STARII Progress Report

January – June 2018

Consolidation of Territorial and Administrative Reform (STAR 2)

Contents

Acronyms

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

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

Project factsheet

Project Title:	STAR2 – Consolidation of the Territorial and Administrative Reform	
UNDP Project ID:	00097212	
Project Budget: (in US$)	$8,168,668	
Contributions:	Original Currency	US$ Equivalent
European Union	3,500,000 EUR	4,056,693
Sweden	15,000,000 SEK	1,710,209
Italy	1,200,000 EUR	1,367,102
Switzerland	500,000 CHF	493,097
USAID	100,000 USD	100,000
UNDP	100,000 USD	100,000
Government of Albania	30,000,000 ALL	282,619
Total Contributions:[1]		8,109,720
Agreement Signed on	14 – July – 2016	
Official Start/End Dates	15 – July – 2016	31 - December – 2019
	Original	Updated
Duration:	41.5months	41.5 months
Main direct beneficiary	Minister of State for Local Issues (MSLI) / Ministry of Interior (MOI)	
Implementing Agency	United Nations Development Programme in Albania	
Partners	Albanian Municipalities Association for Local Autonomy & Association of Albanian Municipalities Other regional and local development stakeholders Central Government institutions and agencies such as: Relevant line ministries of Finance, Agriculture, Environment, etc., ADISA, Agency for Support of Local Self-Government (ASLG) – former AITR, Department of Public Administration (DoPA) / Albanian School of Public Administration (ASPA), National Agency for Information Society, INSTAT, General Directorate of Archives, Supreme State Audit, Commissioner for the Right to Information and Protection of Personal Data, various Civil Society Organizations, etc.	
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.	

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

Specific objectives (Purposes)	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

Executive Summary

The Report

This report summarizes STAR2 implementation progress for the period January - June 2018 in terms of activities, while it provides financial information until end May 2018.

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

The Progress

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

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

√√ - started in 2017

√ - started in 2018

⚙ - in tendering process

During the six months in review, STAR2 pursued implementation and engaged in a number of new activities that add up to the previous progress and mark a further overall progress of the implementation. Out of the 20 activities above, 6 have already started in 2017. By end June 2018, in total 11 activities are under implementation and an additional 7 are being tendered. In a summarized form, key elements of this latter progress include:

- ✓ **Municipal Standard Operation Procedures** – The first phase of this assistance was awarded to FLAG in late 2017. As part of the assignment, in January 2018, 12 regional consultations on the findings of a preliminary assessment on Standard Operation Procedures usage by municipalities took place. These consultations were preceded by an assessment tool, developed, shared and completed by municipalities and aimed to raise awareness and help develop a generic SOP model compliant to the Code of Administrative Procedures. The conclusion of this assessment will lead to a second phase about developing and adopting SOPs.

- ✓ **Assistance on One Stop Shops** – the service provider finalized the inception phase and the business analysis, an exercise that led to the draft findings on municipal readiness and the approximate requirements for the system's central hardware as well as to the proposing of pilot municipalities to work with for developing and perfecting the solution. These deliverables were to be consulted with AKSHI (NAIS) for compliance with national standards and requirements and endorsement.

- ✓ **Municipal Transparency Plans** – Institute for Democracy and Mediation was awarded for the implementation of the assistance, and the work started with a situational assessment from a representational number of municipalities and development of the Model for Transparency Programme at local level and the Transparency Measurement System

February 2018

- ✓ **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. ROM experts conduct field missions where they interview all the parties involved including beneficiaries. A standard set of monitoring questions is used to structure the analysis and at the end of the mission provide recommendations to improve the future project implementation. Following the field mission, the report was finalized and shared by EU Delegation with all project partners on 11 Apr 2018.

  As per the EU Delegation overall assessment "*The report gives a generally positive assessment of the performance of the programme to date. The changes in responsibility for the programme on the Albanian government side do not appear to have weakened the local commitment to the aims of the programme. The early assessment outputs and the Local Government Mapping, for instance, are providing a good basis for proceeding with the programme activities. The overall programme management is good, despite some delays. Local democracy outputs are not yet developed. The main concern at this stage is the availability of funding for investment in technology to support and the timing of one-stop-shop roll-out and the digitization of the local government archives. Sustainability and visibility are the other main points for follow up.*"

  Along with considerations on the general positive assessment of the performance of the project to date, the project took note of the findings and recommendations provided in the report regarding improvement in several dimensions of relevance, efficiency, effectiveness, sustainability and visibility. The action plan in response to the EU ROM mission findings and recommendations report has been drafted, shared with project partners and is under implementation.

- ✓ **3rd Steering Committee Meeting,** held on 14 February 2018, reviewed the project implementation progress and discussed main challenges and the way forward. The main takes from the SC meeting include: (i) a requirement for a focused and expedited project implementation; (ii) a stronger project PR and visibility: (iii) the need for support and solution regarding municipal OSS hardware; (iv) improved coordination for project related activities, etc. Following the Steering Committee, the project intensified its efforts and advanced project activities on all fronts.

- ✓ **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. The financial auditing was carried out by KPMG between 23 February and 25 March 2018. The KPMG auditing report stated that the expenditures were in accordance with project documents and budget and 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.

March 2018

- ✓ In the framework of the **leadership activity**, the project initiated the organization of rounds of meetings with Mayors, which was implemented in close cooperation with the Ministry of Interior and the Agency for Support to Local Government. The purpose of the meetings was to inform mayors on STAR2 activities, progress and future plans, as well as discuss from their perspective the challenges and issues they encounter in delivering their duties. A summary of findings was presented to the Consultative Council meeting of April 20th.

- ✓ ToRs for the design and deployment of **municipal Standard Web Pages** for 13 Municipalities were drafted since 2017 and shared with the National Agency for Information Society (NAIS) for their review and endorsement. Consultations on technical aspects, including hosting and period of maintenance issues were lengthy and a final go-ahead agreement was reached only around end March 2018; the RFP was issued in early April 2018.

April 2018

- ✓ April marked the conclusion of the development of the **One Stop Shop system**, which opened the way for the piloting of the prototype in selected pilot municipalities, Elbasan, Pogradec, and Polican. By end April the OSSIS model, workflows for 60 services, test results and source code have been delivered to STAR2.

- ✓ An RfP on "**Empowering Mayors through peer to peer exchange**" was published, deadline 10 April. The tender was unsuccessful even after the deadline extension due to insufficient number of applicants.

- ✓ Also, the RfP on **municipal Standard Web Pages**, launched in April, resulted unsuccessful due to an insufficient number of applicants and unsatisfactory proposals.

- ✓ Assistance on **local assets management**, drafted in close collaboration with the Central Harmonization Unit for Financial Management and Control, within MFE, was awarded to SHAPO Consulting, which has already started a situation assessment, to be followed by a capacity building program targeting all 61 municipalities.

- ✓ Assistance on **Compliance with High State Control** recommendations, consulted with and agreed by the High State Control (HSC), was awarded to SEDA. Since, SEDA has engaged in a situation assessment and the organization of six regional informative roundtables, bringing together HSC experts and municipalities officials to discuss related issues.

May 2018

- ✓ In the framework of **Leadership activity**, UNDP and STAR2 facilitated the participation of four female mayors of Shkodra, Roskovec, Ura Vajgurore and Gjirokaster in the International Mayors Forum held in 16-18 May 2018 in Lilongwe, Malawi, though the Mayor of Shkodra had to cancel the trip. The Forum was organized under the auspices of the United Nations Office for Sustainable Development (UNOSD) in Incheon, Republic of Korea, and aimed to build synergies between the Sustainable Development Goals —Goal 11 in particular, the Paris Agreement and the New Urban Agenda, explore the role of local governments in achieving those international agendas and contribute to accelerate the movement of transformation towards sustainable and resilient societies.

- ✓ Assistance on **local level tax collection and enforcement** was consulted with the Ministry of Finance and awarded to the Economic and Social Analytics Consulting (ESA Consulting). The activity started with an assessment of the current situation on local revenues at municipal level. The best performing municipalities will be identified and used as best practices. A capacity building program will follow.

June 2018
- ✓ The implementation of the second phase of the on the job assistance on **Standard Operation Procedures** and implementation of the Code of Administrative Procedures (CAP) was awarded to FLAG.
- ✓ The assistance on **public engagement and consultation** was awarded to Partners Albania and is now under implementation.

- ✓ Given the unsuccessful outcomes of earlier attempts, terms of reference for **municipal Standard Web Pages** and **Empowering Mayors through peer to peer exchange** have been revised. The first will be re-launched very likely in early July and the second already re-launched in June with the aim to see these activities start in early September.

- ✓ STAR2 opted for integrating three activities related to **service delivery assessment**, **service delivery capacity building** and **service re-organization piloting** into one call, which was launched in June and estimated to start implementation by September 2018.

- ✓ Similarly, STAR2 has launched another call combining capacity building on **local government public ethics and integrity** and **piloting municipal integrity plans**. this activity is also expected to start by September 2018.

- ✓ A joint STAR2 project – MoI/ASLG retreat took place in 19-20 June 2018, in Vlora. The aim of the retreat was to take stock of what has been achieved so far, the main challenges that still need to be overcome, the level of coordination amongst the three parties, as well as the mid to long term vision, plans, challenges and ways to cooperate and remain relevant in the future. As a result of the retreat, all parties:
  - Became well-informed about the respective structures, plans, and challenges and agreeing upon or informed on measures to be taken to address them
  - Elements of specific technical or organizational difficulty such as municipal benchmarking, Decentralization Strategy revision were discussed and addressed
  - New ideas that need to be strategically followed to potentially pave the way for a new level of support to local government and local governance were discussed

Project Visibility

Project visibility has increased proportionally during the reporting period as the ongoing assistance and related events intensified. The project has developed and disseminated leaflets on the concrete activities and outreach of project assistance to municipalities, maintained regular updates on the projects Twitter and Facebook account and through the development of different communication stories/articles related to project activities and good practices.

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

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

The most recent meeting with the Media Club took place on 8 May, with the presence of 18 journalists, representing national TV, newspapers and on-line media: Top Channel, TV Klan, Klan +, Vizion Plus, Ora News, News 24, ABC News,

Report TV, Fax News, Gazeta Shqiptare, Panorama, Standard, Balkan Web, ATSH, shqiptarja.com, Mapo.al, vizion.com and bionews. The purpose of the meeting was to keep journalists informed on the status of STAR 2 implementation, the upcoming activities, the benefits of the municipalities from the project, and the central government support to local governance. The meeting was attended by the Deputy Minister of the Interior, Romina Kuko, and the Director of the Agency for the Support of Local Self-Government.

Project Sustainability

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

In addition, collaboration and consultations have been extended to ADISA and ASPA. Consultations with ADISA have focused on ways to synergise and discuss on applied standards in service provision; colocation of central - local service provision plans; and exchange of information with ADISA on upcoming activities. A principal agreement reached was to recognize and harmonize an official list of services delivered by LGUs. Also, since November 2017, all project related RFPs for capacity building take in consideration ASPA training and curricula standards in cases when other specific institution standards are not applicable. The project has met with ASPA and has agreed on establishing a closer collaboration, starting from certification of training curricula and sharing project related training modules and certification of training participants from ASPA.

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

It is to be noted that actually, a few project outputs are part of specific sectoral strategies' action plans, such as for instance the Local Governance and Decentralization 2015-20202, PAR Strategy 2015-2020 and the Anticorruption Strategy 2015-2020 Action Plans.

Next Steps

In spite of progress, it is recognized that the project has many challenges to overcome, some of them related to improving further internal coordination and management of the multitude of activities as well as its interaction with the external environment, to which add several technical problems related to specific project activities that need to be addressed accordingly and timely. It is also recognized that the project complexity is increasing proportionally with the increased number of activities under implementation, some of which requiring a more dedicated focus in reviewing the interim outputs and monitoring the overall execution, such as the case of the One Stop Shops. The project is also progressing in an evolving external environment, which requires constant and effective coordination for maintaining its relevance, complementarity response, ability to adapt to changes and identified needs or results of various in-depth assessments.

From a management perspective

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

From the experience to date, UNDP CO believes the project needs an enhanced agility and quality assurance that short circuits both the preparatory time for implementation design as well as the monitoring and quality reporting tasks.

This would require a review of the project management and implementation strategy. Given its finances, the project can afford additional measures to buttress speed of implementation, increased visibility and communication, etc. from September 2018 until the end 2019 without affecting any planned activity.

From a technical perspective

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

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

The government counterpart took a promising stance in principle, however, the process had to undergo a review and approval of technical specifications by NAIS, which responded only in April 2018. Immediately after UNDP communicated officially to the Ministry of Interior the totality of hardware needs, the technical specifications and the cost estimates, which amount to around $3 million.

It is worth to note that this option is the most preferred, though not an easy one for the state budget. It would have been ideal to foresee this in content and magnitude earlier, however, the assessment was tied to the specifics of the developed OSS software.

To date, there is no firm confirmation from the Government on responding to this option, which would shortly lead to the alternative option of informing and requesting municipalities to ensure the necessary hardware themselves. While this latter is the less preferred option, there is still lead time until the OSS rollout reaches the non-pilot municipalities. Nevertheless, the project needs a firm confirmation soon, to be able to decide which option is worth following.

OSS Central Hardware - Overall, the provision of the Central Hardware, a determinant activity for OSS calendar, is slightly delayed, given to lengthier consultations with AKSHI/NAIS until agreement on central hardware specifications and features. The pressure is now on a swift and smooth procurement, which has already started with the launch of the tender. As per the current forecast, the piloting of OSS deployment might require an additional one or two months considering the central hardware procurement goes accordingly and this might cause an overall shift to the OSS calendar, which needs to be absorbed as much as possible along the implementation.

OSS Municipality of Tirana has continued analyzing its business processes, though it has already built an estimated delay of about two months, which does not, however, affect the overall project implementation schedule. UNDP will seek a meeting with the Tirana Mayor to present these concerns and ask for a closer collaboration with municipal technical teams so as to address current and likely future time delays.

