STAR PROJECT II

Consolidation of Territorial and Administrative Reform

STARII Progress Report

January-April 2019

Consolidation of Territorial and Administrative Reform (STAR 2)

Contents

Figures

Acronyms

AAC	Albanian Association of Communes
AAM	Albanian Association of Municipalities
AITR	Agency for the Implementation of the Territorial Reform
ASLG	Agency for Support Self-Local Governance
ALA	Association of Local Autonomy
ASPA	Albanian School of Public Administration
CB	Capacity Building
CDR	Combined Delivery Report
CoE	Council of Europe
CGF	Classification of Government Functions
CS	Civil society
CSL	Civil Service Law
CSO	Civil Society Organization
DLDP	Decentralization and Local Development Program
DLG	Decentralization and Local Governance
DOPA	Department of Public Administration
e-PAV	Electronic Platform of Local Administration
FIL	Freedom on Information Law
GDA	General Directory of Archives
GDT	General Directorate of Taxes
GoA	Government of Albania
HR	Human Resources
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
HRMU	Human Resources Management Unit
IPMG	Integrated Policy Management Group
LGAP	Law on General Administrative Procedures
MCD	Municipal Council Decision
MoF	Ministry of Finance
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 (US$)	$8,168,668		
Contributions:	Original Currency	US$ Equivalent	Received contributions (in USD)
European Union	3,500,000 EUR	3,990,225	2,400,537
Sweden	15,000,000 SEK	1,710,209	1,710,209
Italy	1,200,000 EUR	1,348,457	902,526
Switzerland	500,000 CHF	493,097	493,097
USAID	100,000 USD	100,000	100,000
UNDP	100,000 USD	100,000	70,000
Government of Albania	30,000,000 ALL	279,070	-
Total Contributions:[1]		**8,021,057**	**5,676,369**
Expenditures as of April 2019			**5,201,032**
Agreement Signed on	14 – July – 2016		
Official Start/End Dates	15 – July – 2016	31 - December – 2019	
Main direct beneficiary	Minister of State for Local Issues (MSLI) / Ministry of Interior (MOI)		
Implementing Agency	United Nations Development Programme in Albania		
Partners	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.		
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		

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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 May 2019 for the remaining installments.

	• 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-April 2019.

The report is composed of two parts: narrative part, which includes the activity-based progress for the reporting period, and a set of annexes, pointing to specific project deliverables, (assessments, tools, etc.) or providing additional technical details or visual evidence related to project implementation. In addition, the report attempts to highlight key developments of the external environment, challenges identified and the way forward.

The Progress

General progress

STAR2 project has entered its final phase. This phase is characterized, on one hand, by the completion of more project activities and, on the other hand, by providing concrete deliverables and products. It is also a moment of reflection on whether the project has influenced or leveraged any meaningful changes with regard to enhancing dimensions of local governance, also in line with the goals and objectives set in the beginning of the project.

By now, the project has involved and trained over 3,000 municipal staff in the 61 municipalities on different municipal matters, ranging from principles of ethics, accountability and transparency, to novel approaches of service delivery, management and organizational readiness.

National standards on local archiving and Transparency Plans are adopted, a third standard of administrative service delivery is being inducted through the gradual spread of the OSS system across municipalities. About 200 standard operating procedures have been co-designed with municipal officials and disseminated to all municipalities, along with specific manuals on Supreme State Audit compliance, Public Consultations, Local Revenue Management, etc.

All Albanian municipalities publish council decision online and provide information through personalized webpages. Interaction and partnerships with several central institutions have been established and been instrumental along the implementation; to name a few key ones with AKSHI, ADISA, GDA, ASPA and Commissioner on the Right to Information and Data Protection.

In synergy with ADISA, STAR2 piloted and is expanding the OSS colocation approach, where both local and central public services are provided in the same municipal office and adopt as much as ADISA higher standards. Maliq and Malesia e Madhe are the colocation forerunners, with Divjaka, Librazhd and Pogradec in the queue for the near future.

The project has also been successful in supporting MoI and ASLG as well as other central government institutions in furthering the decentralization process in Albania, which not only creates prerequisites for further strengthening local governance, but also having a lasting impact on the socio-economic development of the country and the improvement of citizens' standards of living.

Specific progress

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

Summarized implementation progress per activity

Component/Activity	Implementation Stage
Component 1 - Strengthening Institutional and Administrative Capacities of LGUs	
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation	COMPLETED
1.1.4 Capacity building on adopting local government Standard Operating Procedures	

Component/Activity	Implementation Stage
	COMPLETED
1.2.1 Capacity building on leadership	Ongoing 60%
1.3.1 Capacity building on improvement of local level tax collection and enforcement	COMPLETED
1.3.2 Local revenue management action plans for 30 small and medium municipalities	Ongoing 60%
1.3.4 Capacity building on asset and land management	COMPLETED
1.3.5 Capacity building on LGUs' compliance with HSAI	COMPLETED
Component 2 - Increased local service delivery, efficiency, quality, coverage, accessibility and inclusiveness for men and women	
2.1.1 Capacity building for general service delivery provision	Joint implementation
2.1.2 Assessing challenges for service delivery	
2.1.3 Piloting service reorganization	Ongoing 30%
2.2.1 Development of a benchmark system on LG administrative and public services	Ongoing 20%
2.3.1 OSS model developed and scaled up	Ongoing 65%
2.4.1 Capacity building for standardized local archives	COMPLETED
Component 3 - Enhanced local democracy through fostering citizen-oriented governance and participatory decision making, leveraging the roles of women as actors of change	
3.1.1 Local Governance Mapping	Ongoing 50%
3.2.1 Capacity building for public engagement and consultation	COMPLETED
3.2.3 Municipal Programs of Transparency	COMPLETED
3.2.4 Publication of Municipal Councils Decisions	COMPLETED
3.2.6 Develop standard municipal websites	Ongoing 80%
3.2.7 Increase local government public ethics and integrity	Joint implementation
3.2.8 Pilot municipal integrity plans	Ongoing 50%

During the reviewed four months, STAR2 pursued implementation of all remaining activities. Out of the total number of activities, by end April 2019, 9 activities are completed, and the others are under implementation at different stages.

