	5,927		14,461
Subtotal Publications, visibility and other services	**288,248**	**22,251**	**36,724**	**132,044**	**42,025**	**19,096**	**252,141**
Subtotal Management, Operation and Visibility costs	**2,483,180**	**106,715**	**713,121**	**767,189**	**746,580**	**170,021**	**2,503,626**
Implementation Contracts							
1.1.1 &1.1.2 - Capacity Building on CAP & SOPs	104,665	-	16,332	72,090	16,273	-	104,695
1.2.1 - Develop and deliver training on leadership development	78,290	-	-	42,444	17,923	17,386	77,752
1.3.1 Improvement of local level tax collection and enforcement	62,329	-	-	24,867	37,208	-	62,075
1.3.2 Local revenue management action plans	86,439	3,983	-	37,518	45,629	-	87,130
1.3.3 Capacity building on asset and land management	28,889	-	-	28,889	-	-	28,889
1.3.4 Strengthen municipal capacities to meet requirements of SSA	31,612	-	-	31,612	-	-	31,612
2.1.1 - 3 Assess service delivery & Pilot service reorganization	502,475	-	22,791	63,005	333,981	74,119	493,895
2.2.1 Development of a national benchmark system for LGs	117,380	-	11,379	-	105,723	-	117,102
2.3.1 A one-stop-shop model is defined and scaled up nationwide	2,205,477	-	323,189	1,088,638	618,720	135,796	2,166,343
2.4.1 A system of local government archives adopted nationwide	579,474	-	274,033	280,906	23,910	-	578,850
3.1.1 Conduct Local Governance Mapping	460,000	143,097	134,134	-	-	158,210	435,441
3.2.1 Build institutional capacity for public engagement & consultation	64,125	-	-	51,412	12,743	-	64,155
3.2.2 Introduce practices to strengthen local officials' accountability	71,051	-	-	71,051	-	-	71,051

OFFICIAL BUDGET (Addendum 3)		Expenditures 2016	Expenditures 2017	Expenditures 2018	Expenditures 2019	Expenditures 2020	TOTAL EXPENDITURES
EXPENDITURES	TOTAL COST (in USD)						
3.2.3 Support publication of municipal acts and regulations	147,426	-	57,971	59,701	29,754	-	147,426
3.2.4 Develop standard websites for new municipalities	34,479	-	-	13,526	20,953	-	34,479
3.2.5 Increased LG public ethics & Pilot Integrity Plans	150,963	-	4,845	58,687	71,101	5,796	140,428
Subtotal Implementation Contracts	**4,725,074**	**147,080**	**844,675**	**1,924,347**	**1,333,917**	**391,305**	**4,641,324**
Subtotal Programme Costs	**7,208,254**	**253,795**	**1,557,796**	**2,691,535**	**2,080,497**	**561,327**	**7,144,950**
UNDP Management Fee*	504,577	11,146	120,593	205,944	147,629.47	39,433	524,746
Total Programme Cost	**7,712,831**	**264,941**	**1,678,389**	**2,897,479**	**2,228,126**	**600,760**	**7,669,695**

ANNEX 1 - Detailed progress of activities against project results (cumulative)

Outputs & Activities	Planned Targets	Achieved
Component 1- Strengthening institutional and administrative capacities of LGUs		
Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level		
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation **&** **1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)** - Assess the existing municipal internal regulations - Review their usefulness and usage levels, and discuss about fine tuning - Decide the level TA to be provided and target municipalities - Develop and deliver a training plan Facilitate SOP adoption process	- 180 SOP covering 3 internal LG functions developed - 21 consultative workshops & trainings covering 61 municipalities - Training packages developed - 300 dept. directors trained	- A SOP guiding model developed through consultations; - 37 SOPS developed and adapted to 9 municipalities divided in three clusters; - 23 workshops and trainings (14 2-day training sessions and 9 workshops on 3 thematic SOPs organized for 61 municipalities) - 1 training curricula on CAP & SOPs and certified from ASPA; - 288 LG officials trained (195 local civil servants from 57 municipalities trained on CAP and SOP & 93 LG officials from 51 municipalities trained of SOPs development).
Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders		
1.2.1. Develop and deliver training on leadership development - Develop leadership development curricula - Deliver training on leadership development to mayors and top local officials and executives - Ensure equal gender participation in delivered trainings	- Mayors Commitment Meetings - 1 Collection of good practices from 61 municipalities - 3 regional exchange meetings of National Practices - 3 regional exchange meetings on international practices - 150 Mayors and vice-mayors trained	- 6 Commitment Meetings with 61 Mayors and Deputy mayors organized; - Booklet on STAR 2 assistance to municipalities prepared and disseminated; - 6 good practices exchange meetings with mayors organized; - 1 booklet of 61 municipalities best experiences booklet prepared; - Documentary video on 6 best experiences produced.