Municipal benchmarking – Following MoI's reiterated request (3rd SC meeting) for an advancement with the benchmarking system / local data platform, STAR2 undertook several consultative meetings with relevant stakeholders and projects engaged in the area. In this vein, ASLG also attempted to identify local data produced/administered by central level institutions, yielding in narrow results. Main challenges at hand relate to the finalization of ToRs, presenting an approach (system and instrument) which municipalities endorse and find suitable to use.

From a financial perspective

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

1 - Introduction

1.1 Context

Among key milestones to be mentioned during the reporting period are: (i) the entry in force of the Law on Local Finances, (ii) the reform of the Agency for Support to Local Government, which now is set to be in charge of monitoring institutionally the implementation of the decentralization strategy, improving coordination and evaluate the performance of local administrations and the effective implementation of the legal framework, among others, and (iii) the revival of the Consultative Council between the Central Government and the local ones.

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

Other aspects having made progress, include:
- the continuation of the implementation of the 2015-2020 national cross-cutting Strategy for Decentralization and Local Governance;
- the 2017 budget preparation in line with the revised Organic Budget Law;
- the increased number of municipalities disclosing public information and appointing a local coordinator responsible for the right to information;

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

Last month, the Ministry of Interior in cooperation with the Department of Development and Good Governance at the Prime Minister's Office, convened the first meeting of the Thematic Group of Decentralization. The purpose of the meeting was to discuss issues related to the implementation and monitoring of policies for good governance and public administration, regarding the crosscutting Strategy for Decentralization and Local Governance (CSDLG). Key points discussed include:

- the undertaking of a Midterm Review and improved monitoring of the cross-cutting Strategy for Decentralization and Local Governance,
- increased cooperation between the three levels of government within the Strategy framework,
- the need for the definition, unification, collection and processing of data in the framework of the Strategy performance assessment,
- linking the Strategy with Sustainable Development Goals (SDGs) and undertaking further steps within the thematic group (definition of the work plan and responsibilities of each actor).

1.2 Some project metrics

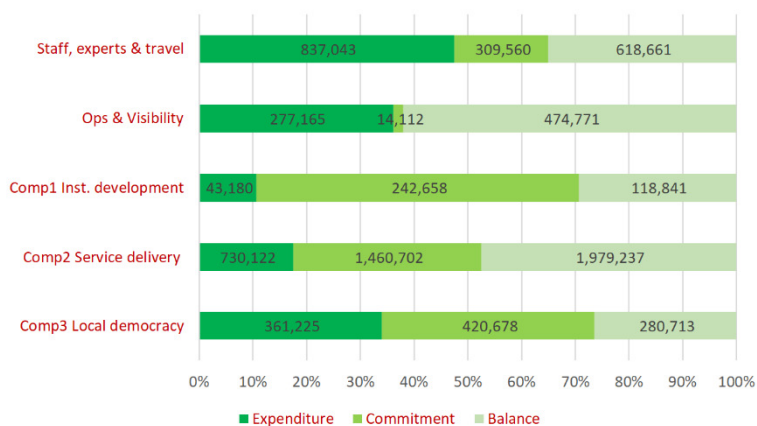| PROJECT ACTIVITIES	ACTUAL / ESTIMATED START DATE	STATUS IN FEB 2018	CURRENT STATUS
1.1.3 Capacity building on Code of Administrative Procedures	Dec-17	Ongoing	Started in June (second phase), first phase completed earlier
1.1.4 Capacity building on municipal Standard Operating Procedures	Dec-17	Ongoing	Started in June (second phase), first phase completed earlier
1.2.1 Capacity building on leadership	Apr-18	postponed to better coordinate with new c/part Mol	Some activities started, a new tender launched in June
1.3.1 Strengthen local tax collection and enforcement	Apr-18	still being consulted with other actors	Started in May 2018 and ongoing
1.3.2 Local revenue management action plans	Oct-18	dependent on 1.3.1	Under development, tender to be launched in July
1.3.4 Capacity building on LG asset management	Apr-18	being developed	Started in April and ongoing
1.3.5 Capacity building for compliance with State Audit requirements	Apr-18	being developed	Started in April and ongoing
2.1.1 Capacity building on service provision	Sep-18	being developed	Tender launched in June
2.1.2 Addressing challenges of new delegated functions	Sep-18	being developed	Tender launched in June
2.1.3 Piloting service reorganization	Sep-18	requires further consultation with other actors	Tender launched in June
2.2.1 Development of a national benchmarking system	Oct-18	draft approach w options, still not conclusive	Under development, tender to be launched in July
2.3.1 A one-stop-shop model is defined and scaled up	Nov-17	Ongoing since Nov 2017	Ongoing since Nov 2017
2.4.1 Capacity building on LG archives	Sep-17	Ongoing since Sep 2017	Ongoing since Sep 2017
3.1.1 Local Governance Mapping	Oct-16	Scheduled for next year	Scheduled for next year
3.2.1 Capacity building for public engagement and consultations	Jun-18	being developed	Started in June and ongoing
3.2.3 Strengthen local officials' accountability through transparency	Jan-18	Ongoing since Jan 2018	Ongoing since Jan 2018
3.2.4 Support publication of municipal decision	Dec-17	Ongoing since Dec 2017	Ongoing since Dec 2017
3.2.6 Develop standard websites for new municipalities	Sep-18	still pending AKSHI feedback/clearance	Under development, tender to be re-launched in July
3.2.7 Increase local government public ethics and integrity	Sep-18	to be developed	Tender launched in June
3.2.8 Pilot municipal integrity plans	Sep-18	to be developed	Tender launched in June

Financial Snapshot FEB 2018

	Expenditure	Commitment	Balance
Staff, experts & travel	642,147	250,416	872,700
Ops & Visibility	240,303	154,280	371,465
Comp1 Inst. development	21,822		377,366
Comp2 Service delivery	680,272	1,493,057	1,996,732
Comp3 Local democracy	358,784	64,009	639,823

■ Expenditure ■ Commitment ■ Balance
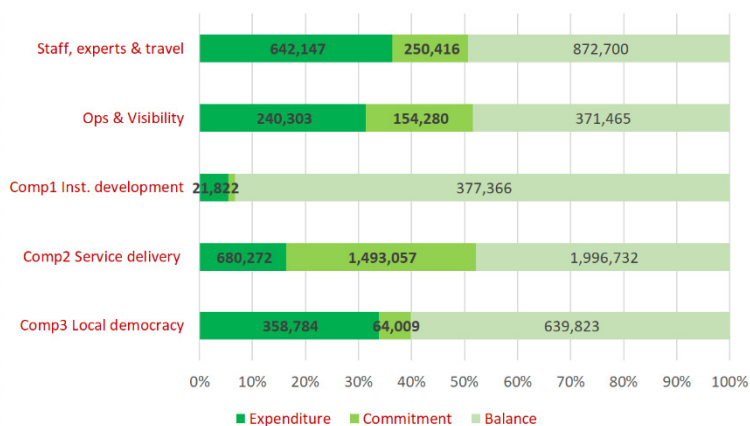
Financial Snapshot JUN 2018

	Expenditure	Commitment	Balance
Staff, experts & travel	837,043	309,560	618,661
Ops & Visibility	277,165	14,112	474,771
Comp1 Inst. development	43,180	242,658	118,841
Comp2 Service delivery	730,122	1,460,702	1,979,237
Comp3 Local democracy	361,225	420,678	280,713

■ Expenditure ■ Commitment ■ Balance

Implementation by Component FEB 2018

	Started	In development	Not started
Comp1 Inst. development			
Comp2 Service delivery			
Comp3 Local democracy			

■ Started ■ In development ■ Not started
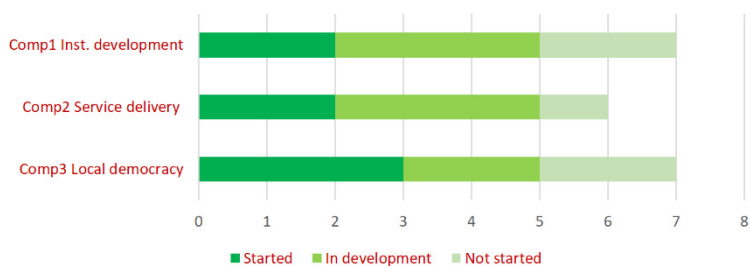
Implementation by Component JUN 2018

	Started	Tender process	Not started
Comp1 Inst. development			
Comp2 Service delivery			
Comp3 Local democracy			

■ Started ■ Tender process ■ Not started
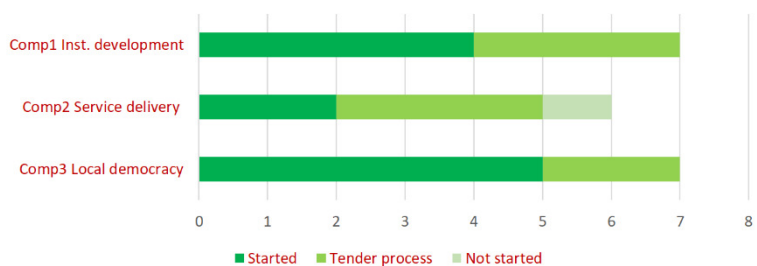
2 - Implementation Progress

2.1 Progress by component, output and activity

COMPONENT 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs

➢ Build Capacities for Administrative Management
  – Capacity building on Code of Administrative Procedures (CAP) implementation
  – Capacity building on adopting LG Standard Operating Procedures (SOPs)
➢ Improve leadership behavior of municipal leaders
  – Develop and deliver training on leadership development
➢ Assist municipalities in improving local revenues and assets management
  – Support improvement of local level tax collection and enforcement
  – Develop local revenue management action plans for small and medium municipalities
  – Capacity building on asset and land management to relevant local government departments
  – Compliance with requirements of Supreme State Audit (SSA)

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

Status	Phase 1 -Situation Assessment – Completed Phase 2 - Assistance to municipalities – under implementation	
Service provider	Phase 1- Situation Assessment - FLAG - Foundation for Local Autonomy and Governance Phase 2 - Assistance to municipalities – FLAG - Foundation for Local Autonomy and Governance	
Start-end dates of assignment	Dec 2017 – Dec 2018 (both phases)	
Products developed to date	1. Assessment of situation of Standard Operating Procedures in Municipal Governments in Albania government 2. SOP guidance for Standard Operating Procedures drafted	
Estimated rate of implementation	30%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case 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	Project assistance on CAP and SOP implementation is organized in two phases: *Phase 1: (December 2017 – February 2018)*	The situational assessment was finalized in February 2018.

towards citizens and the protection of citizen's legal rights applying the principle of due process of law. The CAP represents the framework 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.

In consideration of the existing experiences, the project aims to assess the relevance, quality, compliance and use of such documents and advise on their optimization and utility, indicatively including the following:
- Assess the existing internal regulations in each municipality
- Consult with municipal managerial levels on the SOPs and their usefulness, including discussions about fine tuning them in the context, development of indicators / progress / compliance metrics and the monitoring framework and the necessary steps to adopt them.
- Decide whether to go for a full exercise or a partial one for each municipality
- Develop a training plan
- Deliver training
- Facilitate SOP adoption process

Estimated targets
Municipal coverage: 61 municipalities.
Target groups: Municipal senior level officials (up to 120 people) and other municipal officials (up to 300 people)

Main Deliverables
- Reviewed and updated SOPs.
- Training packages developed
- 21 consultative workshops & trainings covering 61 municipalities
- Reporting

Original Timeline
October 2017 – October 2018

Assessment of the situation of SOPs in all 61 municipalities based on four main objectives:

- 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.

As part of the assignment, a generic SOP model compliant to CAP was developed.

Methodology used for the assessment included:
- Qualitative and Quantitative Data collection
- 12 validation workshops with the participation of deputy mayors, legal and HRM directors of each municipality.
- A total number of 158 participants, among which 64 or 41% female, were involved in the SOP discussion during the workshops.

Phase 2: June – December 2018
- Build capacities of local staff and municipal councilors on SOP development, adaption and implementation;
- Support adoption of Standard Operation procedures;

The inventory of existing SOPs among the municipalities revealed a limited understanding on the role of SOPs in municipal operations.

The Municipality of Tirana is an exception to the rule, having developed up to 450 SOPs.

However, the lack of a common framework makes it difficult for this process to be carried out by most municipalities.

Lack of secondary legislation that would support municipalities in implementing its requirements.

Main findings include:
- Municipalities lack capacities to develop and implement SOPs, therefore, capacity building activities with municipalities are of outmost importance.
- There is a need to unify SOPs across municipalities;

Based on the results and recommendations of the situational assessment, a call for assistance on CAP and SOP was launched in April. The evaluation awarded FLAG for the implementation of the second phase.

Next steps:
Implementation of the technical assistance during June – December 2018

Expected deliverables:
- Training curricula on CAP and SOP drafted
- 15 trainings on CAP and SOP delivered for 300 pp.
- 9 workshops on 3 thematic SOPs organized for 61 municipalities
- 180 SOPs developed for 3 clusters composed by 3 municipalities
- 3 final SoPs dissemination workshops organized for 61 municipalities

	Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders 1.2.1. Develop and deliver training on leadership development	
Status	Phase 1 - Mayors' meetings on STAR2 assistance and municipal needs and perspectives – Completed in April 2018 Phase 2 -Empowering Mayors through peer to peer exchange- Under procurement process.	
Service provider	Phase 1 – In house, STAR 2 Phase 2 – to be selected from a tender process	
Start-end dates of assignment	March 2018 – December 2019	
Products developed to date	1. Booklet on STAR 2 assistance to municipalities 2. 6 roundtables organized across Albania 3. Main findings from the roundtables delivered to MoI and ASLG and presented in the Consultative Council of 20 April 2018.	
Estimated rate of implementation	20%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case Leadership is a skill and an instrument enabling executives to lead and manage complex change, develop ethical and professional responses to address a wide variety of situations, improve effectiveness and efficiency and achieve better outcomes. In consideration of the specifics of the target group (mayors), the project proposed approach relates to engagement in change management processes, combined with peer to peer exchange through share of best practices among Albanian mayors, complemented with high quality theoretical and practical European models and examples. The following indicative activities are envisaged: • *Mayors' commitment meetings* - Semi-formal meetings will take place with 61 mayors, in 6 groups. Mayors will be introduced to a simplified STAR2 assistance plan and provided with details on how their municipalities will benefit from the project. Timeline Sep 2017. • *Identification of best municipal practices* - With the support of ASLG, STAR2 Regional Coordinators and	This activity is delayed due to changes in the government national counterpart MSLI/MoI. The engagement of the MoI in this activity, is key to success.	In January, the Deputy Minister of Interior in charge of local government gave the green light for this activity to start, also committing her personal engagement. Meeting with Mayors marked the initiation of the Leadership Programme under STAR2, implemented in close cooperation with MoI and ASLG. The activity was initiated in March 2018, with the first – semiformal introductory meetings with the mayors. Six semi-formal meetings were organized in March (15, 21, 23, 26, 28) and April (3) respectively in Durrës, Elbasan, Fier, Kukës, Vlorë and Shkodër with the participation of Mayors (30), Deputy Mayors (19) and high level municipal managers (7) of 54 municipalities. The purpose of the meetings was to inform mayors and other participants on STAR2 activities, reconfirm their engagement as well as recognize their current and ongoing needs. The meetings were attended either by the Deputy Minister of Interior Ms. Romina Kuko and/or the ASLG Director, Mr. Bekim Murati, throughout.