In a summarized form, key elements of activity progress include:

January 2019

- ✓ **On-the-job assistance** for development and adoption of SOPs continues in 9 selected municipalities while the contractor detailed a monitoring plan for SOPs implementation.

- ✓ AAM and ALAA started the consultation related to the identification of the **6 best mayor experiences** which will also identify the host municipalities for six peer-to-peer events to be organized during March.

- ✓ Work on the **finalization of the Standard Action Plan (SAP) and the Standard Monitoring Plan (SMP)** for the procedures of collection of: (i) tax on property, (ii) tariff on waste and (iii) uncollected tax and dues continued during the reporting period.

- ✓ The **"Local Service Delivery Assessment and Piloting Re-organization of Selected Services"** tender was awarded to the Consortium MultiContact Consulting joined by two Albanian Companies, respectively Alfa Services and Info Business Solutions.

- ✓ The **system analyses for the Municipality of Tirana** were already completed during late January 2019. In February STAR 2 expects entering into development stage, validating more than 160 services already cataloged and standardized.

- ✓ During January the capacity building **activities related to Public Engagement and Consultation** continued with a total number of 7 Informative sessions (146 participants) taking place, bringing the total number of workshops to 12 and benefitting 246 officials from 61 municipalities.

- ✓ An **Integrity Risk Assessment Methodology and Standard Municipal Code of Conduct** is developed and consulted with key central government partners in the implementation of this activity, ASLG and Ministry of Justice. .

February 2019

- ✓ During the reporting period, the capacity building **activities related to Public Engagement and Consultation** continued with a total number of 16 training sessions with the participation of 220 local officials bringing the total number of delivered workshops at 28 with total number of 505 officials from 61 municipalities.

- ✓ The roll out of the **standard model of municipal web page** took place in the 13 target municipalities while population of web pages with information continues.

- ✓ The assistance for the **on-line publication of municipal decisions** completed with the training of secretaries of municipal councils and IT of 33 target municipalities to publish independently their decisions on line.

March 2019

- ✓ The project **concluded the planed capacity building assistance** on Code of Administrative Procedures (CAP) implementation and adopting local government Standard Operating Procedures.

- ✓ **Capacity building on improvement of local level tax collection and enforcement** was of high interest for the local officials was demonstrated from the attendance level and engagement of the municipal staff during training.

- ✓ As part of the preparation of the necessary tools for the **survey on public services at local level** Multicontact Consulting visited three municipalities – Belsh, Lushnje and Lezhe.

- ✓ The consortium led by Co-Plan Institute started work on the assessment of current municipal performance measurement systems and identification of potential complementarities.

- ✓ **OSSIS rollout is progressing** as per the plans. During the reporting period the following completed the preparatory work and have a functional system: Maliq, Cerrik, Librazhd, Vora, Mallakaster, Lushnje, Malesia e Madhe, Skrapar, Belsh and Permet.

- ✓ **Infocip is currently supporting the municipalities to populate the web pages** with the necessary information. There is an interest expressed by some municipalities to adopt the new standard model of the Transparency Programme approved by the Commissioner on the Right to Information and Protection of Personal Data.

✓ **Integrity Risk Assessment Methodology and Standard Municipal Code of Conduct** are consulted with local government officials through 4 regional consultative workshops with participation of 61 municipalities. During the consultation workshops a call for expression of interest is issued aiming at identifying the 6 target municipalities for the piloting phase.

April 2019

✓ **National dissemination event** "Assessment and Implementation of the Code of Administrative Procedures and Adoption of Standard Operating Procedures in Local Government" was held on April 11th in Tirana where key findings on assessment and recommendations on Standard Operating Procedures (SOPs) in local government and the finalization of the project's capacity building assistance on Code of Administrative Procedures (CAP) were shared.

✓ ESA Consulting concluded the **delivery of training workshops on tax administration at local level**. A manual on tax management is developed and will be delivered to all 61 municipalities for future reference.

✓ Detailed **action and monitoring plans for tax on property, tariff on waste and uncollected taxes** were elaborated in 25 municipalities and approved by Mayors.

✓ As a result of the **piloting in the municipalities** of Lushnja, Lezha and Belsh, the MultiContact Consulting completed and submitted for comments the Assessment Methodology and the List of Public Services to be assessed, a Detailed Implementation Plan for the assessment phase and Risk Management Plan as well as other related documents.

✓ The consortium led by CoPlan Institute conducted a series of meetings with institutions and projects which have already engaged in **initiatives for the construction performance indicators systems** at local level. The consultation round with institutional actors and projects had a twofold objective: gain a better understanding of current initiatives concerning performance measurement systems and undertake an assessment of the municipal performance measurement systems (including government led and partners' actions) and the situation related to municipal data and performance measurement currently in place.

✓ The **OSSIS implementation** continues with the massive rollout phase The Joint Venture contractor has advanced the process in several municipalities. As for details and status of work, the following municipalities have completed all training and testing of the system and are currently using it: Maliq, Cerrik, Librazhd, Vora, Mallakaster, Lushnje, Malesia e Madhe, Skrapar, Belsh and Permet.

✓ Municipality of Tirana is **advancing with the OSS software development**. Currently service validation for each department is in process. Following this stage, the first services will be tested, and Tirana Municipality will prepare to go live with a group of services for specific directories in end of May 2019.

✓ The **municipal council decisions** (MCDs) of 61 municipalities are available at www.vendime.al. Infocip is still following up on the regular publications of the Municipal Councils Decisions by 61 Municipalities.