Output 1.3 Local public financial and fiscal management capacities enhanced		
1.3.1 Support improvement of local level tax collection and enforcement - Review the efficiency of tax collection and administration in 6 best performing municipalities. - Identify other best practices on tax collection and management - Introduce such practices to other municipalities	- Report on situation of tax collection systems and best practices in top 6 performing municipalities - 1 Toolkit on local taxation practices, innovation, problem solving - Training curricula - 9 training sessions delivered to 180 officials of 61 municipalities	- Assessment on Best Performing tax management and enforcement systems on local self-government drafted; - Manual on tax administration developed; - Training curricula developed; - 8 two days training sessions with participation of 114 local tax officials delivered
1.3.2 Develop local revenue management action plans for 30 small and medium municipalities - Guide for local tax management of main own source revenues based on analysis under 1.3.1 - Capacity building and on the job training for Mayors and senior officials on principles of local finances, management of own revenues from local taxes, fees and charges, asset revenues and borrowing - Increase effectiveness of administrative decisions enforcement and collection of fines and penalties - Facilitate the identification of public and/or private tax collection agents Note: Number of municipalities reduced for project budgetary reasons	- Senior officials from finance and tax offices (90 people. In total 6 trainings - Action plans for tax management for 30 municipalities - Workshop materials on tax procedures/tax management	- 1 Assessment Report - 1 Standard Action Plans (SAP) and Standard Monitoring Plans (SMP) developed; - 4 workshops with participation of 54 officials from 29 municipalities to introduce SAP and SMP; - Standard Action plans for 29 municipalities for the procedures of collection of: (i) tax on property, (ii) tariff on waste and (iii) uncollected tax and dues developed though on-job assistance. -
1.3.3 Capacity building on asset and land management to relevant local government department - Develop curricula on planning for assets management - Target through training the municipal senior managers (vice mayors, general directors of public services, finance, legal and audit departments and departments of asset and land management)	- 15 trainings session delivered - *Training curricula - 300 officials trained	- 8 two-days training session - Training curricula - 122 senior managers - 101 dept. directors

1.3.5 Compliance with the requirements of Supreme State Audit (SSA) - Develop tools and guidance for municipalities on Supreme State Auditing - Strengthen municipal capacities to avoid violations and to implement recommendations of supreme state Audit - Support the application of such a system for all municipalities	- 180 (Head of Finance Department, Head of Law Department and Internal Control Unit) trained - 9 trainings delivered - Tool on Supreme State Auditing produced - Training of Legal, finance and internal control officials in 61 municipalities	- 1 Capacity Building Programme - 6 informative round table with participation of 95 LG Senior Officials; - Informative guide on HSC procedures and audit requirements for local government - 9 2-day capacity building workshops delivered to 159 Legal, finance and internal control officials of 61 municipalities -
Specific Objective 2 - Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women		
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	- Target group and number: 300 technical municipal staff. In total 12 trainings - Brochure on service delivery principles, standards, reform objectives. - Training curricula on service delivery - Up to 3 local public services reorganized and structured in 3 municipalities/ municipal clusters, based on best practices, efficiency and innovation and serve as models for replication	- Assessment of implementation of local services in all 61 municipalities (14 questionnaire - 570 questions in total; and 500 structured interviews and 250 semi-structured interviews) - Individual reports for all 61 municipalities on Public Services Delivery - A final consolidated report on municipal service delivery features which identify common patterns in service delivery - Report on three reorganized services in three selected municipalities - Capacity building of officials in 3 municipalities on the implementation of reorganized services
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 (covering former 2.2.1 – 2.2.4) - Review successful international practices and experiences - Assess in the Albanian context data availability and data utilization practices - Outline, through consultations, a national benchmarking	- Development and adoption of a set of performance indicators for local government - Design and develop a national benchmarking	- Set of performance indicators for local government designed

system - Support LGUs and national government to adopt and utilize the system - Assist LGUs rollup and system functionality -Support development of annual report on performance benchmarking	system - First annual report on LG Benchmarking	

Output 2.3 A one-stop-shop model is defined and scaled up nationwide		
2.3.1 Develop ad one – stop – shop model and scale it up nationwide - Review of the context of OSS usage at local level, inclusive of functionality of existing OSS models and the national legal framework - Develop a replicable model based on above considerations and lessons - Identify local level requirements for receiving support - Test the OSS model in real conditions in one or more selected municipalities - Develop a deployment plan and start replication and local capacity building for the OSS system operation - Ensure monitoring, support and maintenance of the system for the initial period of functionality - Hand over the system to each municipality	- 'OSSIS model developed, system architecture designed - Optimized workflows for more than 60 services - 'Testing the OSSIS model, test cases and results - 'Good Practices Manual - Training curricula prepared - Trained 300 technical municipal staff	- OSSIS Inception Report including Business Analysis - Definition of OSSIS minimal requirements specs for central hardware and communication infrastructure - OSSIS model developed - Optimized workflows for more than 70 services - Deployment OSSIS model in Pilot LGUs of Elbasan, Pogradec and Polican - Massive rollout and - OSSIS handover to 40 municipalities - Signature of UATs 48 municipalities after training and service configuration - Good practice manual - SLA (Service Level Agreement) for 40 municipalities