Mayors, the project will engage in Identifying LG best practices, including service delivery, new delegated functions management, administrative services, tax collection, infrastructure building, business and employment encouragement, social services and minorities protection, participatory decision making and transparency mechanisms, etc. Timeline *Sep – Nov 2017.*

- *National exchange activities - peer to peer exchange among Albanian municipalities* - The purpose of this activity is to establish a peer to peer exchange "stage", whereby identified best practices will be shared and communicated to other Mayors but also to the wider group of stakeholders. Envisioned activities will include three meetings in different locations in Albania involving each 20 visiting mayors. Timeline Jan – Jun 2018.
- *International exchange activities* - The project will cooperate with CoE, NALAS, UCLG, etc. to identify up to 3 eminent mayors who could share their experience and interact with Albanian mayors. Three meetings will be organized in Tirana or elsewhere in the country with the participation of all Albanian mayors. Timeline Mar – Jun 2018.

The project will also aim to expose Albanian Mayors to LG European best practices especially on public and administrative service delivery, or tax collection and assets management as well as on democracy issues related such as public participation and engagement. Selection criteria will be developed to ensure a fair process of selecting Mayors. This activity will include two study tours to the neighboring countries for about 30-40 mayors to see positive experiences on selected themes. Timeline Mar – Apr 2018.

Estimated targets
Beneficiaries: 61 municipalities.
Target groups: mayors & vice-mayors, 150 people

Main Deliverables
- STAR 2 assistance package

The meetings were well received by participants and their needs and expectations from STAR2 were reconfirmed. All participants expressed openly their challenges in the process of exercising their functions, mainly related to the decentralized functions and cooperation with central institutions.

Findings from the "Meeting Mayors" activity were submitted to MoI and ASLG and further presented from STAR 2 in the Consultative Council meeting held in 20 April.

An RfP on "Empowering Mayors through peer to peer exchange" was published, deadline 10 April. The tender was unsuccessful even after the deadline extension due to insufficient number of applicants.

Next step: ToR are being revised expanding the scope to the national promotion of the identified main achievements from municipalities.

In addition, UNDP and STAR2 facilitated the participation of four female mayors of Shkodra, Roskovec, Ura Vajgurore and Gjirokaster in the International Mayors Forum held in 16-18 May 2018 in Lilongwe, Malawi, though the Mayor of Shkodra had to cancel the trip,.

The Forum was organized under the auspices of the United Nations Office for Sustainable Development (UNOSD) in Incheon, Republic of Korea, and aimed to build synergies between the Sustainable Development Goals —Goal 11 in particular, the Paris Agreement and the New Urban Agenda, explore the role of local governments in achieving those international agendas and contribute to accelerate the movement of transformation towards sustainable and resilient societies.

As reported by the participating mayors, attendance in this forum was of high benefit in terms of networking, information, knowledge and concrete experience gained as well as the opportunity to contribute in the broader

• Booklet of Albanian best practices of LG • Peer to peer exchange program among Albanian municipalities • LG exchange program with reputed European mayors • Municipal Management Tools **Original Timeline** Timeline: October 2017 – December 2017		level discussion on local government issues related to SDG and seen from different perspectives. Among many findings and impressions is worth to distinguish: • Presentations and discussion on issues of common interest in LG from knowledgeable experts, all issues seen from different angles from the physical, geographical, cultural, and every Mayor point of view; • Discussions on infrastructure development with the purpose of providing and guaranteeing community services followed by a field visit to the Lilongwe Municipality neighborhoods applied "Social Housing" to community integration from home; • Integration of the SDGs in any project and any topic that was dealt with, including gender issues in SDG perspective and support, integration of communities and minorities; • Inspiring cases from a women councillor from the capital of Morocco who worked in a non-favourable climate for women and the women mayor of Marshall Islands who despite difficulties tried to reach "An Island, a Product".

Mayors' commitment meetings, Kukes and Diber counties, 26 March

Mayors' commitment meetings, Fier and Berat counties, 23 March

Mayors' commitment meetings, Vlore and Gjirokaster counties, 28 March

Consultative Council meeting – April 20, 2018

	Output 1.3 Local public financial and fiscal management capacities enhanced 1.3.1 Support improvement of local level tax collection and enforcement	
Status	Under implementation	
Service provider	Economic and Social Analytics Consulting (ESA)	
Start-end dates of assignment	May 2018 – April 2019	
Products developed to date	n/a	
Estimated rate of implementation	0%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case The objective of this capacity building activity is to equip local officials with the necessary and best knowledge and practical tools to improve the efficiency in local tax collection and management. The exercise will require selection of best performing municipalities based on data and results on local tax collection rates and innovative approaches on local taxes & tariffs setting and revenue management. The activity will address the following indicative topics: • Desk review on practices in local tax collection provisions and technical and practical guidance on how to improve the efficiency of assistance in local tax collection • Review of fiscal performance of Albanian municipalities for 2016 and identification of best practices worth for replication. • Develop toolkit on local taxation, practices, options, literature resources, ways to address local tax payment underperformance, identification of revenue sources and alternatives ways to collect local taxes properly, fiscal transparency considerations, etc. • Increase understanding on the legal framework for local tax collection and local tax penalties and enforcement as well as loopholes in the system • Clarify relations and potential cooperation between institutions which are directly involved in the process of tax collection at local level	Coordination meetings with partners working in the areas of PFM, local taxes and revenues management (PLGP/USAID, SECO, DLDP, and Ministry of Finance and Economy - MFE) have taken place, aiming to ensure that STAR 2 builds upon other partners' knowledge and complements current interventions. During the reporting period, STAR2 was engaged in such consultations with dldp and MFE.	The procurement process of RfP on the improvement of Local Level Tax Collection and Enforcement was concluded and the contract was signed in May 2018 with the Economic and Social Analytics Consulting (ESA Consulting). **Next steps:** The activity started with an assessment of the current situation on local revenues at municipal level. The best performing municipalities will be identified and used as best practices. A capacity building program will follow and a manual on tax management will be the final product of this assignment. This activity will be implemented in close collaboration with the Ministry of Finance and Economy MFE, which reviewed and endorsed the ToRs and it will certify the training curricula and the Manual on Tax Management that will be produced

- Identify potential factors for improvement and a strategic approach from problem identification to facilitation of solutions
- Develop training curricula to complement the above toolkit and research/studies
- Deliver training to relevant municipal top executives and finance officers
- Monitor annual changes in tax collection rates for the target municipalities

Estimated targets
Beneficiaries: 61 municipalities.
Target groups: LGU finance officers as well as tax department (i.e. dealing with accounting for revenues). (up to 180 people)

Main deliverables
- Toolkit on local taxation practices, innovation, problem solving
- Report on situation of tax collection systems and best practices in top 6 performing municipalities
- Training curricula
- 9 trainings delivered to all municipalities
- Reports
- Follow-up on adoption of new practices in individual municipalities

Original Timeline: September 2017 – February 2019

	Output 1.3 Local public financial and fiscal management capacities enhanced	
	1.3.2 Develop local revenue management action plans for 30 small and medium municipalities	
Status	In design/development process	
Service provider	n/a	
Start-end dates of assignment	n/a	
Products developed to date	n/a	
Estimated rate of implementation	0%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case This activity will build upon the previous one 1.3.1 as well as the experience of PLGP in this area. The activity will target up to 30 small and medium municipalities not covered by PLGP so as to spread the PLGP experience further. The activity will unfold along the following main lines: • Based on the toolkit developed in 1.3.1, prepare dedicated action plans (with roles and responsibilities of each department and timelines) for management of revenues. It should be a simple document, tailor made for the municipality. • Provide know how on administrative decisions enforcements and the process of application for fines and penalties, including full reference to Law no 68/2017 on Local Finances; • Introduce risk management systems and compliance improvement plans. • Pilot processes will be the identification of private tax collections agents as facilitators of tax collection at local level. This would mean working with water supply companies (typical tax agent), or any other relevant, and municipality on streamlining revenue management procedures and accountability as well	This activity will start implementation after activity 1.3.1 as products delivered during the former will serve as bases for implementation of the local revenue management action plans. STAR2 has identified 29 possible partner municipalities that will engage in this activity. These are small and medium municipalities not receiving any direct assistance in PFM issues[2] from other partners.	**Currently** this activity is under development. **Next steps**: Finalize ToRs and launch tender in July 2018.

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

as helping municipalities negotiate outsource services. This might not be feasible in all municipalities; it is suggested to pick the highest performing municipalities in the sample of 30.

- Link revenue management to the midterm budgeting and strategic planning.
- Inform target groups on principles of local finance as indicated by law, taxes, fees charges, assets revenues and borrowing.
- Provide follow up assistance for each municipality.

Estimated targets

Municipal coverage: 30 municipalities.

Target groups: Senior officials from finance and tax offices (90 people)

Main deliverables

- Action plans for tax management for 30 municipalities
- Workshop materials on tax procedures/tax management
- 6 trainings delivered to about 90 officials
- Reporting

Original Timeline

Timeline: March 2018 – February 2019

	Output 1.3 Local public financial and fiscal management capacities enhanced 1.3.4 Capacity building on asset and land management to relevant local government departments	
Status	Under Implementation	
Service provider	SHAPO Consulting	
Start-end dates of assignment	April 2018 – November 2018	
Products developed to date	n/a	
Estimated rate of implementation	0%	
Context	**Cumulative Progress, up to 31 January 2018**	**Progress attributed to reporting period (Jan – Jun 2018)**
Business Case The training curricula will be adapted based on territorial and administrative reform and law no 139/2015 for improvement of revenue management and based on the guidelines of PLGP and OSCE on property transfer. The training curricula will indicatively cover the following topics: • General concepts on asset management • Asset management • Inventory of assets • Critical assets • Full life cycle costs • Funding • Guide on Planning, Administration and Asset Management **Estimated targets** Beneficiaries: 61 municipalities. Target groups: 120 senior managers and 180 dept. directors in charge (including legal department). **Main deliverables** • Training curricula • Training delivery and reporting **Original Timeline:** Timeline: Sep 2017 – Nov2018	The project started work on drafting ToR`s for capacity building on asset and land management to relevant local government departments and will initiate procurement process. *Informative Session on Asset Management, Kukes, 5 June* *Informative Session on Asset Management, Pogradec, 12June*	Request for proposal on Asset and Land Management was published on March 7, 2018. ToRs were drafted in close collaboration with the Central Harmonization Unit for Financial Management and Control, within MFE. The Unit is willing to certify the training curricula and training materials to ensure sustainability of the Capacity Building Program. The assistance under this activity includes a situation assessment and a capacity building program targeting all 61 municipalities. The capacity building program includes six, ½ day informative workshops delivered to top executive officers on the importance of the process and a two-day technical training program to municipal officers working on assets management. **Currently,** SHAPO Consulting is conducting the situation assessment.

	Output 1.3 Local public financial and fiscal management capacities enhanced
	1.3.5 Compliance with requirements of High State Control (HSC)
Status	Under Implementation
Service provider	Sustainable Economic Development Agency (SEDA)
Start-end dates of assignment	April 2018 – November 2018
Products developed to date	n/a
Estimated rate of implementation	0%

Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case Supreme State Audit (SSA) has an increasing role in good governance and fight against corruption[3]. 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. On the other hand, historically, the reports of Supreme State Audits have shown a problematic situation at local level. Another requirement derived from the new law on local self-governance finances concerns external audit. State Supreme Audit Institution will be engaged in external audit of the yearly financial statements of medium and/or big LSGUs, while small municipalities should involve an external audit at their own expenses. This matches also with a demand of municipalities to strengthen their capacities and to improve their performance and to respond to the standards and requirements of SSA. The project will assist municipalities to increase their capacities to be compliant with to the requirements of auditing and to implement the recommendations of the	ToR`s on Compliance with requirements of High State Control (HSC) are drafted, subject to review and clearance from HSC, considering that this activity will be implemented in close cooperation with the HSC institution, which will share human resources and existing resource materials.	Request for Proposals on Compliance with the Requirements of the High State Control were published on March 2018. ToRs were consulted with the High State Control (HSC) as this activity will be implemented in close collaboration with the HSC. All documents to be designed during this activity (training curricula and Guideline on Audit of Local Self-Government Units), will be certified by the experts of HSC as to ensure total compliance with the ISSAI[4] standards. The assistance under this activity includes a situation assessment and a capacity building program. The capacity building program includes six informative roundtables bringing together HSC experts and municipalities officials to discuss on issues of common concerns. After that, a series of two-day training program will be delivered to municipalities officials with participation of HSC experts. The assignment also includes the design of a Guideline on HSC Audits on municipalities.