✓ Following the call for expression of interest to be part of **Integrity Planning Piloting** process six municipalities volunteered: Municipality of Mat, Shkodra, Elbasan, Patos, Gjirokaster and Mallakaster. The integrity planning process is expected to start in early May and pilot local Integrity plans to be drafted by September 2019.

Project Visibility

Project visibility was proportional to the high intensity of the activities implemented. The project has maintained regular updates on the Facebook account and disseminated information through UNDP twitter account, ensuring more visibility. Different communication stories/articles related to project activities and good practices where developed, and articles have been published in real time on the https://reformaterritoriale.qeverisjavendore.gov.al/page.

As activities in the field have intensified, the project has interacted increasingly with various municipal departments across the country and made sure to explain the origin of STAR2 assistance as an exemplary partnership product contributing jointly to strengthening local governance. Three video testimonials were produced, evidencing citizens receiving services and expressing their opinion on the impact the STAR2 project has on their life, and they were amply distributed during the reporting period. A press trip was also organized during the reporting period, which ensured positive press feedback with multiple articles on the written media, reportages and coverage on various portals. STAR2 project reflects all visibility requirements and duly credits the project partners in UNDP's recently re-engineered website: http://www.al.undp.org/content/albania/en/home/projects/star-2---consolidation-of-the-territorial-and-administrative-ref/

During the reporting period, three visits to One Stop shop sites were organized. The One Stop Shop Information System was inaugurated in Permet, with the presence of the Italian Cooperation, which also helped secure in anticipation the basic IT hardware for the municipal OSS. Two other visits were organized in two itineraries: one in the municipalities of Pogradec, Librazhd dhe Cërrik, with the presence of representatives of the EU Delegation, and the other in municipalities of Mallakaster, Lushnje and Belsh, with representatives from STAR2 donor community.

Project Sustainability

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

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

The project planning is based on various ways to institutionally anchor its outputs for sustainability wherever possible and applicable. Positive institutional collaboration examples to date, worth to cite, include relations and dialogue with the General Directorate of Archives, NAIS, Ministry of Finance, High State Audit, and Commissioner for the Right to Information and Data Protection.

During project implementation excellent collaboration and consultations have been developed between STAR2, ADISA and ASPA. Consultations with ADISA have focused on ways to synergies and discuss on applied standards in service provision; colocation of central/ local service provision plans; and exchange of information with ADISA on upcoming activities. A principal agreement reached was to recognize and harmonize an official list of services delivered by LGUs.

Also, since November 2017, all project related RFPs for capacity building take in consideration ASPA training and curricula standards in cases when other specific institution standards are not applicable. The project agreed with ASPA on establishing a closer collaboration, starting from certification of training curricula and sharing project related training modules and certification of training participants from ASPA. So far two training curricula have been certified by ASPA, respectively in areas of Standard Operational Procedures and Local Government Transparency and Accountability while all contractors have consulted ASPA in the preparation of the curricula.

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

It should be noted that some project outputs are part of specific sectoral strategies' action plans, such as for instance the Local Governance and Decentralization 2015-20202, PAR Strategy 2015-2020 and the Anticorruption Strategy

2015-2020 Action Plans, where ASLG has the obligation to report while achievements depend from STAR2 progress and performance.

Next Steps

From a management perspective

In spite of progress, it is recognized that the project complexity is increasing proportionally with the increased number of activities under implementation, some of which require more dedicated focus in reviewing the interim outputs and monitoring the overall execution, such as the case of the One Stop Shops. The project 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. Increasing implementation speed is accompanied with increased visibility and communication which should be further intensified until the end 2019.

The project has foreseen a slow down due to the planned local elections of June 2019. Yet the current political developments and the decision of the opposition not to register their candidates for mayors may create some difficulties in the planned work with Mayors at local level. Potential developments related to local elections are a factor influencing the project implementation timeline for key activities requiring strong political will.

From a technical perspective

The project encounters a set of issues to be addressed, mainly related to OSS implementation. Following the pilot phase with 3 municipalities until end December 2019, the OSS implementation enabled 12 additional municipalities to go live from January to April 2019, while in terms of training, it reached all 48 municipalities by end of the same month. The progress would be greater if there were no shortages of basic IT equipment in many municipalities or this problem would have been addressed long ago since its identification in early 2018. Mainly due to this reason, about 17 municipalities remain problematic in spite of individual communication with each of them for ways to overcome such impasse.

While IT hardware remains the fundamental cause of slow progress, having dedicated staff for OSS front-desk offices in some municipalities is difficult. Due to staff organization, budgeting, hiring process and implications with decision making process. In some cases, staff organization to serve in the front office has been a show stopper. OSSIS need also a dedicated office, possibly at the entrance of municipalities; this facility is missing in several municipalities, making impossible to establish an OSS front-desk unit and start operating the system. For most of the municipalities already using the OSSIS, the above difficulties are addressed by mayors, in many cases assisted from STAR2 team in collaboration with the contractor. Most municipalities have difficulties to be self-starters in this process, even though they recognize the benefits of having the OSSIS for better service provision. There are some cases where, under the leadership of the mayor, and with the attention and push from the project team, seemingly impossible situations are finally solved through re-arranging resources of the respective municipalities, but these are only a few cases.

The project has also developed a lower-profile scenario, requiring about $1 million in local IT hardware to ensure basic operations of OSS in all municipal centers, however, the difficulty of covering this bill remains the same.

The above-mentioned challenges are mainly concerning the first step, to make OSSIS operational in the center municipalities, while considering expansion of OSSIS in the respective AUs, the main challenge is again IT infrastructure.

1 - Introduction

1.1 Context

Key recent milestones related to decentralization reform include: (i) Mid Term Review of the Decentralization Strategy paving the way to a decision on future prioritization for this cross-cutting reform; (ii) The reforming of the Agency for Support to Local Government, which is set to be in charge of monitoring institutionally the implementation of the decentralization strategy, improving coordination and evaluate the performance of local administrations and the effective implementation of the legal framework, among others; and (iii) the further revival of the Consultative Council between the Central Government and the local ones.