Output 2.4 A system of physical of local government archives adopted nationwide		
2.4.1 Develop a unique system of local government archiving and adopt it nationwide - Agreement with specific municipalities on cooperation and engagement - Assessment (update/baseline) of archives and archives' staff status in each municipality - Develop a detailed archiving management plan for the physical archiving - Develop a detailed training plan and topics grouped by typology of users as well as M&E indicators - Documentation of standardized workflows - Train and assist local staff on archiving system and archiving procedures jointly with the specialists of GAD	- 61 municipalities - Target group and number: - 500 municipal staff or archives and protocol - Practitioner's training manual for archiving - Good Practices Manual submitted	- 61 municipalities (100%) have been equipped with the necessary archiving materials - Documentation of Standard workflow of archive offices; - A standard job description for archivists developed - 1 Training Manual developed and disseminated - A total of 430 Local Archive Specialists out of 456 targeted were trained - Best practices manual on local government archives developed and disseminated - Certification of performance for archive and protocol employees of 61 municipalities.

- Issue certificates of knowledge for archives and protocol employees in cooperation with GDA - Support and monitor deployment of the system in all LGUs and administrative units - Provide ongoing monitoring on the physical archiving progress - Provide periodical reports based on the ongoing monitoring - Submit the final descriptive and evidence-based report on the process of archives		

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 Local Governance Mapping - Develop LG Mapping methodology - Conduct 1st round of LG mapping - Disseminate findings to national and local authorities and other relevant stakeholders - Use key findings to finetune STAR2 project activities - Conduct 2nd round of LG mapping - Undertake a comparative analysis against the 1st round of LG mapping to assess likely progress/change - Disseminate findings to national and local authorities and other relevant stakeholders - Feed inputs to the STAR2 project impact assessment	- Methodology of LG Mapping - 25000 Citizens and local public officials involved in 2 rounds - Individual Municipal Reports with key findings for each individual municipality - Online web-based platform with municipal data - Aggregated Report of 61 Municipalities (2 x 1 reports)	- 1 Methodology on LG mapping developed - 25000 citizens and local public officials involved in the assessment; - 61 individual reports - 2 Aggregated reports of all 61 municipalities - Web based online platform with the Data of LG Mapping for the 61 municipalities is developed and accessible (http://www.star2lgm.com/en/)

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, inclusive of vulnerable and marginalized groups, especially of women, persons with disabilities, Roma and Egyptian communities - Support for understanding and enforcing legislation on Right to Information and Public Consultation - Develop and promote tools for ensuring, monitoring and evaluating citizens' participation in local decision-making	- Training modules - 720 LG official trained - 30 training and consultation workshops - Methodologies for public engagement	- 505 municipal officials from 61 - 28 training and workshops - Training modules - Operational Toolkit on Public Engagement and Consultation - Measurement System on Public Engagement and Consultation
3.2.3 Introduce practices to strengthen local officials' accountability – promote Programs of Transparency	- 300 municipal staff - 13 trainings	- Standard Model of Transparency Programme for Local Governments approved by the Commissioner

- Select pilot municipalities for developing Programs of Transparency - Design and promote adoption of Programs of Transparency in pilot municipalities - Replicate the experience in 30 other municipalities - Monitor change	- 30 Municipal Programs of Transparency developed and adopted	- 1 measurement System of transparency at local level - 122 LG officials from 61 municipalities trained on the adoption of the Standard Model of Transparency programme and the use of the related measurement system - Awareness raising instrument developed through 1 3-day workshop with participation of distinct Local coordinators on the right to information
3.2.4 Support development and application of systems allowing publication of municipal acts and regulations – - Assessment of the extent local governments acts are made public - Review of options to ensure this obligation is satisfied and is made sustainable - Support the application of such a system for all municipalities	- Digitalization of municipal councils' legal acts since 2015 for about 31 municipalities - Updated national e-platform	- Assessment on the extent to which Albanian - Municipalities digitalize and publish online the Decisions of Municipal Council - Municipal Council Decisions of 33 municipalities published on-line (national platform and Municipal web pages) - 1 training programme developed and delivered to ITs Right to Information Coordinators of 33 municipalities - 1 video-tutorial developed and made available to 61 municipalities in national platform vendime.al
3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff - Elaborate content standards for a local government website, based on legislation and best practice - Consult with municipalities the format and content of a model website - Ensure websites include key sections related to consultation of strategies, development plans and other important documents and regulations, with the possibility of the public to provide feedback - Support municipalities to adopt such standards and create their individual websites, ensuring each municipality has its own website - Provide training to municipal PR teams on communication and	- A standard web page template model - 30 – 40 developed / improved web pages - 60 Municipal PR staff trained	- A Standard Model of the Web Page designed reflecting the standards of transparency - Template web page adapted for 13 target municipalities without web page - 30 PR and IT staff trained to independently mange the web page.