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[3] 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.*

[4] International standards on Supreme State Audit Institutions

auditing reports as well as to better manage the local assets. A comprehensive support is aimed to be provided to municipalities through the following indicative list of actions: • Desk review of the SSA reports of local government auditing to identify and group the most frequent violations and the most frequent recommendations. • Verification of the status of the implementation of most common recommendation in different municipalities; • Prepare a tool/ guideline for the auditing from SSA including the classic and innovative approaches of auditing as auditing of performance and auditing of integrity • Deliver training to key municipal officials of 61 municipalities: Head of Finance Department, Head of Law Department and Internal Control Unit. **Estimated targets** Beneficiaries: 61 municipalities. Target groups: 180 (Head of Finance Department, Head of Law, Department and Internal Control Unit). **Main deliverables:** • Tool on Supreme State Auditing Training delivery and Reporting **Original Timeline** September 2017 – November 2018		**Currently,** SEDA is conducting the situation assessment.

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

➢ **Implement activities to increase the capacities of Municipal Service Providers to**:
  – Improve the way services are planned, organized, managed and delivered
  – Address challenges and capacity building for a full takeover of new delegated functions
  – Assist in re-organization of selected services in terms of efficiency and standards (to be further developed and articulated)
➢ **Establish a national benchmarking system** on local administrative and public services as a tool to enable comparison and informed decision making
➢ **Develop a one-stop – shop and scale it up nationwide**
➢ **Develop a unique system of local government archiving and adopt it nationwide**

Output 2.1 Delivery of services and their management (including new competencies) improved 2.1.1 Improve the way services are planned, organized, managed and delivered 2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions 2.1.3 Assist in re-organization of selected services in terms of efficiency and standards		
Status	Tender process	
Service provider	n/a	
Start-end dates of assignment	Sep 2018 – Oct 2019	
Products developed to date	n/a	
Estimated rate of implementation	0%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case A general capacity building support will be provided to technical municipal staff to improve the way services are planned, organized, managed and delivered, in a way that considers the required technical quality as well as relevant socio-economic considerations. The assistance aims to make known the principles of public services and the service delivery standards. The training will indicatively cover the following topics: • Central government service delivery reform and the legislation in force • Principles of citizen-centric service delivery • Principles of quality of service delivery • Technical standards – as it refers to technical requirements for products or services. • Innovations in service delivery: resources, experiences, options • Effective budgeting for service delivery	STAR2 is currently designing the approach of the capacity building for technical municipal staff, addressing specific needs of the target group. Local expertise with extended experience in local government services management is on board and contributing in this process. Next steps: By early March 2018 the project will initiate procurement process on "Capacity building to Improve the way services are planned, organized, managed and delivered."	After weighing different options, STAR2 decided to integrate all three activities (2.1.1; 2.1.2 and 2.1.3) under one call. While the overall scope remains unchanged, the chronological timeline is slightly changed, and the chosen approach now is a three-phased implementation: **Phase 1 (5 months):** Conduct a comprehensive assessment on main challenges and problem patterns municipalities are facing with service delivery and identify the best practices on delivery of public services. The assessment will cover all services which fall under the law on self-government (including the delegated functions). The aggregate findings of phase 1 will guide the content of the capacity building topics in phase 2.

• The importance of monitoring and performance management in terms of output and citizens' satisfaction, etc. **Estimated targets** Municipal coverage: 61 municipalities. Target groups: Municipal technical staff (up to 300 people) **Main Deliverables** • Brochure on service delivery principles, standards, reform objectives • Training curricula on service delivery • Training delivery and reporting **Original Timeline** Timeline: June 2017 – September 2018		**Phase 2 (3 months):** Build capacities of local staff on public service delivery principles, standards, designing, implementing and monitoring (including the delegated functions). **Phase 3 (8 months):** Design and implement service reorganization customized approaches and interventions based on local and international best practices. The end goal is to improve service delivery and propose economies of scale services, innovations, development frameworks and institutional interventions. Findings of phase 1 will help to define criteria for selection of services to be reorganized. **Currently:** The call is launched in June 2018. **Next steps:** The implementation is expected to start at max in early Sep 2018.

Output 2.1 Delivery of services and their management (including new competencies) improved 2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions		
Status	Tender process	
Service provider	n/a	
Start-end dates of assignment	Sep 2018 – Oct 2019	
Products developed to date	n/a	
Estimated rate of implementation	0%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case Six new functions have been transferred to the local government in 2016 in accordance with the Law on Local Governance, including staffing of preschool and secondary education, forest and pasture management, rural roads management, secondary irrigation and drainage infrastructure management, social services management and fire protection and rescue. The project aims to complement efforts through working with the municipalities to: • Identify specific challenges and issues each municipality faces about the new functions • Identify best experiences and promote a peer to peer support for know-how /experience exchange • Generalize actions to advise municipalities on how to tackle and manage these new functions • Develop, through consultations, options to deal with each of the new delegated functions in consideration of the legislation and existing best practices • Develop modular training curricula in consultation with relevant central institutions for strengthening the professionalism and management of the new functions by the local governments' personnel in charge • Deliver trainings to around 300 municipal staff in charge of these functions by also engaging central government experts as well as staff from good performing municipalities.	During July – August 2017, STAR2 held consultations with several municipalities, line ministries and local experts to analyze the current situation of service provision at local level and the legal framework supporting it. Based on the analysis, October 2017, the chosen approach was a two-phased implementation: Phase 1: • Comprehensive assessment on main challenges and problem patterns municipalities are facing with service delivery and especially with the new delegated functions. • Development of actions to respond to the identified challenges and address municipal and approach with regard to service delivery, especially for the new functions; • Design approaches and interventions aimed at improved service delivery results, by proposing innovations, identifying local, municipal and other best practices, ways to promote peer to peer exchange amongst municipalities etc. Phase 2: Building capacity of local staff on for the takeover of new delegates functions and targets the technical staff in charge for the new functions.	Refer to activity 2.1.1 above

Estimated targets **Municipal coverage:** 61 municipalities. **Target groups:** Municipal technical staff (up to 300 people) **Main Deliverables** • Assessment on the current situation of transfer of new functions for each municipality • Document on function specific actions • Training curricula for the management of the new services • Training delivery and reporting **Original Timeline** Timeline: October 2017 – September 20182018	With contribution of local expert on local services delivery, started in December 2017, STAR 2 is currently working on finalization of the draft ToR`s corresponding Phase 1, on:  • Draft ToR`s on assessing challenges related to the adoption of the new delegated functions, and Next steps: In March 2018 –STAR2 will initiate the procurement process for assessment of challenges related to the adoption of the new delegated functions. In May 2018- STAR 2 will initiate procurement on Capacity building for the new takeover of new functions, corresponding to Phase 2 of this activity.	

Output 2.1 Delivery of services and their management (including new competencies) improved		
2.1.3 Assist in re-organization of selected services in terms of efficiency and standards		
Status	Sep 2018 – Oct 2019	
Service provider	n/a	
Start-end dates of assignment	0%	
Products developed to date	Sep 2018 – Oct 2019	
Estimated rate of implementation	n/a	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)

Business Case
The project proposes to develop methodologies for reorganizing selected services.
Two options will be considered, working with a municipality or a cluster of municipalities, depending on the service and efficiency gains. Some services might be more municipal specific such as fire protection and rescue, cleaning, public transport, preschool education, etc., while some other services might be more appropriate to address across municipalities such as rural development (which might encompass also irrigation and drainage management and rural roads management).
 	
The reorganization aims at the same time to restructure the service, that is redefine the service purpose and its standards, i.e. the quality of service, targets for key aspects of service, accessibility, complaints and redress mechanisms, monitorability, etc.
 	
The activity will unfold along the following lines:
• Selection of services and pilot municipalities/municipal clusters
• Technical assistance to identify reorganization/optimization options and structure the selected service, including:
   o Assessment of current situation (quality, availability, coverage, cost, resources, data, etc.)
   o Review service definition in terms of focus, target, indicators
	An initial analysis on the legal framework of public services was conducted by the international expert including consultations with LGU`s, central institutions and experts. Based on the findings, STAR2 identified a set of services, which can be further considered for pilot re-organization, namely: Irrigation and Drainage, Rural Roads, Social Services.
	
	However, as described above, activity 2.1.2, STAR2 has chosen a deeper and a more detailed assessment to take place aiming to get a more clear and accurate mapping of challenges.
	
	This will help to identify additional criteria for selection of services to be reorganized. The findings of the assessment will be the bases for the final decision-making for the selection of services in focus.
	
	Next steps: In July 2018 – STAR2 will initiate the procurement process for Assistance in re-organization of selected services in terms of efficiency and standards
		Refer to activity 2.1.1 above

- o Determine service standards, access criteria, service delivery points
- o Consider potential options for reorganizing the service in the territory, based on efficiency, scale, best practices, innovation, etc.
- o Undertake a cost-benefit analysis of considered options, inclusive of ways of delivering the service (direct provision or partnerships), the required basic infrastructure, staffing levels, user fees, budgetary provisions and revenue projections
- o Identify options for performance monitoring
- Public consultations for introducing viable options and fine-tuning targets, baselines and indicators of performance as well as performance monitoring mechanisms
- Agreement on reorganization and technical support throughout transition
- Dissemination of experiences to other municipalities

Estimated targets
Municipal coverage: 3 municipalities/ municipal clusters
Target groups: Local staff working on each of the 3 selected services in each of the 3 municipalities/municipal clusters

Main Deliverables
- Up to 3 local public services reorganized and structured

Original Timeline
Timeline: November 2017 – January 2019

Output 2.2	A national benchmarking system for key selected administrative/public services established
	2.2.1 Establish a national benchmark system on local government administrative and public services

Status	In design/development process
Service provider	n/a
Start-end dates of assignment	Sep 2018 – Oct 2019
Products developed to date	- Initial analyses on the establishment of the LG Benchmarking System - Draft report on successful international / European benchmarking systems - Draft work plan with a proposed methodology on designing and deploying a benchmarking system at municipal level in Albania
Estimated rate of implementation	00%

Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case The project proposes to develop and establish a national benchmarking system by using a set of indicators for key local services for which data are easily made available. The aim of establishing such a system is to use it as an incentive for municipalities to outperform each other; besides inter-municipality comparisons, benchmarking will also enable the national government to compare results across municipalities and potentially make informed decisions about where and what to provide assistance for. The work will entail several steps, including development and decision on the set of indicators as well as the establishment of the physical system/software for containing and handle data: • Assessment of existing data collection practices and possible indicator sets at local level or regarding the local level • In consideration of successful international practices and experiences delving into municipal performance measurement, identify a set of relevant and realistic indicators, in close consultation with LGUs, INSTAT, other relevant institutions and partners, here including also the future Swiss relevant project in support to INSTAT for strengthening local government statistics	Starting in July 2017 STAR 2, conducted an assessment and review of existing data collection practices in Albanian LGUs based on consultation with municipalities, central institutions and local experts on Local Governance. The aim of the assessment was to identify an initial set of indicators and outline the methodology on designing and deploying a benchmarking system for Albanian local governments. Findings suggest to: • Position the system as a macro platform, including limited key indicators on all municipal's policy sectors as opposed to a meso platform that focuses on a specific policy sector (e.g. water or waste). • Focus on a specific user group, which will help to build an instrument that corresponds to user needs. Since the position of the system is at the macro level, users are identified as senior decision / policy makers (e.g. mayors, council members, management, policy makers). • Use the performance data for various practices; learning, evaluation, control, planning, accountability etc. The platform should incorporate a benchmarking functionality, but it's not its sole purpose. • Select policy sectors (2-4) to start with, to begin developing a system in an agile approach.	Following the Steering Committee meeting, MoI reconfirmed the request for advancement with benchmarking system/local data platform. STAR2 followed with several consultative meetings with relevant stakeholders involved in local data assistance including of Strong Municipalities / SALSAT projects that have a strong focus on local data collection and reporting. There was also a first attempt initiated by ASLG to identify local data produced/administered by the central level. In response to ASLG efforts, information on local data availability is provided from the Ministry of Health and Social Affairs, the Ministry of Agriculture and Rural Development, the State Authority for Geospatial Information (ASIG) and the National Agency for the Development of Territory. Nevertheless, further analysis is necessary on relevance and compatibility of such data for comparative use. On the other hand, based on past consultations and weighing different options, STAR2 is working on the finalization of ToRs for benchmarking, which entails: (I) a final round of consultations with selected LGUs, adoption of a simplified set of data to be collected by

- Identify data gaps and possible ways to fill in these gaps
- Outline a national system of capturing local government data and engage in consultations for building it up
- Develop an input system making use of or adapting to the current systems in use at the LGU level
- Assist LGUs to take necessary measures to ensure the functioning of the system
- Test and calibrate the system for full functionality
- Support official adoption of the system by all LGUs
- Support LGUs on rollup and data population
- Assist in data analysis and usage of the system
- Support MSLI in developing an annual report showing status of performance at local level

Estimated targets
Municipal coverage: 61 municipalities
Target groups: Municipal senior level officials (up to 120 people) and other municipal technical staff (up to 300 people)

Main Deliverables
- Development and adoption of a set of performance indicators for local government
- Design and develop a national benchmarking system
- Training delivery and reporting
- Draft DCM on the creation and functioning of the benchmarking system

Original Timeline: Nov 2017 – Jan 2019

In November 2017, STAR2 conducted a second round of consultations with various local experts on policy fields and central institutions to determine the specifications and the scope of the system, which includes the indicators, data collection and features. Based on the above, the proposed approach was a two-phased implementation:

1st phase: Fast/Agile track
- Development of the web-based platform and the re-use of data that is already centrally located (finance, water, waste, social affairs)

2nd phase: Development Track
- Developing new data and the harmonization of data collection schemes

During end of 2017 and beginning of 2018, STAR2 organized coordination meetings with central institutions (INSTAT), partners (GIZ, Swiss Embassy) and similar projects (Strong Municipalities, Municipalities for Europe, dldp, PLGP, SALSAT) to present STAR2 approach on the LG benchmarking system.

The purpose of these meetings was to receive partners' feedback, identify synergies and avoid possible overlaps among projects.

each LGU, (iii) the development of the instrument for hosting and using such data under national ownership. The TORs are to be finalized within June- early July and ready for tendering the same month.