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

Other aspects having made progress, include:
- Continuation of the implementation of the 2015-2020 national cross-cutting Strategy for Decentralization and Local Governance;
- Budget preparation is in line with the revised Organic Budget Law since 2017;
- Increased number of municipalities disclosing public information and appointing a local coordinator responsible for the right to information;
- Law on Local Self Governance Finances allows for increased predictability of Local Government revenues
- Instructions on the preparation of local mid-term and annual budgets
- By-laws on immovable property allowing for more accurate estimation and significant increase of revenues for local government.
- 2019 share of State Budget for Local Government in compliance with Law on Local Self Government Finances and its consultation at the Consultative Council

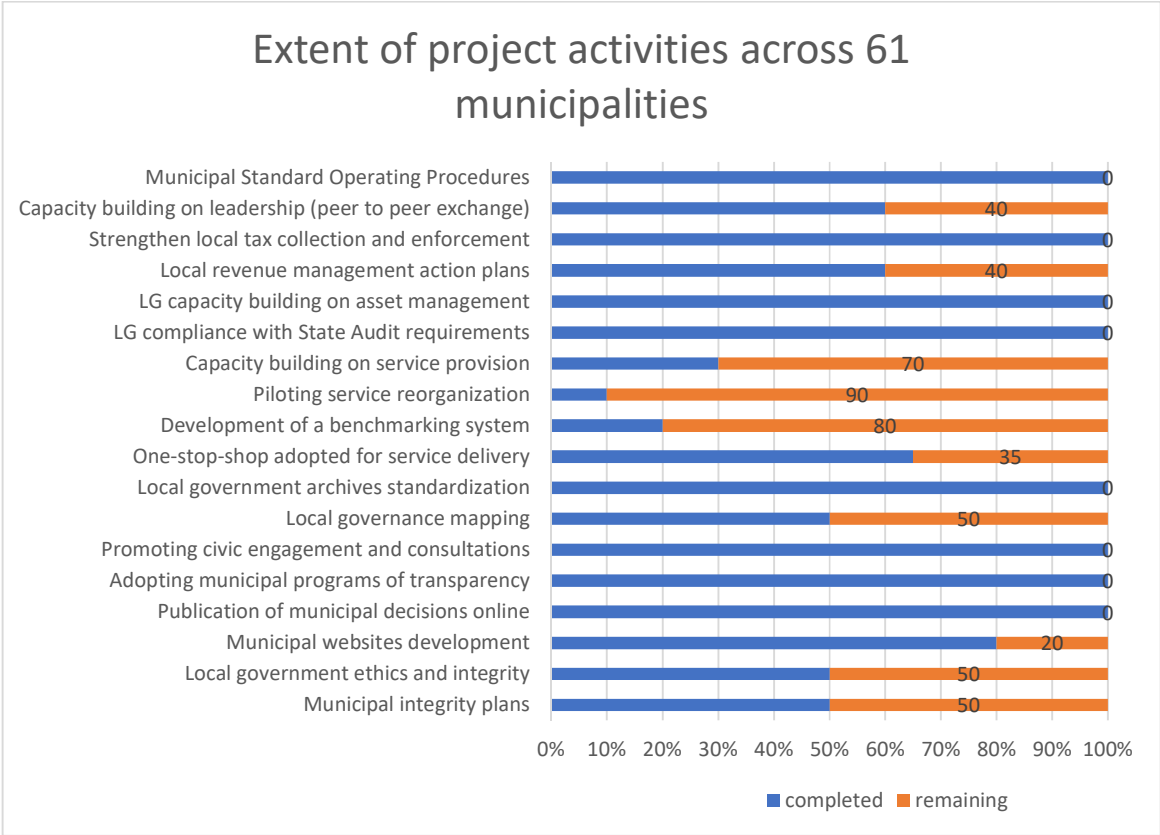Other aspects requiring further efforts, include:
- Increasing capacity of local government units to carry out their expanded responsibilities;
- Full implementation of the Law on Civil Servants at the local government level as appointments in breach of civil service law remain problematic for the public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

Specific recommendations based on the findings relate to:
- Clarification of assigned responsibilities;
- Identification of a strategic framework of legal acts to be amended;
- Improved interinstitutional coordination and engagement of line ministries in the Consultative Council;
- Improvement of local finances including the predictability and sustainability as well as local borrowing;
- A proactive role of the Consultative Council as initiator and influencer of the reforms;
- Enhanced local democracy through strengthened role of the council and the overall participation and consultation mechanisms;
- Last but not least, the MTR launches for discussion the asymmetric decentralization approach as potential viable option for Albania.

1.2 Project metrics

Extent of project activities across 61 municipalities

| Activity	completed	remaining
Municipal Standard Operating Procedures		0
Capacity building on leadership (peer to peer exchange)		40
Strengthen local tax collection and enforcement		0
Local revenue management action plans		40
LG capacity building on asset management		0
LG compliance with State Audit requirements		0
Capacity building on service provision		70
Piloting service reorganization		90
Development of a benchmarking system		80
One-stop-shop adopted for service delivery		35
Local government archives standardization		0
Local governance mapping		50
Promoting civic engagement and consultations		0
Adopting municipal programs of transparency		0
Publication of municipal decisions online		0
Municipal websites development		20
Local government ethics and integrity		50
Municipal integrity plans		50

Gender equality and non-discrimination

The period covered by this report has been very intensive in term of trainings, workshops, on job training and other capacity building activities. The total number of staff of municipalities participating in capacity building activities in the end April is 3250 municipal staff, marking an extensive increase compared to 1188 at the end of December 2018. The highest share of participants in training is related to the OSSIS activities -1040.