consultation activities		
3.2.7 Increased local government public ethics and integrity - Assess the procedures and practices in place to prevent corruption and promote ethics and integrity; - Provide training on ethics and transparency to local public administration - Recommend approaches and administrative procedures to ensure accountability and transparency of local governments - Develop, in the context and with stakeholders' participation, the municipal Code of Conduct - Consult the draft Code of Conduct in local workshops - Support municipalities to adopt the Code of Conduct - Ensure the Code of Conduct is made public	- Assessment on municipal status on Ethics and Integrity - Training delivery - Codes of Conduct developed	- Standard Municipal Code of Conduct developed - Integrity Risk Assessment methodology developed - Integrity Plans drafted for 6 pilot municipalities - Integrity Risk Assessment methodology and Code of Conduct finalized, Endorsed by National Coordinator Against Corruption and disseminated to the rest of municipalities
3.2.8 Adopt municipal integrity plans - Selection of pilot municipalities to engage on drafting municipal integrity plans - Assess in depth operations and procedures in the six pilots - Determine areas to address and indicators, also referring to possible transposition of requirements of the National Anticorruption Strategy - Develop, in consultations with local stakeholders, draft municipal integrity plans and monitoring frameworks - Disseminate the experience and the product to other municipalities	- Contextual methodology for municipal integrity plans developed - Municipal integrity plans - Capacity building of 88 LG officials	

ANNEX 2 - List of documents provided in electronic format

I. PROJECT DOCUMENT AND MANAGEMENT

1.1 Project Documents
==
1.1.1 STAR2 Original Project Document.pdf
1.1.2 STAR2 Inception Report - Main Report.pdf
1.1.3 STAR2 Inception Report - Annexes.pdf

1.2 Project Agreements
==
1.2.1 Agreement with GoA.pdf
1.2.2 Cost sharing Agreement with GoA.pdf
1.2.3 Cost sharing Agreement with EUD.pdf
1.2.4 Cost sharing Agreement with AICS.pdf
1.2.5 Cost sharing Agreement with SIDA.pdf
1.2.6 Amended Cost sharing Agreement with SIDA.pdf
1.2.7 Cost sharing Agreement with SDC.pdf
1.2.8 Cost sharing Agreement with USAID.pdf

1.3 Project Management
1.3.1 Progress reports (Steering Committee)
==
STAR2 Progress Report #1 Jul 2016 - Oct 2016.pdf
STAR2 Progress Report #2 Jul 2016 - Dec 2016.pdf
STAR2 Progress Report #3 Jan 2017 - Nov 2017.pdf
STAR2 Progress Report #4 Jul 2016 - Dec 2017.pdf
STAR2 Progress Report #5 Jan 2018 - Jun 2018.pdf
STAR2 Progress Report #6 Jul 2018 - Dec 2018.pdf
STAR2 Progress Report #7 Jan 2019 - Apr 2019.pdf
STAR2 Progress Report #8 May 2019 - Sep 2019.pdf
STAR2 Progress Report #9 Jul 2016 - Mar 2020.pdf (this Report)

1.3.2 Monthly reports
Monthly Reports 2017
==
STAR2 Monthly Report 2-17.pdf
STAR2 Monthly Report 3-17.pdf
STAR2 Monthly Report 4-17.pdf
STAR2 Monthly Report 5-17.pdf
STAR2 Monthly Report 6-17.pdf
STAR2 Monthly Report 7-17.pdf
STAR2 Monthly Report 8 -17.pdf
STAR2 Monthly Report 9 -17.pdf
STAR2 Monthly Report 10-17.pdf
STAR2 Monthly Report 11-17.pdf
STAR2 Monthly Report 12-17.pdf

Monthly Reports 2018

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====================================================================================
                    STAR2 Monthly Report 2-18.pdf
                    STAR2 Monthly Report 3-18.pdf
                    STAR2 Monthly Report 4-18.pdf
                    STAR2 Monthly Report 7-18.pdf
                    STAR2 Monthly Report 8 & 9 -18.pdf
                    STAR2 Monthly Report 10 - 18.pdf


          Monthly Reports 2019
====================================================================================
                    STAR2 Monthly Report 1-19.pdf
                    STAR2 Monthly Report 2-19.pdf
                    STAR2 Monthly Report 3-19.pdf
                    STAR2 Monthly Report 4-19.pdf
                    STAR2 Monthly Report 5-19.pdf
                    STAR2 Monthly Report 6-19.pdf
                    STAR2- Monthly Report 7,8,9 - 19.pdf
                    STAR2 Monthly Report 10-19.pdf
                    STAR2 Monthly Report 11-19.pdf