Output 2.3 A one-stop-shop model is defined and scaled up nationwide		
2.3.1 Develop a one-stop-shop model and scale it up nationwide		
Status	Under implementation	
Service provider	Joint-Venture "CSI Piemonte, IkubINFO, IP3 & Infosoft	
Start-end dates of assignment	Nov 2017 – Dec 2019	
Products developed to date	– Project Charter with its relevant products for the inception and business analysis phase. – The OSSIS model, workflows for 60 services, test results, submission of source code	
Estimated rate of implementation	25%	
Context	**Cumulative Progress, up to 31 January 2018**	**Progress attributed to reporting period** (Jan – Jun 2018)
Business Case The objective is the establishment of functional one stop shops for administrative service delivery in 49 municipalities and their administrative units. This coverage will close the gap and ensure all 61 municipalities have an OSS system in place. The development of the OSS model combines features from other models in operation developed by Swiss dldp and USAID plgp programmes in the municipalities, Shkodra, Lezha, Korca, etc. and the pilot experiences developed by STAR1 in 2016, tested in Elbasan-Bradashesh and Durres-Ishem. However, the new model, as it is a full scale up at national level, will have to bear specific features. Collaboration with ADISA and NAIS will be sought during the implementation to respond to the Government vision of adopting the OSS model also for the delivery of several central government administrative services and/or integrating service delivery with other optional e-government tools/portals as well as localizing service delivery through ADISA regional OSS offices and possibilities of colocation of central-local OSS service points at local level. **Estimated targets** **Municipal coverage:** 49 municipalities **Target groups:** Municipal senior level officials (up to 100 people), front office operators (up to 400 people), IT	Following the procurement process, the contract is awarded to the Joint Venture of four international and national companies: CSI Piemonte, the leading partner, and Infosoft systems, IkubINFO and Institute for Public Private Partnership (IP3). The 24 months assistance started in November 2017 to be implemented along the following phases: • Inception phase and business analysis - January 2018 • Software analysis and design phase – April 2018 • Customization and development phase – May 2018 • Pilot rollout and stabilization: October 2018 • Rollout phase – November 2018: September 2019 • Close-out phase October 2019: December 2019 In December 2017 the OSSH consortium started in parallel the inception assessment and the analysis of the business phase, which was concluded in January 2018. At the end of the assessment the expected deliverables were submitted, which together with the Project Charter include: • 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	Following the completion of 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. During March - May 2018, CSI experts organised 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 marked one of the major milestones for the OSSh assistance, the conclusion of the development of the One Stop Shop system, which opens the way for the rollout of the prototype in selected pilot municipalities, By end of April the OSSIS model, workflows for 60 services, test results and source code, have been delivered and are under evaluation from STAR2. The next phase is deployment and stabilization of the OSSIS in pilot municipalities (Elbasan, Pogradec and Polican)

administrators and back office technical staff (up to 500 people)

Main Deliverables
- Inception Report including Business Analysis
- Minimal requirements specs for central hardware and communication infrastructure
- OSSIS model developed
- Optimized workflows for more than 60 services
- Deployment OSSIS model in Pilot LGUs
- Training plan and implementation
- Handover OSSIS to LGU
- Signature of UATs
- Signature of SLAs with each OSSIS-equipped municipality for a one-year maintenance

Original Timeline
Timeline: July 2017 – September 2019

Training Plan" (it will be updated during the project);
- Minimal requirements specifications for central hardware and communication infrastructure;
- Generic hardware and infrastructure requirements for LGUs.

In order for other municipalities (44) to be ready prior the instalment of OSSIS, a list of preconditions is prepared, including needs for physical infrastructure and human resources, to be ensured from municipalities.

Also, following the recommendations of the last Steering Committee meeting, consultations have been held with ADISA, to synergise and discuss on applied standards in service provision; colocation of central - local service provision; and exchange of information with ADISA on upcoming activities. A principal agreement was to recognize and harmonize an official list of services delivered in LGUs.

The project has finalized the technical specifications of Central Hardware, received AKSHI endorsement and launched an Invitation to Bid in early June.

Open Issues:
- **The local hardware** requirements have been shared with MoI for support. Upon their endorsement the outcome, the project will evaluate options to ensure hardware for LGUs.
- The provision of the **Central Hardware** is slightly delayed due to lengthy consultations with NAIS on central hardware technical specifications.
- The above time shift might affect piloting, which might require two additional months considering the central hardware procurement goes accordingly.
- The work with Municipality of Tirana is estimated to be delayed for about two months. While the project has advanced in assessing the IT situation of the municipality, an internal team from Tirana municipality has been appointed to review the list of administrative services and then share them with the project OSSH technical team. This internal process than estimated, and a meeting with Tirana Mayor to address this issue is being requested.

Output 2.4 A system of local government archives adopted nationwide 2.4.1 Develop a unique system of local government archiving and adopt it nationwide		
Status	Under implementation	
Service provider	Genc Myftiu Person Fizik	
Start-end dates of assignment	August 2017 – Dec 2018	

Products developed to date	1. Agreements with municipalities; Inception report
	    2. Documentation of Standardized workflows
	    3. Training Manual; Professional boxes and files; Implementation of trainings; Certificates of knowledge for archives and protocol employees;
	    4. Establishment of an on-line help desk; Follow up assistance, on the job training and coaching (ongoing)	

Estimated rate of implementation	50%	
Context	**Cumulative Progress, up to 31 January 2018**	**Progress attributed to reporting period (Jan – Jun 2018)**
Business Case The objective of this effort is to enable all 61 municipalities and their 323 administrative units to adopt a unique archiving approach for local archives in compliance with the legislation on archives as well as the creation of an electronic archive through a procedural capturing of local administrative records. The basis for this assistance will be implementation of the Law 9154, 2003 "On Archives" and the Document Management System (DMS) developed by STAR1 and AITR in Rrashbull commune in 2015. The system has two components: digital archives and digital protocol and correspondence and was developed in collaboration with the General Directorate of Archives (GDA). STAR2 is working only on the physical archiving, whilst AITR will address the digital archiving. STAR2 assistance envisages to engage in the following activities: • Development of an operational plan for archiving • Training of municipal archiving staff in each municipality and administrative unit on the legal framework, norms and procedures of physical archiving • Training of IT specialists in each municipality on archives and protocol responsibilities	The implementation of the assistance started in mid-August 2017 and up to date, the following can be reported: • **Agreements** with 61 municipalities on cooperation, mutual support and engagement are signed; • **Inception phase** completed including assessment (update/baseline) of archives and archives' staff status in each municipality; • **An archiving management plan** for the physical archiving including procurement and delivery of archiving boxes and files is developed; • **SMART objectives and job descriptions** for archives and protocol staff in line with the existing legal requirements are drafted • **Documentation of standardized workflows** • **Practitioner's training manual** for archiving is developed, currently under **printing** • **Provision of professional boxes and files** Trainings started on 5th of December 2017 and are concluded in February 2018. 430 persons out of 456 targeted were trained. By mid-March 217 trainings sessions have been organized.	The period January - February 2018 was dedicated to training archive and protocol employees. . • A total of 430 Local Archive Specialists out of 456 targeted were trained. • A total of 359 Local Archive Specialists out of 456 were qualified to undergo testing, • 347 out of 359 eligible candidates went through examination. • Among those who passed the test, 33% of were evaluated with the grades between 9-10, 40% were graded between 7-8 and 27% were graded between 5-6. • Among those who successfully passed the test, 68% are women and 32% men. By end of May: • 61 municipalities (100%) have been equipped with the necessary archiving materials. • Following the implementation of trainings, by mid-February, started the next phase which consists in "On the job training, assistance and monitoring". During this phase field visits in each LGU are organized by contractor's experts. The experts make a preliminary check on how the work is organized in protocol and archive premises. Then hands on experience is shown by compiling specific

- Provision of professional materials for physical archiving (folders and boxes)
- Supervision and assistance in each municipality for the start of archiving per established procedures for physical archiving
- Reporting progress, problems, deviation from procedures and providing assistance and instructions to concerned municipalities to return to normal working condition
- Ensure each municipality gets the process under control and demonstrates it has gained the appropriate capacities to continue the archiving process sustainably.
- By the end of the project assistance, report on the overall progress and likelihood of completing the physical archiving process for each municipality, considering the remaining volume of local archives, the number of engaged archiving staff and the normal archiving rates.

Estimated targets
Municipal coverage: 61 municipalities
Target groups: Archives and Protocol employees (up to 460 people)

Main Deliverables
- Inception report (assessment of archives and staff)
- Provision of professional boxes and files
- Implementation of trainings and reporting
- Follow up assistance and on the job training

Original Timeline
Timeline: July 2017 – October 2018
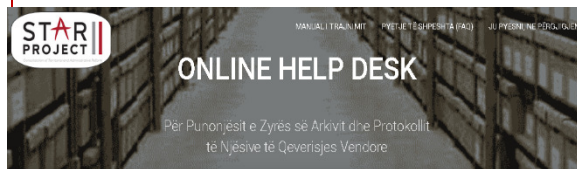
Online Help Desk on Local Archives

folders. The visit is concluded by providing a list of tasks from the experts to be fulfilled till the next month. The staff is encouraged and instructed how to use the help-desk when additional questions or need for clarification arises. Each field visit is recorded in a mission report. The following month, the experts visits again the LGUs and checks the tasks which were supposed to be completed. Based on the outcome the assistance is customized and issues are addressed accordingly.

So far, the first round of field visits took place from mid-February to mid-April and were successfully completed in 90%, (346 out of 384 LGUs were visited), the number of LGUs visited for the second time as end of May have been 72% (278 out of 384 LGUs were visited).

The next step will be still focusing on providing on the job assistance, coaching and monitoring the archiving process in each municipality until end December 2018.

Open Issues:
- The project in close communication with the service provider is taking measures to close the gap of field visits by identifying the LGUs which have transferred the archives (13 LGUs) and ceased functioning, by intensifying the communication with LGUs where there is turnover of employees (around 45 LGUs), resistance to change (around 13 LGUs) or employees covering more than one job position (26 LGUs). The final number of LGUs targeted for this assistance will be updated accordingly.

Before picture – Local Archiving – Kukes, November 2017

Before picture – Local Archiving – Vlore, November 2017

COMPONENT 3 - ENHANCED LOCAL DEMOCRACY THROUGH FOSTERING CITIZEN-ORIENTED GOVERNANCE AND PARTICIPATORY DECISION-MAKING, LEVERAGING THE ROLES OF WOMEN AS ACTORS OF CHANGE

➢ **Assess Local Governance in 61 LGUs from citizens' perspective**
  – Conduct a Local Governance Mapping
➢ **Strengthen local democracy**
  – Build institutional capacity for public engagement and consultation, inclusive of vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities
  – Introduce practices to strengthen local officials' accountability – promote Programs of Transparency
  – Support development and application of systems allowing publication of municipal acts and regulations
  – Develop standard municipal websites or improve them and increase capacities of PR staff
➢ **Increase Municipal Ethics and Integrity**
  – Increase local government public ethics and integrity
  – Adopt municipal integrity plans

Output 3.1 Status of local governance mapped in all LGUs		
3.1.1 Conduct a Local Governance Mapping		
Status	On track	
Service provider	Institute for Development and Research Alternatives (IDRA), Urban Research Institute (URI), and Gender Alliance for Development and Cooperation (GADC)	
Start-end dates of assignment	1st Round: October 2016 – April 2017 2nd Round: end of 2019	
Products developed to date	LG Mapping Methodology; 1st Round Municipal Individual Reports for the 61 municipalities; 1st Round Aggregate Report with data in National level; Web based online platform with the Data of LG Mapping for the 61 municipalities is developed and accessible (http://www.star2lgm.com/en/)	
Estimated rate of implementation	50% (first round completed)	
Context	**Cumulative Progress, up to 31 January 2018**	**Progress attributed to reporting period (Jan – Jun 2018)**
Business Case The Local Governance Mapping aims at assessing local governance as seen from both perspectives (LG officials and citizens), aiming to identify gaps and areas / issues to be addressed, in terms of: • Availability of governance related data • Existence of evidence-based policy and decision making	The LG Mapping was the only activity of STAR 2 project initiated prior to the inception phase considering its importance on setting the project's baseline indicators as well as of the high interest from other stakeholders. The project developed the methodology for the LG mapping based on the Local Governance Barometer, Citizen Score Cards and on previous similar UNDP	N/A **Currently** the project is taking care of the maintenance of the LG mapping web-based platform including addressing questions and remarks from the visitors **Next Steps:** The 2nd round of LG Mapping is planned to take place at the end of 2019 to measure the impact of

• Existence of institutional arrangements for civic engagement • Existence and use of accountability mechanisms • Equity and social inclusion etc. The process is designed to unfold along a determined sequence and contain the following main activities: • Develop methodology and the analytical framework • Undertake desk review and conduct field work in the three Municipal clusters (CSC interviews, semi-structured interviews, focus groups, community dialogues) and data collection • Data analysis & processing • Draft reports on findings for each municipality and review by UNDP • Validate the findings through a last round of consultations with each municipality • Finalize individual municipal reports • Establish an online – web-based platform • Publish Key findings in an online web-based platform for all municipalities together with electronic versions of the reports • Draft, finalize and print a consolidated national LGU mapping report, and present it in a public event • Conduct the 2nd round of LG Mapping at the end of the project and assess the progress and changes in local governance and feed conclusions to the national authorities and STAR2 project evaluation **Estimated Targets:** **Municipal coverage**: 61 municipalities **Target group and number**: Approximately 12 500 citizens and local public officials involved in each round of mapping. **Main deliverables** • Methodology of LG Mapping • Individual Municipal Reports with key findings (2 x 61 reports) • Online web-based platform with municipal data • Aggregated Report of 61 Municipalities (2 x 1 reports) respectively 20-20-21 Municipalities.	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. Following the data collection and analysis, as per the methodology, the preliminary results were validated by local government officials and representatives of CSOs in each municipality during April 2017. Main findings: The LG mapping in Albania scored the respetive results in the four dimentions assesed: Efectiveness and Efficency 60 points, Accountability 56, Transparency and Rule of Law 59, and Participation and Citizens Engagment 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 is available: • Individual Reports for the 61 municipalities; • Aggregate Report with Data from the 61 Municipalities.	the project as well as the overall progress of local governance during the project lifetime.