Equal opportunities for women and men are a horizontal priority for contemporary policies. There are three main approaches to the issue: equal treatment, encouraging (also called positive) measures and gender mainstreaming. For the STAR2 project it is important to achieve equal opportunities for women and men in public life and governance. The number of the participants and the realization of equal opportunities is presented in the next table and diagrams:

|	Up to December 2018		January-April 2019		TOTAL
	Number of participants		Number of participants	%	
Men	751	45.4%	760	46.8%	1511
Women	881	54.6%	858	53.2 %	1739
TOTAL	1632	100.0%	1618	100.0%	3250

Figure 2 Share of man and women

STAR2 - Share of men and women in traninings (%)

Men 46%

Women 54%
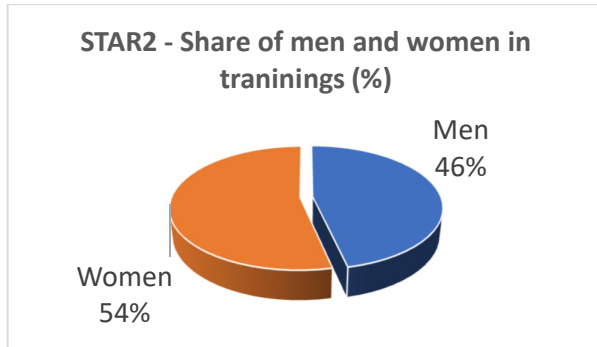
The project is well balanced regarding the female participation in capacity building activities. As per previous reporting, the percentage of women on training activities is 54 %, a key essential component for UNDP and other donors' commitment to advance gender equality and women's empowerment.

Figure 3 Managers' participation

Managers' participation in training (dec 2018 – apr 2019)
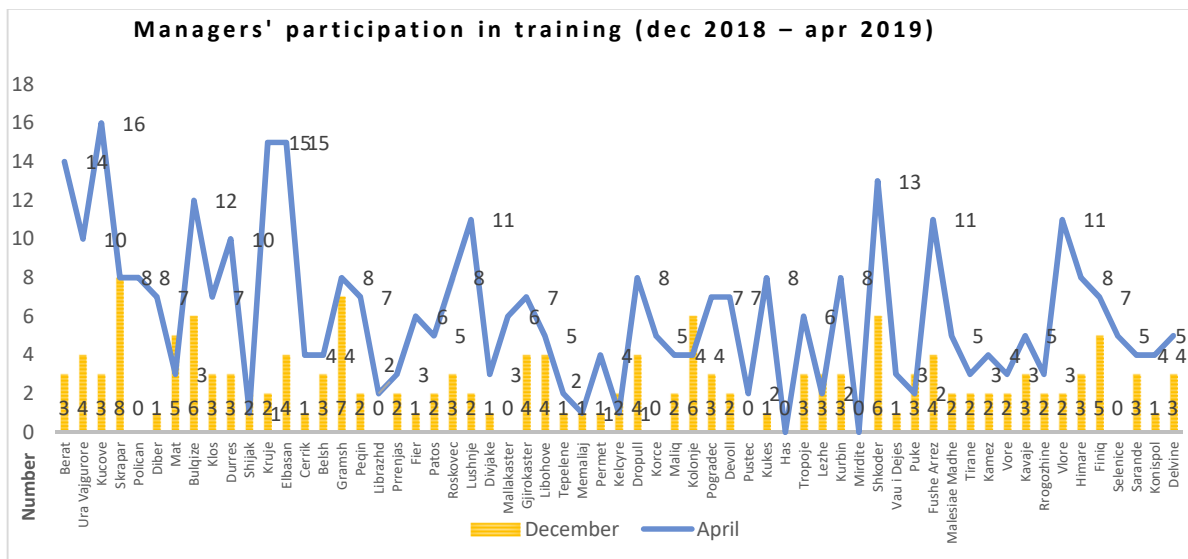
It seems that the capacity building activities under different components of STAR2 project are relevant and appropriate for the high level of management staff in all municipalities. A considerable number of deputy mayors, general secretaries, director of directories participating and contributed actively in continuation in planned activities. The average share of high-level managers participating in the STAR 2 trainings is 22.5 % showing the same tendency as in previous reports.