          Monthly Reports 2020
====================================================================================
                    STAR2 Monthly report 1-20.pdf


     1.3.3 Steering Committee Meetings
====================================================================================
               STAR2 SC1 Meeting Minutes.pdf
               STAR2 SC2 Meeting Minutes.pdf
               STAR2 SC3 Meeting Minutes.pdf
               STAR2 SC4 Meeting Minutes.pdf
               STAR2 SC5 Meeting Minutes.pdf
               STAR2 SC6 Meeting Minutes.pdf
               STAR2 SC7 Meeting Minutes.pdf


     1.3.4 Evaluation-Audit Reports
====================================================================================
               1.3.4.1 STAR2 Audit Report - 2017.pdf
               1.3.4.2 STAR2 EU ROM Report - Feb 2018.pdf
               1.3.4.3 STAR2 EU ROM Report - Monitoring Questions.pdf
               1.3.4.4 STAR2 Evaluation Report - Jun 2019.pdf
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II. TECHNICAL REPORTS AND STUDIES
COMPONENT 1 - STRENGTHENING CAPACITIES OF LGUs

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          1.1.3 CB on CAP & SOPs implementation
====================================================================================
               1.1.3.1 Assessment SOPs Usage.pdf
               1.1.3.2 Training Curricula on CAP and SOP.pdf
               1.1.3.3 Guidance on SOPs.pdf
               1.1.3.4 Training Report on CAP and SOP.pdf
               1.1.3.5 National Event - April 2019.pdf
               1.1.3.6 Developed SOPs
                    PSV 00 Procedura Hartimi Plani Mujor.pdf
```

PSV 01 Procedura Organizimi Përgatitjes Buxhetit.pdf
PSV 02 Procedura Përgatitja Tavaneve Buxhetore.pdf
PSV 03 Procedura Parashikimi të Ardhurave.pdf
PSV 04 Procedura Përzgjedhja Projekteve Prioritare.pdf
PSV 05 Procedura Përgatitja Kërkesave Buxhetore.pdf
PSV 06 Procedura Pjesëmarrja e Qytetarëve në Buxhet.pdf
PSV 07 Procedura Hartimi Miratimi Draft1 PBA.pdf
PSV 08 Procedura Miratimi PBA dhe Buxheti.pdf
PSV 09 Procedura Kostimi Inputs Prog Buxhetor.pdf
PSV 10 Procedura Përcaktimi Treguesve Performancës.pdf
PSV 11 Procedura Asgjesimi Aktiveve të Vlerësuara.pdf
PSV 12 Procedura Mbledhja të Ardhurave Vjetore.pdf
PSV 13 Procedura Realizimi të Ardhurave historike.pdf
PSV 14 Procedura Monitorimi Zbatimit Buxhetit.pdf
PSV 15 Procedura Rishikimi Buxheti Vjetor.pdf
PSV 16 Procedura Zbatimi Projekteve Kulturore Sportive.pdf
PSV 17 Procedura Miratimin Shpenzimeve Pritje.pdf
PSV 18 Procedura Emërimi Përkohshëm NPC.pdf
PSV 19 Procedura Pranimi në Shërbimin Civil.pdf
PSV 20 Procedura Trajtimi Punonjësve.pdf
PSV 21 Procedura Rekrutimi Punonjësve Sipas KP.pdf
PSV 22 Procedura Hyrje-dalje në Institucion.pdf
PSV 23 Procedura Krijimi Rishikimi Procedurave.pdf
PSV 24 Procedura Leje Vjetore pa Page.pdf
PSV 25 Procedura Plani Trajnimeve.pdf
PSV 26 Procedura Procedimi Disiplinor Punonjës me KP.pdf
PSV 27 Procedura Procedimi Disiplinor i Lehte ndaj NC.pdf
PSV 28 Procedura Procedimi Disiplinor i Rende ndaj NC.pdf
PSV 29 Procedura Konfirmimi Statusit NC.pdf
PSV 30 Procedura Vlerësimi Performancës.pdf
PSV 31 Procedura Urdher Page Pedagogeve.pdf
PSV 32 Procedura Miratimin Strukturës Organike.pdf
PSV 33 Procedura Tenderit te Hapur.pdf
PSV 34 Procedura Hartimi Regjistrit Parashikimet Vjetore.pdf
PSV 35 Procedura Zbatimi Kontratave.pdf
PSV 36 Procedura Blerjet te Vogla.pdf

1.2.1. Leadership development
===
1.2.1.1 Booklet Best Experiences.pdf
1.2.1.2 Brochure #1 Mayors.pdf
1.2.1.3 Catalogue Decentralization Indicators.pdf
1.2.1.4 Videos
ELBASAN.mp4
FIER.mp4
KAMEZ.mp4