Original Timeline: Nov 2016 – May 2017 & end 2019	• An 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, including vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities

Status	Under implementation
Service provider	Partners Albania
Start-end dates of assignment	June 2018 – March 2019
Products developed to date	n/a
Estimated rate of implementation	0%

Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case There are two sides to public engagement - the readiness of involved institutional actors and the involvement of the public. The project focus on the institutions' role in the process, given that public involvement is an area already being assisted by other ongoing initiatives. The assistance aims to be multi-faceted targeting different levels of stakeholders. An indicative list of actions and outputs would include: • Conduct a desk review of the current situation on public engagement and consultation, including findings from the Local Governance Mapping exercise and information from other institutional stakeholders such as the respective Commissioners, other ongoing projects, etc. (for all municipalities) • Undertake a situational update, through collection of secondary data from municipalities, with the help of the projects' regional coordinators (for all municipalities) • Select a few municipalities to work with for the development of specific training modules and other public engagement tools • Develop training modules for understanding and enforcing the relevant legislation on Right to Information and Notification and Public	The project has been working to define the specifications and to further detail the approach for this activity. ToRs were expected to be finalized by February aiming at launching the call in March 2018.	The approach was further elaborated and refined to respond to the needs of local institutions for capacity building and instruments to exercise efficiently their role in processes requiring public involvement and consultation. The RFP was issued in April 2018 with a deadline of 2 May 2018. The approach includes a 9 months assistance to 61 municipalities through the following stages: • Assessment of the situation and identification of good practices; • Development of a guiding operational toolkit; • Development of a measurement system on public engagement and consultation; • A consultation process of the measurement system with local stakeholders; • Capacity building; • Institutionalization of measurement system. **Currently:** The contract is awarded to Partners Albania in early June. **Next Steps:** The service provider will carry out the assessment of the situation during June – July 2018, and then continue with the other implementation steps.

Consultation (in consultation with the selected municipalities above) • Develop methodologies / tools for public engagement and consultation (inclusive of principles, standards, planning, organizational measures and monitoring system as well as support for establishing structured institutional relations with the respective Commissioners - in consultation with the selected municipalities and the Commissioners) • Prepare a training plan • Implement the training plan, tailored specifically to each municipality (calling in support the institution of the Commissioner as well as making use to a peer-to-peer approach through engaging local stakeholders who can bring positive experiences) **Estimated Targets:** **Municipal coverage**: 61 municipalities **Target groups**: 720 people, including vice mayors and municipal councilors (Chair and Deputy), and up to 300 municipal managers as well as Coordinators on the Right to Information and Coordinators on the Consultation and Participation. In total 30 trainings **Main deliverables:** • Training modules • Methodologies for public engagement • Training delivery • Reports **Original Timeline:** Sep 2017 – Oct 2018		

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government		
3.2.3 Introduce practices to strengthen local officials' accountability – Promote Programs of Transparency		
Status	Under Implementation	
Service provider	Institute for Democracy and Mediation (IDM)	
Start-end dates of assignment	January 2018 – December 2018	
Products developed to date	Assessment Report on Transparency and Accountability at Local Level	
Estimated rate of implementation	40%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case The project will promote the development of municipal Programs of Transparency, in line with the requirement of the Law 119/2014 on the Right to Information and facilitate the process of adoption in the selected municipalities. The work will include designing and adapting templates/ models of regulation for the public information and processes requiring consultation for those municipalities (i.e. calendar of consultations, types of open data, progress reports on municipal administrative and financial performance, etc.) A quick assessment made by the project during the Inception phase indicated that about 40 LGUs have Programs of Transparency, though most of them are generic and do not reflect in full the Law requirements. The approach will be piloted in 5-6 municipalities and then promoted for wider application in other municipalities. Indicative sub-activities will include the following: • Define criteria for selection of pilot municipalities and select pilots • Conduct an assessment on the status of information and data publication in the selected municipalities • Identify gaps and requirement for information qualified of public interest and municipal obligations to comply with the Law, in coordination with the Commissioner for the Right to Information	The approach on the Development and Adoption of Municipal Transparency Plans was detailed further in consultation with the Commissioner on the Right to Information and Protection of Personal Data. The chosen approach consists in 12 months of support to all the 61 municipalities including the following actions: • A situational assessment; • Development of Model Transparency program and measurement System of Transparency and Accountability including a consultation process and the approval from the Commissioner; Awareness Raising; • Capacity Building at local level; • Follow up and On-line help desk support. By the conclusion of this assistance, the final Model of Transparency Program for local government will be incorporated in an order of the Commissioner on the Right to Information and Protection of Personal Data which following the publication in the official gazette will be obligatory for all the 61 municipalities. IDM was the awarded service provider for implementing this assistance which started in January 2018.	The situational assessment on implementation of Transparency programs was finalized by end February 2018. The report confirms that the current situation does not reflect the specific needs for transparency at local level, finding it non-compliant with the mission, vision, responsibilities and functions of local government. The lack of any measurement system of transparency is another gap identified and recommended to be fulfilled as per the findings of the report. The methodology combined desk review of documentation and examination of municipal web pages with field activities including 3 focus group discussions with municipal officials of 15 selected municipalities, 18 individual interviews with municipal representatives, 3 Community Dialogues with CSOs as well as a questionnaire administered electronically with a response rate 92%. Following on the assessment results, the contractor in close cooperation with Commissioner drafted two main tools, a Standard Model of Transparency Programme and the related Measurement System of Transparency and Accountability. **Currently:** The two draft transparency tools, are submitted to the project and to the Commissioner for review. In the same time

• Engage in consultations/training workshops with pilot municipalities for the development/improvement of Programs of Transparency **Estimated Targets:** **Municipal coverage**: 6 and up to 30; **Target group and number**: Mayors & vice mayors' councilors, senior municipal managers, and Coordinator on Right to Information (275 people) **Main Deliverables:** • At least 30 Municipal Programs of Transparency developed and adopted; • Positive change in open data for more than 50% of engaged municipalities (monitored by project staff and other means); • About 13 trainings delivered and benefiting 275 participants. **Original Timeline:** Oct 2017 – Nov 2018		4 regional and one national workshops took place during May - 15 June for the consultation the two instruments with municipal officials and other stakeholders.

Community Dialogue, IDM, Kukes, 23 February

Consultative Workshop, IDM, Tirane, 31 May

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

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

Status	Under Implementation
Service provider	The Center for Public Information Issues INFOCIP
Start-end dates of assignment	December 2017 – March 2019
Products developed to date	– Inception Report: Assessment on the extent to which Albanian Municipalities digitalize and publish online the Decisions of Municipal Council – Municipal Council Decisions of 18 municipalities published online
Estimated rate of implementation	50%

Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
The publication of local government acts is a basic service and the embodiment of good practice in the obligation for transparency and information sharing. The publication of local governments' acts is an obligation arising from the Law "On Local Self-Government" (Articles 18 and 55). Currently, there is a practice in place developed by a local NGO, INFOCIP, which promotes and enables the publication of Municipal Council Acts in a unique website, vendime.al, hosted by the NGO itself. To date, through this initiative and website, 19 Municipalities do publish regularly their municipal decisions, and some additional ten municipalities are about to join. STAR2 project aims at contemplating the possibility of closing the gap and supporting the remaining 31 municipalities to participate. This activity requires sub-contracting to cover the remaining municipalities and complete the work. Required services include support to municipalities to understand the system, coaching on how to handle documents, digitize and upload them in the database as well as in the specific municipal website, etc.	STAR 2 conducted a preliminary verification of the number of Municipalities that publish Municipal Council Decisions (MCDs) online identifying only 27 municipalities performing this task, either on their official webpage and/or on online dedicated platforms. Subsequently the project decided to target the remaining 34 municipalities, which don`t comply to legal requirements. Infocip was the awarded service provider for the implementation of this assistance which includes: • Assessment on the extent to which the municipalities publish on line the Decisions of Municipal Councils. • Collection, cataloguing, and digitalization of DMCs for the period June 2015. • December 2018 and their on-line publication. • Capacity building of municipalities to ensure sustainability of digitalizing and online publication of DMCs independently. • On line support through a "help – desk" for up to 3 months after the process of digitalizing and online publishing for the envisaged DMCs volume is completed.	During the reporting period, INFOCIP, in close cooperation with municipal officials, published the decisions of 19 Municipalities out of 34 targeted municipalities at Vendime.al, respectively: Municipalities of Polican, Ura Vajgurore, Peqin, Rrogozhine, Kelcyre, Has, Kukes, Tropoja, Kruje, Kurbin, Mirdite, Divjaka, Kavaje, Pogradec, Pustec, Maliq, Kolonja and Mallakaster, Memaliaj **Next steps:** Work will follow with the DMC publication of the remaining 16 Municipalities respectively: Patos, Malesi e Madhe, Memaliaj, Prrenjas, Klos, Bulqize, Diber, Fushe Arrez, Konispol, Delvine, Librazhd, Himare, Gjirokaster, Finiq and Sarande. Following the digitalization, the MCD already published at Vendime.al will be mirrored at the web pages of all the municipalities. Further, capacity building of municipal officials and help desk will be provided to local officials to ensure independent publication of MCD from municipalities.

| Estimated Targets:
Municipal coverage: 31 municipalities;
Target group and number: 31 municipal councils.

Main deliverable:
- Scanned municipal councils' legal acts since 2015 for about 31 municipalities
- Updated national e-platform

Original Timeline: Aug 2017 – Mar 2019 | Starting from December 2017, INFOCIP conducted an in-depth assessment checking the timeframe of published MCDs per each municipality, the compliance of the published decisions with the standards, the regularity of publication as well as the infrastructure or institutional challenges related to the implementation.

The assessment suggests an intervention dividing the 34 municipalities in 4 groups based on the status of IT infrastructure allowing the publication of MCDs and level of complication to adapt the application with the existing web page.

The MCDs are progressively published in VENDIME.AL and hand by hand during the process will be published in the municipal web pages. | |

Sample Municipal Council Decision published – Malesi e Madhe

Digitalization of Municipal Council Decisions - Patos, 25 May

Digitalization of Municipal Council Decisions - Pogradec, 26 April

Në këtë faqe janë publikuar vendimet e Këshillit Bashkiak Malësi e Madhe, që nga viti 2015 e deri më sot. Kjo platformë online i vjen në ndihmë bashkisë së re të krijuar pas 21 Qershorit 2015, qytetarëve, banorëve të zonave rurale, subjekteve nën juridiksion dhe sidomos Njësive Administrative të zonave rurale. Përmes VENDIME.AL ju njiheni shpejt, në çdo kohë dhe pa pagesë me vendimet e Këshillit tuaj Bashkiak, në kontekstin e ri të krijuar nga Reforma Administrativo – Territoriale. Publikimi i vendimeve është një detyrim ligjor që buron tashmë edhe nga ligji i ri 139/2015 "Për vetë-qeverisjen vendore". VENDIME.AL ndihmon në ruajtjen e memorjes vendimarrëse dhe promovon vlerat e vijueshmërisë institucionale të bashkive pavarësisht rotacionit të pushtetit.

Klikimi mbi secilin prej butonave të mëposhtëm hap të gjitha vendimet e vitit përkatës. Më pas, klikimi mbi çdo titull në listë hap vendimin, i cili mund të shkarkohet edhe në PDF, pa pagesë e në çdo kohë nga gjithë të interesuarit. *Tashmë vendimet e bashkisë janë tuajat vetëm me një click..*

Viti 2018, të gjitha vendimet e KB Malësi e Madhe

Viti 2017, të gjitha vendimet e KB Malësi e Madhe

Viti 2016, të gjitha vendimet e KB Malësi e Madhe

Viti 2015, të gjitha vendimet e KB Malësi e Madhe

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Realizuar nga STAR 2 ne bashkëpunim me Qendrën për Çështje të Informimit Publik, INFOCIP

STAR 2 – Konsolidimi i Reformës Territoriale dhe Administrative – është një projekt i financuar nga Bashkimi Europian, Suedia, Italia, Zvicra, USAID, UNDP dhe Qeveria e Shqipërisë. Partneri zbatues i projektit është

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government		
3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff		
Status	Tender process	
Start-end dates of assignment	n/a	
Products developed to date	n/a	
Estimated rate of implementation	0%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case The project aims to design content standards and a checklist for digital information to be provided as well as a system with sufficient features easily organized, readable, understandable and usable by the citizens for the municipal web pages. The standardization has several benefits including supporting those local governments with limited resource or skills, advocating for some type of information that deserve being made public, and improving the quality of content and focusing on users. These will be the basis for finalizing the website and installing it in each of the identified municipalities, followed by a training on feeding and using the system, the role and responsibilities of various local departments, the role and duties of municipal PR staff to organize the information, manage sections of social media, produce the official e-Gazette, etc. **Estimated Targets**: **Municipal coverage**: 61 Municipalities **Target group and number**: 30 - 40 municipalities (WEB design), 61 Municipalities for the template and training; **Main Deliverables:** • The web page template model • 30 - 40 developed/improved web pages • 60 Municipal PR staff trained **Original Timeline:** June 2017 – August 2018	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. In response to the interest of the other 37 municipalities to improve or change their web page to higher standards with project assistance the project undertook an in-depth assessment, using its internal resources, aiming the specification of their needs. As result, 24 out of 37 municipalities who required assistance can be qualified based on the similar attributes of their existing web pages. These municipalities will benefit from a modified approach consisting in adjustments of the existing web pages to ensure they meet the technical and functional requirements and can be integrated in CMS (Content Management System). ToRs for the design and deployment of Standard Web Pages for 13 Municipalities are drafted and shared with the National Agency for Information Society (NAIS) and the Commissioner on the Right to Information and Protection of Personal Data in August 2017. While the Commissioner confirmed the ToRs' compliance with the Law on the Right to Information it took longer interaction with NAIS to agree on technical aspects, including hosting and period of maintenance issues.	Following the confirmation of compliance from NAIS around end March 2018, the RFP was issued early April 2018. Due to insufficient number of and unsatisfactory proposals obtained, the RFP is being revised for re-launch in early July.