Figure 4 Participants by gender

Participants in trainings by gender
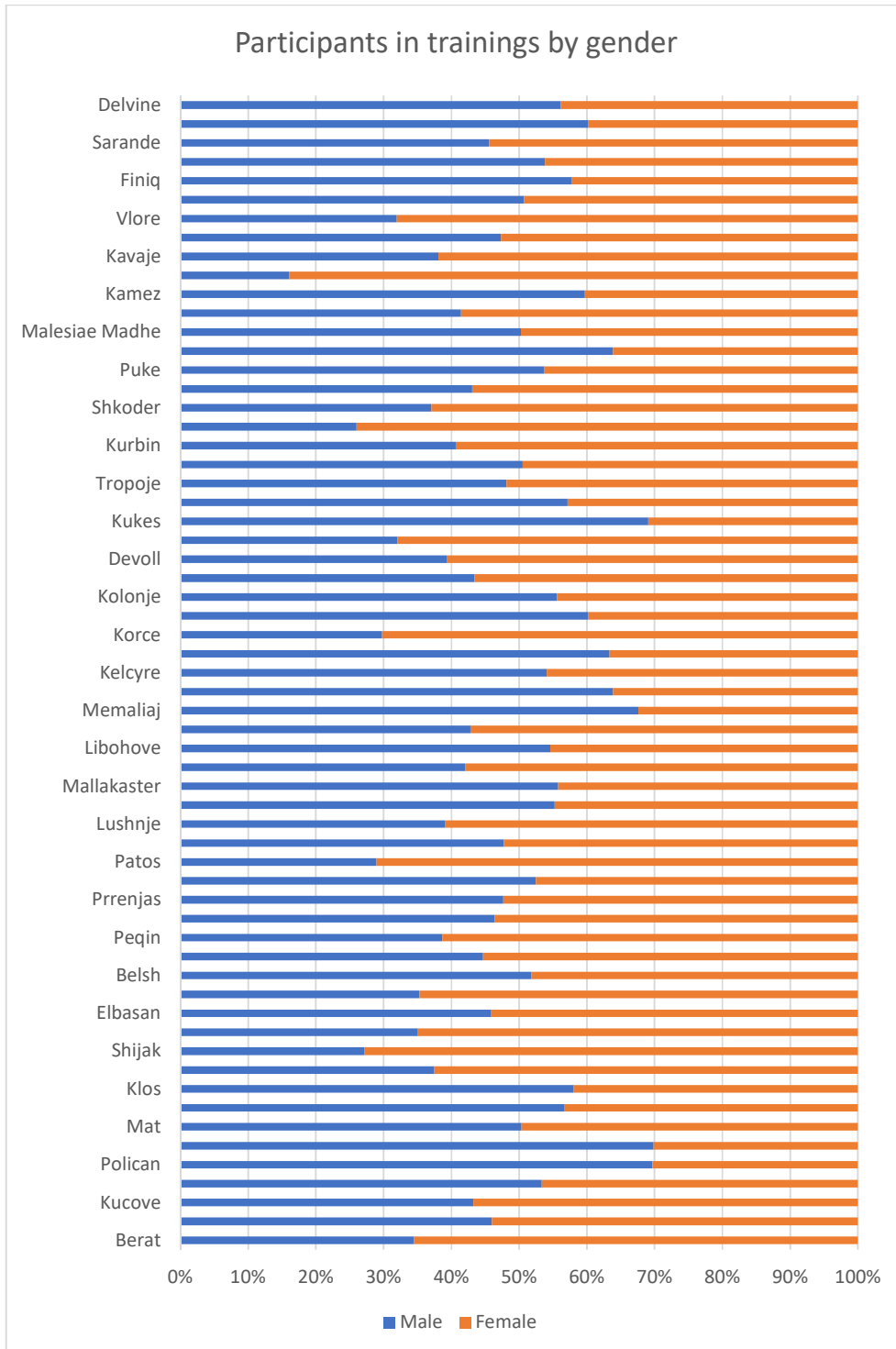
2 - Implementation Progress

2.1 Progress by component, output and activity

COMPONENT 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs

Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level 1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation 1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)	
Status	Phase 1 -Situation Assessment – **Completed** Phase 2 - Assistance to municipalities – **Completed**
Service provider	Phase 1- Situation Assessment - **FLAG - Foundation for Local Autonomy and Governance** Phase 2 - Assistance to municipalities – **FLAG - Foundation for Local Autonomy and Governance**
Start-end dates of assignment	December 2017 – April 2019 (both phases)
Products developed to date	1. Assessment of situation of Standard Operating Procedures in Municipal Governments in Albania government 2. SOP guidance for Standard Operating Procedures drafted 3. Training curricula on CAP and SOP drafted 4. 14 trainings (2 days) on CAP and SOP delivered 5. 9 workshops on 3 thematic SOPs organized for 61 municipalities 6. SOPs developed for 3 clusters composed by 3 municipalities 7. National disemination event organized for 61 municipalities
Estimated rate of implementation	100%
Cumulative Progress, up to December 2018	**Progress attributed to reporting period (January – April 2019)**
Project assistance on CAP and SOP implementation is organized in two phases: *Phase 1: (December 2017 – February 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	The contractor, Foundation for Local Autonomy and Governance (FLAG), continued on-the-job assistance for development and adoption of SOPs in 9 selected municipalities. During January 2019 efforts were dedicated to SOPs consolidation focusing primarily on supporting the 9 pilot municipalities to finalize their sets of SOPs. During February -March the project entered the phase of dissemination for products developed through on the job assistance with 9 municipalities to 51 municipalities. Focus was on preparing and holding the three rounds of nine workshops for the 51 non-pilot municipalities clustered as per their category, respectively in 12 and 21 February and 4 March. The workshops aimed to raise municipal staff capacities of Human Resource Management, Public Procurement and Finance and Budget sharing the piloting practice, and the SOPs developed for each of three respective fields as well as to provide impetus for progressing with SOP development for 51 municipalities (18 category I, 25 category II, 4 category III, 4 categories IV), excluding Tirana which is advanced in SOPs adaption and served as a good model for other municipalities. Participation in the workshops was satisfactory, with nearly 70 percent of the 51 municipalities attending the trainings and providing positive feedback for the development of SOPs in their municipalities. In all, some 93 different staff members from 35 different LGUs attended the workshops.

- 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.

The assessment was finalized in February 2018.
The inventory of existing SOPs among the municipalities revealed a limited understanding on the role of SOPs in municipal operations.
The Municipality of Tirana is an exception to the rule, having developed up to 450 SOPs.
However, the lack of a common framework makes it difficult for this process to be carried out by most municipalities.
Secondary legislation that would support municipalities in implementing is a requirement.

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

Based on the results and recommendations of the First phase (assessment of the situation), a call for assistance on CAP and SOP was launched in April for selection of the contractor for implementation of the Phase 2 (Assistance to Municipalities) awarding FLAG the implementation of the second phase of the assistance.

Phase 2: July 2018 – April 2019
- Build capacities of local staff and municipal councilors on SOP development, adaption and implementation;
- Support adoption of Standard Operation procedures;

The contractor, Foundation for Local Autonomy and Governance (FLAG), developed the training curricula on Code of Administrative Procedures (CAP) and adoption of Standard Operation Procedures which were also certified by ASPA. During July-August 2018 FLAG organized 14 two-days training sessions on the CAP and SOP. A total number of 195 local officials from 57 out of 61 invited municipalities participated in this training.