SHKODRA.mp4
SKRAPAR.mp4
URA VAJGURORE.mp4

1.3.1 Local level tax collection and enforcement
===
1.3.1.1 Assessment Tax Management and Enforcement.pdf

1.3.1.2 Manual Fiscal Procedures in LG.pdf
1.3.1.3 Training Curricula on Tax Management.pdf

1.3.2 Local revenue management
==
1.3.2.1 Report on Local Revenues.pdf
1.3.2.2 Presentation National Event.pdf
1.3.2.3 Action Plans Local Revenues
      Belsh. AP on Building Tax.pdf
      Bulqize. AP on Building Tax.pdf
      Bulqize. AP on Cleaning.pdf
      Cerrik. AP on Building Tax.pdf
      Delvine. AP on Building Tax.pdf
      Divjake. AP on Building Tax.pdf
      Divjake. AP on Cleaning.pdf
      Dropull. AP on Building Tax.pdf
      Dropull. AP on Cleaning.pdf
      Finiq. AP on Building Tax.pdf
      Finiq. AP on Cleaning.pdf
      Fushe Arrez. AP on Building Tax.pdf
      Fushe Arrez. AP on Cleaning.pdf
      Has. AP on Building Tax.pdf
      Has. AP on Cleaning.pdf
      Himare. AP on Building Tax.pdf
      Himare. AP on Cleaning.pdf
      Kelcyre. AP on Building Tax.pdf
      Kelcyre. AP on Cleaning.pdf
      Kolonje. AP on Building Tax.pdf
      Kolonje. AP on Cleaning.pdf
      Konispol. AP on Building Tax.pdf
      Konispol. AP on Cleaning.pdf
      Kurbin. AP on Cleaning.pdf
      Libohove. AP on Building Tax.pdf
      Libohove. AP on Cleaning.pdf
      Librazhd. AP on Building Tax.pdf
      Librazhd. AP on Cleaning.pdf
      Maliq. AP on Building Tax.pdf
      Maliq. AP on Cleaning.pdf
      Memaliaj. AP on Building Tax.pdf
      Memaliaj. AP on Cleaning.pdf
      Prrenjas. AP on Building Tax & Cleaning.pdf
      Mirdite. AP on Building Tax.pdf
      Mirdite. AP on Cleaning.pdf
      Peqin. AP on Building Tax.pdf
      Peqin. AP on Cleaning.pdf
      Pustec. AP on Building Tax.pdf
      Pustec. AP on Cleaning.pdf
      Roskovec. AP on Building Tax.pdf
      Roskovec. AP on Cleaning.pdf
      Rrogozhinë. AP on Building Tax.pdf
      Rrogozhinë. AP on Cleaning.pdf
      Selenice. AP on Building Tax.pdf
      Selenice. AP on Cleaning.pdf

Skrapar. AP on Building Tax & Cleaning.PDF
Tepelene. AP on Building Tax.pdf
Tepelene. AP on Cleaning.pdf
Ura Vajgurore. AP on Building Tax & Cleaning.pdf

1.3.4 CB on asset and land management

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1.3.4.1 Asset Management in Local Government.pdf
1.3.4.2 Training curricula on Asset Management at Local Level.pdf
1.3.4.3 Asset Management Final Report.pdf

1.3.5 Compliance with Supreme State Audit

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1.3.5.1 Situation Assessment on Compliance with HSC.pdf
1.3.5.2 Training Curricula on HSC Audit Requirements.pdf
1.3.5.3 Brochure HSC Audit in LG.pdf
1.3.5.4 Informative Guide HSC Audit to municipalities.pdf

1.4.X LG Organograms

==

1.4.1 Legal Analysis LG structures.pdf
1.4.2 Analysis LG Typologies.pdf
1.4.3 Model Structure Small LG.pdf
1.4.4 Model Structure Medium LG.pdf
1.4.5 Model Structure Large LG.pdf

COMPONENT 2 – LOCAL SERVICE DELIVERY

2.1.1 – 3 Service delivery assessment and reorganization

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2.1.1.1 Service Delivery Assessment Report.pdf
2.1.1.2 Municipal Reports
Sherbimet Publike Bashkia Belsh.pdf
Sherbimet Publike Bashkia Berat .pdf
Sherbimet Publike Bashkia Bulqize .pdf
Sherbimet Publike Bashkia Cerrik .pdf
Sherbimet Publike Bashkia Delvine .pdf
Sherbimet Publike Bashkia Devoll.pdf
Sherbimet Publike Bashkia Diber.pdf
Sherbimet Publike Bashkia Divjake .pdf
Sherbimet Publike Bashkia Dropull.pdf
Sherbimet Publike Bashkia Durres.pdf
Sherbimet Publike Bashkia Elbasan.pdf
Sherbimet Publike Bashkia Fier.pdf
Sherbimet Publike Bashkia Finiq .pdf