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government		
3.2.7 Increase local government public ethics and integrity		
Status	Tender process	
Service provider	n/a	
Start-end dates of assignment	Sep 2018 – Sep 2019	
Products developed to date	n/a	
Estimated rate of implementation	0%	
Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business Case The adoption of structured ethical standards by local governments, although via implementing legislation, is an ostensibly lacking element of local administration. The existence of such a system, on the other hand, is a useful tool in support to day-to-day decision making, guiding employees on how to deal with ethical dilemmas and "grey areas" of work, encourages high standards of behavior by public officials, increases public trust in the institutions and constitutes the first building blocks of local governments' integrity. The process of adopting and implementing a value-based ethics code will involve discussions, commitment and implementation and review. The task is not simply to adopt a code, but to build an organizational culture where ethics are given due importance through the following actions: • An assessment in all municipalities is necessary to identify the state-of-affairs and practices in place related to ethics and integrity of local officials. • An introductory training on ethics and integrity targeting elected public officials, senior public officials in management or sensitive positions and as well as HR staff. • A follow up assistance focusing on advocating for and facilitating the development and adoption of a Code of Ethics	STAR2 is exploring 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 direction requiring more in-depth analysis and understanding remain: - The institutional culture and the commitment leadership and support of municipalities/mayors to switch to an integrity promotion culture; - The relevance and sustainability of the institutionalization of risk assessment processes as standard rules and procedures where municipalities identify their-self-critical processes (certificates, permission, HRM etc); as well as - The Relevance and sustainability of the introduction/adaption of an integrity monitoring mechanism of Local governance The project will engage additional expertise to explore in depth the above direction and define the approach related to this assistance.	Starting from March 2018 the project engaged additional expertise to explore in depth the options for 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. From 2013 to date, six municipalities have adopted anti-corruption local plans. However, their effectiveness has been limited due to the lack of a consolidated, functioning and supportive legal and operational public integrity framework and internal resources to implement and monitor these plans. On April 2018, the Council of Ministers issued the decision adopting the new national Action Plan of the Intersectoral Strategy Against Corruption 2018-2020, whereby municipalities are encouraged to adopt integrity plans. Against such backdrop and according to the discussions put forward after the 'Corruption Free Cities' conference, STAR2 has developed a twofold approach aiming to assist municipalities in putting in place a municipal integrity

Estimated Targets: **Municipal coverage**: 61 municipalities **Target group and number**: 720 trainees **Main deliverables:** • Assessment on municipal status on Ethics and Integrity • Training delivery • Codes of Conduct developed • Reporting **Original Timeline:** October 2017 – November 2018		management system including a standard Code of Conduct and Integrity Risk Assessment methodology. Further, the assistance will include the development of risk-based integrity plans piloted in 6 municipalities and coaching of municipal senior management and auditors/inspectors through a series of 12 two-day sessions for all 61 municipalities. **Next Step:** RFP is issued in June 2018 A series of individual consultative meetings with Mayors from pilot municipalities is planned during July 2018. The individual meetings aim to involve the Mayors by clarifying the purpose, roles and expectations from the integrity management exercise under this intervention.

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

Status	Tender process
Service provider	n/a
Start-end dates of assignment	Sep 2018 – Sep 2019
Products developed to date	n/a
Estimated rate of implementation	0%

Context	Cumulative Progress, up to 31 January 2018	Progress attributed to reporting period (Jan – Jun 2018)
Business case: Municipal integrity planning is a proven positive experience in the countries of the region and beyond widely practiced by UNDP in the Balkans (Kosovo and Macedonia for instance). The tool provides for increased knowledge and built capacities of local leaders on the mechanisms and forms to decrease vulnerabilities to corruption and corruptive practices and strengthen transparency and accountability in local government. The activity will be a logical continuation of the previous assistance on ethics and integrity. The selection of municipalities will be primarily based on the municipal willingness to engage in, which will be assessed and identified earlier as well as following criteria of fair geographic distribution and political representation. The activity will be implemented by local experts with initial international technical support on the concept, approach and tools. The process will unfold along these lines: • Conduct desk review of the previous work including results of the LG Mapping, other potential assessments from different actors as it relates to the selected municipal pilots. • Undertake in depth analysis of operations and procedures of each pilot municipality encompassing interviews with local government officials and discussions with representatives of local administrations and the community	Refer to activity 3.2.7 above	Both activities 3.2.7 and 3.2.8 are integrated into a single call issued in June 2018

- Develop contextual methodologies for drafting integrity plans - Develop municipal integrity plan through a participatory approach involving municipal officials, local stakeholders and representatives of the community. - Organize awareness-raising activities and facilitate institutionalization of the methodology and the municipal plan - Promote the integrity plans and the implemented methodology as good practices for the other municipalities. **Estimated Targets:** Municipal coverage: 6 municipalities Target group and number: 6 municipalities; mayors, senior management and councilors. Up to 100 people **Main deliverables:** - Contextual methodology for municipal integrity plans 6 municipal integrity plans - Support for adoption of MIPs **Original Timeline:** Apr 2018 – Mar 2019		

2.2 Procurement of services

	Procurement service	Service provider	Duration	Amount	Status
1	Provision of professional services for capacity building of local government archiving	Genc Myftiu	11 Aug '17 – 14 Dec '18	64,764,240 ALL	On going
2	Establishing One-Stop-Shop service delivery systems for Albanian LGUs	JV, CSI Piemonte	16 Nov '17 – 22 Dec '19	1,799,808 USD	On going
3	Publication of Municipal Council decisions at Albanian LGUs	Center for Public Information Issues (INFOCIP)	18 Dec '17 – 18 Mar '19	16,000,000 ALL	On going
4	Provision of services for assessment on level of adoption and impact of Standard of Operating procedures at municipal level in Albania	Foundation for Local Autonomy and Governance (FLAG)	05 Dec '17 – 28 Feb '18	23,331 USD	Completed
5	Develop municipal programme of transparency	Institute for Democracy & Mediation	18 Jan '18 – 31 Mar '19	7,471,105 ALL	On going
6	Capacity building on assets and land management for LGUs in Albania	Shapo Consulting	16 Apr – 15 Dec '18	3,683,000 ALL	On going
7	Compliance with the requirements of High State Control Institution (HSC)	Sustainable Economic development Agency (SEDA)	24 Apr – 30 Nov '18	4,049,040 ALL	On going
8	Support improvement of tax collection and enforcement of Local Self-Government Units in Albania	ESA Consulting and HM&H	16 May'18 – 30 Apr '19	7, 997,172 ALL	On going
9	Capacity building on Code of Administrative Procedures (CAP) implementation and adopting LG Standard Operating Procedures (SOPs)	Foundation for Local Autonomy and Governance (FLAG)	11 Jun'18 – 28 Feb'19	81,365 USD	On going
10	Building institutional capacity for public engagement and consultation	Partners Albania	11 Jun'18 – 31 Mar '19	6,842,928 ALL	On going

3 - Communication and Visibility

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

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

3.1 Project Communication and Visibility Plan

The project Communication and Visibility Plan supports the project main goal and the specific objectives and Activities Plan. Taking the project activities plan as the main reference, respective PR and visibility activities are planned, indicating timeframe, PR and visibility/communication tools, key messages and target audiences including public, beneficiaries and partners. It foresees activities that are focused on: achievements of the project, the impact of the actions taken by the project, awareness raising of the public on relevant issues such as participatory democracy and qualitative service delivery. PR and visibility tools include: Articles shared on website and social media of STAR2 and UNDP, videos, pictures, posts on social media, interviews in National and Local media of the UNDP or STAR2 representatives, articles shared in on line media, quarterly newsletters. Presentation of the situation before and after the STAR2 assistance, using videos and pictures, on local archives, One Stop Shops, municipalities websites, are another line of the communication action plan. The plan foresees the use Boost or Sponsor Posts, in order to reach a larger audience, targeting them by interest, age and location.

3.2 Project Communication Results

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

Social media: Throughout 2017, the project has been using the Facebook Page reforma territoriale established since STAR1. The Facebook is followed by 5642 people, its articles received like by 5672people and 2093 people have been reached in the most recent post.
https://www.facebook.com/reformaterritoriale/contains articles, press releases, pictures, links to newspapers articles, reports of STAR2, shared activities of STAR2 counter partners, Call for Proposals related to STAR2 activities.

Live videos are also used during different activities and displayed on STAR2 Facebook account.
During the reporting period, on the Facebook page are published the ongoing activities of STAR2 such as;
The meetings with mayors organised during March-April, including photo album of the meetings.

https://bit.ly/2GcaOEl
https://bit.ly/2IeCv5m
https://bit.ly/2KUGuBl
https://bit.ly/2IeaElR
https://bit.ly/2wEvwx8

The assistance on publications of MCD for the municipalities of Kavajë, Divjakë, Pogradec, Pustec, Maliq, Këlcyrë, Kukës, Krujë, Laç, Mirditë Peqin, Poliçan e Rrogozhinë, Kolonjë, Patos, Mallakastër. including also the links for each of them;

Information about the workshops in the frame of the assessment related to Municipality Transparency;
Article, including a photo album on the third Steering Committee of STAR2. https://bit.ly/2G8u0CZ

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

The webpage: The project has used the webpage www.reformaterritoriale.al, established since STAR1, to communicate its activities. The webpage was closed since October 2017 due to the transition and transfer of responsibilities from MoSLI to 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/

Publications: 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. 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.

"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.

Since its establishment a series of informal meetings - are held. The recent one was held in 8 May, with the presence of 18 journalists, representing national TV, newspapers and on-line media: Top Channel, TV Klan, Klan +, Vizion Plus, Ora News, News 24, ABC News, Report TV, Fax News, Gazeta Shqiptare, Panorama, Standard, Balkan Web, ATSH, shqiptarja.com, Mapo.al, vizion.com and bionews. The aim of the meeting was keep journalists informed on the status of the STAR 2 implementation, reinforcing its objectives, the upcoming activities, the benefits of the municipalities from the project, and the central governance support to the local governance. The meeting was held with the presence of the Deputy Minister of the Interior, Romina Kuko, UNDP Country Director in Albania Limya Eltayeb, Bekim Murati, General Director of the Agency for the Support of Local Self-Government, UNDP and STAR2 project representatives.

Similar informal briefing meetings and field visits with journalists are planned on various project interventions for 2018, referring to STAR2 support on Local Archives, establishment of One Stop Shops, designing and standardizing the municipalities websites and else.

Meeting with Media Partners for Local Governance, Tirana, 8 May

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www.qeverisjavendore.gov.al

STAR II
PROJECT
Consolidation of Territorial and Administrative Reform

MEETING
ALBANIAN MAYORS
MARCH 2018

4 - Financial situation

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures Up to 31 May 2018	Budget Balance (in USD)
Project Management					
Human Resources	1,609,786	70,844	522,042	237,706	779,194
Per diems for missions/travel	36,000	230	3,983	2,237	29,550
Equipment and supplies	287,700	15,169	149,378	27,384	95,769
Publications, visibility and other services	426,500	16,415	42,560	26,259	341,266
Subtotal Management, Operations and Visibility costs	**2,359,986**	**102,658**	**717,963**	**293,586**	**1,245,778.80**
COMPONENT 1- Strengthened Institutional and Administrative Capacities of Local Administrations					
CAP & Standard Operating Procedures (SOPs)	44,740	-	16,332	6,999	21,409
Leadership development	123,300	-	-	6,499	116,801
Improvement of local level tax collection and enforcement	71,990	-	-	9,367	62,623
Local revenue management action plans	61,020	3,983	-	-	57,037
Capacity building on asset and land management	37,800	-	-	-	37,800
Strengthen municipal capacities to meet requirements of SSA	38,440	-	-	-	38,440
Subtotal COMPONENT 1	**377,290**	**3,983**	**16,332**	**22,865**	**334,109.60**
COMPONENT 2- Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness					
CB to local service providers to efficiently deliver	50,550	-	-	-	50,550
CB for a full takeover of new delegated functions	76,950	-	-	-	76,950
Piloting service reorganization	441,000	-	22,791	-	418,209
Development of a national benchmark system	340,000	-	11,379	-	328,621
OSS model is defined and scaled up nationwide	2,455,000	-	323,189	7,379	2,124,432
CB on local governments archives	524,320	-	274,033	91,350	158,936
Subtotal COMPONENT 2	**3,887,820**	**0**	**631,393**	**98,729**	**3,157,698**
COMPONENT 3- Enhanced local democracy through fostering citizen-oriented governance and participation					
Local Governance Mapping	460,000	143,097	134,134	-	182,769
CB for public engagement and consultation	65,960	-	-	-	65,960
Strengthen local officials' accountability towards citizens	47,300	-	-	21,803	25,497
Support publication of municipal acts and regulations	150,000	-	57,971	-	92,029
Develop standard websites for new municipalities	100,800	-	-	-	100,800
Increased local government public ethics and integrity	92,160	-	-	4,220	87,940
Pilot municipal integrity plans	74,475	-	-	-	74,475
Subtotal COMPONENT 3	**990,695**	**143,097**	**192,105**	**26,023**	**629,470**
11. Subtotal Programme Costs (1-10)	**7,615,791**	**249,738**	**1,557,794**	**441,203**	**5,367,056**
12. UNDP Management Fee*	**552,877**	**15,202**	**120,595**	**26,028**	**391,052**
13. Total Programme Cost (11+12)	**8,168,668**	**264,940**	**1,678,389**	**467,231**	**5,758,108**

STAR 2 - Consolidation of the Territorial Administrative Reform - Plan of Activities 2018-2019