On-the-job assistance for development and adoption of SOPs on local budget, procurement and HRM in 9 selected municipalities, respectively Berat, Kucove, Skrapar, Shkoder, Lezhe, Fushë-Arrëz, Elbasan, Gramsh and Kruja started during September and continued until December 2018.

During March – April the project concluded the planed capacity building assistance. FLAG in cooperation with STAR 2 organized the National Dissemination Event "Assessment and Implementation of the Code of Administrative Procedures and Adoption of Standard Operating Procedures in Local Government" at Tirana International Hotel on 11 April 2019.

The purpose of the national dissemination event was to share key findings on assessment and recommendations on Standard Operating Procedures (SOPs) in local government. Disseminate project assistance full package of template and guidelines for development of SOPs and set of municipal SOPs developed in nine pilot LGUs to fulfil municipal functions in Human Resource Management, Finance and Budget, and Public Procurement.

The SOPs package presented to each municipality on a CD comprises 37 different SOPs that have been shared among the 9 pilot LGUs. Adapting each of these SOPs to their own situation will provide a total database of 333 different SOPs produced by the project.

The conference was received very well by all participants. Discussions took place about possible following steps that would require funding, such as further monitoring of the impact of SOPs upon the internal procedures of LGus, municipal performance and service delivery, and the possibilities for extension of the set of SOPs into other functions of the municipal administration.

Total number of participants 151, out of which 125 representatives of municipalities, 59% women. Total number of municipalities benefited from assistance on SOP reached 57 or 94%.
Participants in this event include: Directory staff responsible for HRM, Finance and Budget, and Public Procurement in all municipalities, representatives of MoI,ASLG, DoPA, ASPA, AAM, ALAA, UNDP, donor community of STAR 2 and project partners working in LG sector.

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 - ongoing
Service provider	Phase 1 – In house, STAR 2 Phase 2 – **Albanian Association of Municipalities in cooperation with Albanian Association for Local Autonomy**
Start-end dates of assignment	March 2018 – October 2019
Products developed to date	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. 4. Best experiences and main challenges assessment report; 5. Best experiences of 61 municipalities booklet; 6. Documentary video on 6 best experiences;
Estimated rate of implementation	60%
Cumulative Progress, up to December 2018	**Progress attributed to reporting period (January - April 2019)**

Cumulative Progress, up to December 2018	Progress attributed to reporting period (January - April 2019)
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. 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 2018. 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. ToR were revised expanding the scope to the national promotion of the identified main achievements from municipalities. The contract "Empowering Mayors through peer to peer exchange" is awarded to a joint proposal of Albanian Association of Municipalities and Albanian Association of Local Autonomy.	During January – February work continued to determine the 6 best experiences and start the organization of 6 peer to peer exchange events in respective municipalities. Based on the assessment of situation identifying best experiences and main challenges of Albanian mayors, a meeting was organized with presence of MoI, ASLG, AAM, ALAA, UNDP and STAR2 to discuss main findings and results and conclude the decision-making on six best municipality experiences and the host municipalities for the 6 peer-to-peer-events to be organized during March as below: Ura Vajgurore Municipality - "Integrated digital system services", Shkoder Municipality - "i-Shkodra, transparency system for citizens", Elbasan Municipality - "Local public security commission and increase of security in schools", Kamez Municipality - "Participatory and transparent budget management", Skrapar Municipality - "Provision of new services for children with special needs" Bashkia Fier - "Intervention in drainage and irrigation channels, release, cleaning and efficient delivery" While AAM and ALAA in cooperation with 6 selected municipalities started preparations for organization of the 6 peer to peer best experiences exchange events during March political situation aggravated affecting both levels of governance. Following carefully on the drastically changing political situation in parliamentary and political party level, in mid-February MoI, ASLG, AAM, ALAA, UNDP and STAR2 discussed and decided to postpone the organization of 6 peer to peer events in local level after the local elections in October 2019. The main arguments for postponement of 6 events include: the risk of nonattendance of mayors of different political sides; the anticipation of the non-productive communication between mayors of different political

The implementation of this assignment, with a duration of 14 months, started in August 2018.

Stages of this assignment include: (i) an assessment aiming at identifying main achievements, good experiences as well as main problems and challenges of 61 municipalities (ii) publication of best experiences in form of a booklet and further on will production of a documentary film of 6 best experiences; (iii) organization of 6 field visits on peer to peer exchange among Albanian Municipalities; and (iii) a national event on municipalities main achievements.

Assessment of situation aiming at identifying best experiences and main challenges of Albanian mayors started after finalization of a comprehensive methodology and questioner. AAM and AALA experts interviewed all 61 mayors during October-November 2018.

A final Assessment report, a booklet and a documentary video script are prepared by end December to follow with the organization of peer to peer activities in 6 municipalities representing the best experiences, during March 2019 and a final event in October 2019.

sides in case of participation; failure to achieve objective of the peer to peer exchange of good experiences among mayors.

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

Next steps:
Implementation of the ongoing technical assistance until October 2019.

Expected deliverables:
- Peer to peer exchange activities in 6 municipalities;
- Final event on municipalities best experiences.