Sherbimet Publike Bashkia Fushe Arrez .pdf
Sherbimet Publike Bashkia Gjirokaster .pdf
Sherbimet Publike Bashkia Gramsh.pdf
Sherbimet Publike Bashkia Has.pdf
Sherbimet Publike Bashkia Himare.pdf
Sherbimet Publike Bashkia Kamez.pdf
Sherbimet Publike Bashkia Kavaje.pdf
Sherbimet Publike Bashkia Kelcyre.pdf

Sherbimet Publike Bashkia Klos.pdf
Sherbimet Publike Bashkia Kolonje .pdf
Sherbimet Publike Bashkia Konispol.pdf
Sherbimet Publike Bashkia Korce .pdf
Sherbimet Publike Bashkia Kruje.pdf
Sherbimet Publike Bashkia Kucove.pdf
Sherbimet Publike Bashkia Kukes.pdf
Sherbimet Publike Bashkia Kurbin.pdf
Sherbimet Publike Bashkia Lezhe.pdf
Sherbimet Publike Bashkia Libohove.pdf
Sherbimet Publike Bashkia Librazhd.pdf
Sherbimet Publike Bashkia Lushnje.pdf
Sherbimet Publike Bashkia Malesi e Madhe.pdf
Sherbimet Publike Bashkia Maliq.pdf
Sherbimet Publike Bashkia Mallakaster.pdf
Sherbimet Publike Bashkia Mat.pdf
Sherbimet Publike Bashkia Memaliaj.pdf
Sherbimet Publike Bashkia Mirdite.pdf
Sherbimet Publike Bashkia Patos.pdf
Sherbimet Publike Bashkia Peqin .pdf
Sherbimet Publike Bashkia Permet .pdf
Sherbimet Publike Bashkia Pogradec .pdf
Sherbimet Publike Bashkia Polican .pdf
Sherbimet Publike Bashkia Prrenjas .pdf
Sherbimet Publike Bashkia Puke.pdf
Sherbimet Publike Bashkia Pustec .pdf
Sherbimet Publike Bashkia Roskovec .pdf
Sherbimet Publike Bashkia Rrogozhine .pdf
Sherbimet Publike Bashkia Sarande .pdf
Sherbimet Publike Bashkia Selenice.pdf
Sherbimet Publike Bashkia Shijak .pdf
Sherbimet Publike Bashkia Shkoder .pdf
Sherbimet Publike Bashkia Skrapar.pdf
Sherbimet Publike Bashkia Tepelene.pdf
Sherbimet Publike Bashkia Tirane .pdf
Sherbimet Publike Bashkia Tropoje.pdf
Sherbimet Publike Bashkia Ura Vajgurore .pdf
Sherbimet Publike Bashkia Vau Dejes .pdf
Sherbimet Publike Bashkia Vlore .pdf
Sherbimet Publike Bashkia Vore.pdf

2.1.1.3 Service Reorganization
==
2.1.1.3.1 Re-Organization Methodology Public Services.pdf
2.1.1.3.2 Reorganization Forests and Pastures - Diber Municipality.pdf
2.1.1.3.3 Reorganization Irrigation - Divjaka Municipality.pdf
2.1.1.3.4 Reorganization Local Development - Vlora Municipality.pdf

2.2.1 Benchmark system
==
2.2.1.1. Survey on Municipal Data.pdf
2.2.1.2. Roadmap System Development.pdf
2.2.1.3 Local Governance Performance Presentation.pdf

2.3.1 OSS Development
===
2.3.1.1 OSSH End User Manual.pdf
2.3.1.2 OSSH Super User Manual.pdf
2.3.1.3 OSSH IT Administrator Manual.pdf
2.3.1.4 OSSH Administrative Manual for Elbasan.pdf
2.3.1.5 OSSH Administrative Manual for Pogradec.pdf
2.3.1.6 OSSH Administrative Manual for Polican.pdf
2.3.1.7 EU Trip to OSS municipalities - 3 Apr 2019.pdf
2.3.1.8 Donors Trip to OSS municipalities -15 Ap 2019.pdf
2.3.1.9 OSS Inauguration Photos.pdf

2.4.1 Local government archiving
===
2.4.1.1 Training Manual Local Archives.pdf
2.4.1.2 Guide Best Practices Local Archives.pdf
2.4.1.3 Final Report Local Archives.pdf
2.4.1.4 Presentation National Event 2018.ppt
2.4.1.5 Local Archives Infographic.pdf
2.4.1.6 Certifications
Certifications Berat.pdf
Certifications Diber & Kukes.pdf
Certifications Durres.pdf
Certifications Elbasan.pdf
Certifications Fier.pdf
Certifications Gjirokaster.pdf
Certifications Korce.pdf
Certifications Lezhe.pdf
Certifications Shkoder.pdf
Certifications Tirana.pdf
Certifications Vlore.pdf
Local Archiving Certificate.pdf

COMPONENT 3 - LOCAL DEMOCRACY AND PARTICIPATION
3.1.1 Conduct Local Governance Mapping
===
3.1.1.1 LGM Methodology.pdf
3.1.1.2 LGM 2017
===
LGM 2017 Presentation.pptx
LGM National Report 2017.pdf

3.1.1.3 LGM 2020
===
LGM 2020 Presentation.pptx
LGM National Report 2020.pdf