STAR 2	Consolidation of the Territorial Administrative Reform	2017 / 2018 / 2019 (J F M A M J J A S O N D)	Success Indicator	Planned Budget	Budget description
Component 1	STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs		By the end of 2019, the effectiveness and efficiency of the institutional and administrative capacity of LGU is increased by 20%.(RFW)	437 246	
Output 1.1	**1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation**		1. 80% (about 48) of municipalities have in place Standard Operating Procedures (approved by the Municipal Council) by 2019	104 696	national experts; training cost, travel cost
	1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)				
Contract	The "Assessment on level of adoption and impact of Standard of Operating Procedures at Municipal Level in Albania		2. The extent to which, citizens report that the Municipality enforces local laws and regulations impartially is increased by 20% by 2019 including of vulnerable and marginalized groups, especially of women, persons with disabilities, Roma and Egyptian communities		
Deliverable	Assessment of the situation of SOPs in all 61 municipalities	Implemented in 2017			
Deliverable	Validation round tables with 61 municipalities				
Deliverable	SOP guidance for Standard Operating Procedures				
Contract	CB on Code of Administrative Procedures (CAP) implementation and adopting local government Standard Operating Procedures (SOPs)				
Deliverable	Training curricula developed				
Deliverable	Capacity building				
Deliverable	On the job assistance for development and adoption of SOPs provided				
Deliverable	SOPs developed models disseminated to 61 municipalities				
Deliverable	Report				
Output 1.2	**1.2.1. Develop and deliver training on leadership development**		1. Mayors and Deputy Mayors report to have increased their knowledge on specific Municipal management skills by end of 2018;	123 300	national experts; international experts, training cost, travel cost
			2. In 50% of LGUs, Municipal staff reports an improved culture of top – management by the end of 2019		
Deliverables	Phase 1 - Mayors' meetings on STAR2 assistance and municipal needs and perspectives				
Contract	Phase 2 - Identification of best municipal practices and national exchange activities - peer to peer exchange among Albanian municipalities				
Contract	International exchange activities				

			Indicator	Budget	Resources
Output 1.3	**1.3.1 Support improvement of local level tax collection and enforcement**		In at least 30 Municipalities (small and medium) increase of tax collection rate at local level governance by 15 %	71 990	national experts; international experts, training cost, travel cost
Contract	Support improvement of local level tax collection and enforcement				
	Situation assessment & Focus group meetings				
	Training curricula and Training program				
	Capacity building				
	Manual on tax administration				
	Final report				
	1.3.2 Develop local revenue management action plans for 30 small and medium municipalities			61 020	national experts; training cost, travel cost
	1.3.3 Capacity building for mayors and heads of asset and land management directories on Local Government Asset Management		80% of participants report an increased knowledge on land and asset management by end of 2019	37 800	national experts; training cost, travel cost
Contract	Capacity building for mayors and heads of asset and land management directories on Local Government Asset Management				
Deliverable	Situation assessment				
Deliverable	Training curricula and Training program				
Deliverable	Capacity building and follow-up				
Deliverable	Report				
	1.3.4 Strengthen municipal capacities to meet the transparency and accountability requirements of Supreme State Audit		Number of Supreme State Audit recommendations fulfilled accordingly and on time by Municipalities is increased with 30%	38 440	national experts; training cost, travel cost
Contract	Strengthen municipal capacities to meet the transparency and accountability requirements of Supreme State Audit				
Deliverable	Situation assessment				
Deliverable	Informative workshops				
Deliverable	Manual on LGUs auditing on Audit & Training curricula and Plan				
Deliverable	Capacity building and follow-up				
Deliverable	Reporting				

			Indicators	Budget	Cost
Component 2	**INCREASED LOCAL SERVICE DELIVERY, EFFICIENCY, QUALITY, COVERAGE, ACCESSIBILITY AND INCLUSIVENESS FOR MEN AND WOMEN**		1. By end of 2019, there is an increased level of citizen satisfaction from local service delivery, coverage, accessibility and inclusiveness for men and women, vulnerable and marginalized groups, persons with disabilities, Roma and Egyptian communities by 40% 2. By end of 2019, there is an increased of citizen satisfaction towards the efficiency and quality of service provision, including of vulnerable and marginalized groups, especially of women, persons with disabilities, Roma and Egyptian communities by 50%	**3 837 270**	
Output 2.1			1. 61 Municipalities have increased their capacities, knowledge and skills in service provision (existing and new) by 50%		
Contract	**2.1.1; 2.1.2 and 2.1.3**				
	2.1.1 Capacity building for local service providers on their specific roles and duties to efficiently implement the existing and new functions and deliver local services to the citizens.		2. 49 Municipalities adopt new model of service provision by 2019	50 550	national experts; training cost, travel cost
Deliverable	Brochure on service delivery principles, standards, reform objectives.				
Deliverable	Training curricula on service delivery		3. At least 3 services in 3 (Municipalities / 3 Clusters Municipalities have improved due to re-engineering with 20%		
Deliverable	Training delivery and reporting				
	2.1.2 Assessing challenges and problem patterns municipalities are facing with public service delivery			76 950	national experts; training cost, travel cost
Deliverable	Assessment on the current situation of transfer of new functions for each municipality		4. The extent to which the citizens are satisfied with the quality of service delivery in their municipality increases by 20%		
	2.1.3 Piloting service reorganization				
Contract	International legal expertise on service reorganization		5. The extent to which citizen's report to have equal access to local services, including of vulnerable and marginalized groups, especially of women, persons with disabilities, Roma and Egyptian communities	441 000	national experts; training cost, travel cost
Deliverable	Assessment of the existing legal framework on service provision at local level in Albania	Implemented in 2017			
Deliverable	Reorganization Service 1				
Deliverable	Reorganisation Service 2				
Deliverable	Reorganization service 3				

	2.2.1 Development of a national benchmark system on local government administrative and public services		1. Informed decision making due to data collection and management has improved in at least 1/3 of Municipalities	340 000	national experts; international experts, equipment, training cost, travel cost
Output 2.2					
Contract	International technical expertise on benchmarking				
Deliverable	Report on review of the existing data collection	Implemented in 2017	2. The extent to which, citizens report they have access to information about the performance of the local services, ,including of vulnerable and marginalized groups, especially of women, persons with disabilities, Roma and Egyptian communitiesis increased by 20% in 2019.		
Deliverable	Work plan with a proposed methodology				
Contract	Establishment of a national benchmarking system on local government administrative and public services				
Deliverable	Development and adoption of a set of performance indicators for local government (Macro level - fast track)				
Deliverable	Design and develop a national benchmarking system				
Deliverable	Mayors/councillors user capacity building				
Deliverable	First report on LG Benchmarking (Macro level - Fast track)				
Deliverable	Development and adoption additional of performance indicators for local government (Deeper level - mid/long track)				
Deliverable	Technical user capacity building (Municipalities Specialists)				
Deliverable	First annual report on LG Benchmarking (Full data)				
Deliverable	Development and adoption additional of performance indicators for local government (Deeper level - long track)				
Deliverable	Draft DCM on the creation and functioning of the benchmarking system				
Activity	National conference - LG benchmarking launching - Handover /Dissemination				

	A one-stop-shop model is defined and scaled up nationwide		1. Services are inventoried and a harmonized catalogue of services is in place.	2 455 000	national experts, international experts, travel cost, equipment, training cost
Output 2.3					
Contract	Establish One-Stop-Shop service delivery systems for Albanian LGUs				
Deliverable	Inception report including business analysis		2. Optimized workflows for more than 60 services.		
Deliverable	Minimal requirement specs for central hardware and communication infrastructure	Implemented in 2017	3. More than 40 services with high level granularity (paperless)		
Deliverable	OSSIS model developed				
Deliverable	Optimized workflows for more than 60 services				
Deliverable	Submission of source code		4. At least 49 municipalities have in place one stop shop system encompassing at least 60 services		
Deliverable	Deployment OSSIS model in Pilot LGUs				
Deliverable	Training plan and implementation				
Deliverable	Good practice manual				
Deliverable	Hand over OSSIS to LGUs				
Deliverable	Deployment OSSIS model in LGUs				
Deliverable	Training plan and implementation				
Deliverable	Good practice manual				
Deliverable	Hand over OSSIS to LGUs				
Deliverable	Signature of SLAs				
Deliverable	Final report				
Activity	National conference - One-Stop-Shop closing, results and promotion				

Output 2.4	**Output 2.4 A system of digitalization of local government archives adopted nationwide**																																									61 Municipalities have in place and carry out 33% of digital archiving	524 320	national experts, travel cost, equipment, training cost
Contract	Provision of professional services for capacity building of local governments' archiving																																										
Deliverable	Agreement with specific municipalities																																										
Deliverable	Inception report																																										
Deliverable	Documentation of standardized workflows					Implemented in 2017																																				
Deliverable	Practitioner's training manual																																										
Deliverable	Professional boxes and files																																										
Deliverable	Implementation of trainings																																										
Deliverable	Certificates of knowledges for archives and protocol employees																																										
Deliverable	Follow up assistance, on the job training and coaching																																										
Deliverable	Establishment of the online helpdesk																																										
Deliverable	Good practice manual																																										
Deliverable	Handover performance certificate																																										
Deliverable	Final report																																										
Activity	Results sharing event																																										
Component 3	**ENHANCED LOCAL DEMOCRACY THROUGH FOSTERING CITIZEN-ORIENTED GOVERNANCE AND PARTICIPATORY DECISION-MAKING, LEVERAGING THE ROLES OF WOMEN AS ACTORS OF CHANGE**																																									By end of 2019, there is an increased good governance at local level across country by 20%.	**990 695**	
Output 3.1	**3.1.1 Conduct a Local Governance Mapping (61 municipalities)**																																									1. 61 Municipalities have available data on the state of governance in terms of efficiency, transparency and rule of law, accountability, participation and citizen engagement as well as gender published in a national e-platform by end of 2017 and end of 2019 2. Municipal decision making based on reliable statistics and up to date information is increased by 20 % compared to 2017.Municipal decision making based on reliable statistics and up to date information is increased by 20 % compared to 2017.	460 000	national experts, international experts, travel cost
Contract	Methodology of LG Mapping																																										
Deliverable	LG mapping methodology																																										
Contract	First phase of LG Mapping implementation																																										
Deliverable	Individual Municipal Reports with key findings																																										
Deliverable	Aggregated Report of 61 Municipalities					First round LG Mapping implemented in 2017																																				
Deliverable	Online web-based platform with municipal data, completed 2017.																																										
Activity	National conference - LG results launching - Dissemination																																										
Contract	Second phase of LG Mapping implementation																																										
Deliverable	Second individual Municipal Reports with key findings																																										
Deliverable	Second aggregated Report of 61 Municipalities,																																										
Deliverable	Updated online web-based platform with municipal data, end 2019.																																										
Activity	Launching of LG mapping results-Dissemination																																										
	PARTICIPATION																																										

		Gantt Timeline	Budget	Notes

Output 3.2

			Budget	Inputs
	Activity 3.2.1 Build institutional capacity for public engagement and consultation, inclusive of vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities (61 Municipalities)		65 960	national experts, training cost, travel cost,
Contract	Build institutional capacity for public engagement and consultation			
	Assesment of the Situation			
	Guiding Operational Toolkit			
	Measurment System			
Deliverable	Capacity Building			
Deliverable	Reporting and Institutionalisation			

TRANSPARENCY AND ACCOUNTABILITY

	Activity 3.2.2: Develop Municipal Programs of Transparency (61 Municipalities)		47 300	national experts, training cost, travel cost,
Contract	Municipal Programmes of Transparency			
Deliverable	Assesment of the situation			
Deliverable	Development of Model Transparency Program and a Measurement System of Transparency and Accountability,			
Deliverable	Development of an Awareness Raising Instruments and Campaign,			
Deliverable	Training Delivery			
Deliverable	Help Desk			

	Activity 3.2.3: Publication of Municipal Councils Decisions (34 Municipalities)		150 000	national experts, training cost, travel cost,
Contract	Publication of Municipal Councils Decisions			
Deliverable	Collect, catalogue, digitalize and upload MCDs decisions,			
Deliverable	Capacity building for relevant municipal staff,			
Deliverable	Help desk assistance,			

	Activity 3.2.4 : Develop standard municipal websites or improve them and increase capacities of PR staff		100 800	national experts, training cost, equipment, travel cost,
Contract	Develop standard municipal websites			
Deliverable	Design and Deployment			
Deliverable	Training			
Deliverable	Maintenance and support contract fir 1 year signed			

ETHICS AND INTEGRITY

	Activity 3.2.5: Increase local government public ethics and integrity (61 Municipalities)		92 160	national experts, training cost, travel cost,
Contract	Increase local government public ethics and integrity			
Deliverable	Training delivery			
Deliverable	Codes of Conduct developed			

	Activity 3.2.6: Adopt municipal integrity plans (6 Municipalities)		74 475	national experts, training cost,
Contract	Adopt municipal integrity plans			
Deliverable	6 municipal integrity plans			

TOTAL Budget			5 265 211	

Notes (right column):

1. By the end of 2019, all 61 Municipalities have increased their participatory decision making by 20%;

2. By the end of 2019, all 61 Municipalities have increased their levels of transparency by 50%
3. Extend to which, citizens report that the function of the Coordinator of public consultation and notification at the municipality is effective is increased by 20%

Legend:
- Output- time frame
- Procurement process
- Contract time frame
- Processes
- Deliverables

6 - Annexes

1. STAR2 Implementation Plan 2018-2019
2. Progress report on Results Framework and M&E matrix
3. STAR2 PR and Visibility Action Plan
4. STAR2 - 3rd Steering Committee Meeting Minutes
5. ROM Mission Agenda
6. Action Plan in response to ROM recommendations
7. Meeting Mayors findings' presentation to the Consultative Council
8. CAP-SOP Situation Assessment Report
9. SOP Template and Guidance
10. OSSIS Model and Workflows for 60 Services
11. OSSIS Baseline Service Catalogue
12. List of Administrative Units and Progress of physical archiving compared with baseline status
13. Local Archiving Trained and Certified Staff
14. Local Archiving Certificate Sample
15. Local Archiving Help Desk Users Guide
16. Assessment Report "Challenges and opportunities for Effective Transparency and Accountability at local level in Albania"
17. List of Municipalities Publishing Decisions of Municipal Council