3.2.1 CB for Public Engagement and Consultation
===
3.2.1.1 Assessment Report.pdf
3.2.1.2 Measurement System.pdf
3.2.1.3 Operational Toolkit.pdf

3.2.3 Programs of Transparency
==

      3.2.3.1 Assessment Report.pdf
      3.2.3.2 Awareness Raising Report.pdf
      3.2.3.3 Transparency Programme Alb.pdf
      3.2.3.3 Transparency Programme Eng.pdf
      3.2.3.4 Measurement of Transparency.pdf
      3.2.3.5 List of Participants.pdf
      3.2.3.6 Practical Guide Right to Information.pdf
      3.2.3.7 Order of the Commissioner.pdf
      3.2.3.8 Training Curricula
            Session 1 - Right to Information.pdf
            Session 2 - Transparency Instruments.pdf
            Session 3 - Transparency Program Implementation.pdf
            Session 4 - Measurement System.pdf
            Session 5 - Transparency Programme Cycle.pdf
            Training Handout Material.pdf

3.2.4 Publication of Municipal Acts
==

      3.2.4.1 Inception Report.pdf
      3.2.4.2 List of Complying Municipalities.pdf
      3.2.4.3 Presentation National Event 2018.pptx

3.2.6 Municipal Websites
==

      3.2.6.1 Inception Report.pdf
      3.2.6.2 Manual for Municipal Webpages.pdf
      3.2.6.3 List of Municipal Webpages.pdf

3.2.7-8 LG Ethics and Municipal Integrity Plans
==

      3.2.7.1 Standard Code of Conduct.pdf
      3.2.8.1 Methodology Risk Assessment.pdf
      3.2.8.2 Pilot Integrity Plans
            IP Durres.pdf
            IP Elbasan.pdf
            IP Gjirokaster.pdf
            IP Mallakaster.pdf
            IP Mat.pdf
            IP Patos.pdf
            MC Decision Gjirokaster.pdf
            MC Decision Mallakaster.pdf
            MC Decision Mat.pdf
            MC Decision Patos.pdf

III. PUBLIC AWARENESS AND VISIBILITY
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3.1 STAR2 Communication and Visibility Strategy.pdf

3.2 PR Materials

    3.2.1 Project Factsheets & Leaflets & Brochures

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        3.2.1.1 Project Factsheet #1.pdf
        3.2.1.2 Project Factsheet #2.pdf
        3.2.1.3 Project Factsheet #3.pdf
        3.2.1.4 Project Factsheet #4 Alb.pdf
        3.2.1.4 Project Factsheet #4 Eng.pdf
        3.2.1.5 Factsheet STAR2 OSS.pdf
        3.2.1.6 Factsheet Public Consultation & Participation.pdf
        3.2.1.7 Leaflet STAR2 Local Archives.pdf
        3.2.1.8 Leaflet STAR2 MCDs Publication.pdf
        3.2.1.9 Leaflet STAR2 SOPs.pdf
        3.2.1.10 Leaflet STAR2 Transparency Programme.pdf
        3.2.1.11 STAR2 Brochure.pdf

    3.2.2 Project promotional materials

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        3.2.2.1 Letterhead.pdf
        3.2.2.2 Folder.pdf
        3.2.2.3 Notebook.pdf
        3.2.2.4 Bag.pdf
        3.2.2.5 Pen.pdf
        3.2.2.6 STAR2 Poster #1.pdf
        3.2.2.7 STAR2 Poster #2.pdf
        3.2.2.8 Rollup.pdf

    3.2.3 Promotional Videos
        3.2.3.1 Local Archives

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        Local Archives.mpg

        3.2.3.2 OSS

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        76 shërbime me një ndalesë - Si po funksionon sistemi i në bashkitë e vendit.mp4
        Bradashesh Final english.mp4
        Maliqi Final english.mp4
        Pogradeci Final english.mp4

        3.2.3.3 Municipal decisions

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        Municipal Decisions.mp4

3.3 Launching Events

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    Donors Trip to OSS Municipalities - 15 Apr 2019.pdf
    EU Trip to OSS Municipalities - 3 Apr 2019.pdf
    National Event on SOP and CAP - 4 Apr 2019.pdf
    One Stop Shops Inauguration Photos.pdf