Output 1.3 Local public financial and fiscal management capacities enhanced	
1.3.1 Support improvement of local level tax collection and enforcement	
Status	Completed
Service provider	Economic and Social Analytics Consulting (ESA)
Start-end dates of assignment	May 2018 – April 2019
Products developed to date	1. Assessment on Best Performing tax management and enforcement systems on local self-government drafted 2. 2 focus groups meetings 3. Training curricula developed 4. Capacity Building Program to 61 municipalities 5. Manual on tax administration
Estimated rate of implementation	100%
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January - April 2019)

Cumulative Progress, up to December 2018	Progress attributed to reporting period (January - April 2019)
Project assistance on Support improvement of local level tax collection and enforcement started in December 2017 with coordination meetings with partners working in the areas of PFM, local taxes and revenues management (PLGP/USAID, SECO, DLDP, and Ministry of Finance and Economy - MFE), aiming to ensure that STAR 2 builds upon other partners' knowledge and complements current interventions started from . Implementation of the contract for the improvement of Local Level Tax Collection and Enforcement was awarded to Economic and Social Analytics Consulting (ESA Consulting) in May 2018. Phases of this assignment include: Assessment of Situation, Focus Group meetings, Development of Training Curricula, Delivery of Capacity Building Program and finalization of a manual on Tax Administration. This activity is implemented in close collaboration with the Ministry of Finance and Economy MFE, which reviewed and endorsed the ToRs, and it will certify the training curricula and the Manual on Tax Management. The activity started with an Assessment on Best Performing tax management and enforcement systems on local self-government based on the methodology and assessment tools consulted with MoFE. This assessment process identified also the needs for capacity building of local government officials related to tax collection and enforcement. Based on the assessment, ESA developed training curricula. Training curricula will be followed by the delivery of capacity building program, 8 two-day trainings on tax management organized for 61 municipalities during January 2018 – March 2019. Trainings will target up to 180 public officials with direct responsibilities on tax management and enforcement. A manual on tax management will be also developed, covering all tax management processes ensuring sustainability of the trainings.	Training delivery which targets all 61 municipalities, started in January 2019 and was organized in 8 different locations. Trainings were characterized by high level of participation and resulted in vivid discussions from the municipal staff. Almost all participants returned on the second training day. Attendance level and excellent engagement of the municipal staff during the training was a sign of high interest of local government officials on this topic. Based on situation assessment and discussions during training sessions, the main systemic issues municipalities face in terms of fiscal administration relate to: -taxpayer registration (especially households); -establishment or expansion of IT systems/databases; -embedding legal tax notification procedures into their practices (most don't follow obligatory steps especially for household taxpayers); -fiscal policies and planning (lack of accurate information as well as political pressure); -human resource management issues (staffing of tax units, lack of legal knowledge); -lack of staff performance measurement and accountability mechanisms. Other issues relate to enforced collection as well as systematization of tax appeal procedures. In the short-term, the application of the new immovable property tax presents a big challenge for the municipalities. The majority of participants highlight the fact that very limited assistance in the revenue management area has been provided so far by technical assistance programmes, which have mainly focused on budget management issues. This training has been welcomed by participants, who also highlight the need for further coaching and engagement with high level management. ESA Consulting concluded the delivery of training workshop on tax administration at local level and finalized the Manual on Tax management, with insights from the trainings. 114 tax experts benefited from the 8 trainings organized on tax administration processes, from which 44% women. STAR2 in collaboration with Service Provider will prepare and deliver certificates on the Capacity Building Program and will distribute them to all participant together with the Manual on Tax Management.

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	Under Implementation
Service provider	EDF Consulting & PAS Union Trust
Start-end dates of assignment	October 2018 – October 2019
Products developed to date	none
Estimated rate of implementation	60 %

Cumulative Progress, up to December 2018	Progress attributed to reporting period (January-April 2019)
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. RfP was published on early August 2018. After selection process, contract was signed with EDF Consulting & PAS Union Trust on October 2018. The 12-month assistance includes: (i) in depth analyses of the 29 municipalities tax department procedures on revenue collection, (ii) on the job-assistance for the development of action and monitoring plans and (iii) Online Help desk to provide support to municipalities to successfully implement the revenue action plans and at the same time monitoring the impact. Meetings with institutional partners were organized including MoFE, PLGP, SECO and ESA to ensure coordination and synergy with actors working in the same sector. The process of in-depth situational assessment started with the methodology and assessment tools consulted with MoFE. The implementation started with field visits of STAR 2 staff and contractor to 29 municipalities during November aiming at ensuring mayors and tax department staff commitment in this process. All 29 municipalities were involved to the process of tax collection action plans development and the first step was a response to questionnaires delivered was a very good indication.	The contractor "EDF Consulting & PAS Union Trust" completed the work on the Standard Action Plan (SAP) and the Standard Monitoring Plan (SMP) for the procedures of collection of: (i) tax on property, (ii) tariff on waste and (iii) uncollected tax and dues. During January 2019, the SAP&SMP together with the findings of the in-depth analyses, and the recommendations on improvement of collection process as per the latest legal changes were presented to all 29 municipalities in 4 regional workshops. The next step was the job assistance to tailor Action plans and Monitoring plans for each target municipality. During April "EDF Consulting & PAS Union Trust" implemented the planned work on the finalization of the Action Plans and the Monitoring Plans for the procedures of collection of: (i) tax on property, (ii) tariff on waste and (iii) uncollected tax and dues. The plans for 25 municipalities were developed and approved by respective Mayors. Tax managers are expected to use these plans as guidelines to standardize the way the tax collection process will take place, enabling a better planning and monitoring of revenues collection process. **Next steps:** The Contractor will follow the work plan with providing assistance to the remained 4 municipalities that have not yet approved the detailed plans. If it is needed, an additional workshop will be organized. The Contractor will organize a process of periodic exchange of data with municipalities regarding the indicators set in the monitoring plans. **Expected deliverables:** • Assessment report and standard action plans developed; • On the job assistance to 29 municipalities – Action plans for 29 municipalities developed and approved by mayors; • Online help desk to follow up and monitor implementation of plans from municipalities; • 3 dissemination workshops on tax action plans to all 61 municipalities.

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

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

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	1. Local Service delivery, assessment and piloting Re-organization of selected services- **On going** 2. Municipal role in rural development – **Completed**
Service provider	1. Local Service delivery, assessment and piloting Re-organization of selected services – **MultiContact in consortium with Alfa Services and InfoBusiness Solution** 2. Municipal role in rural development – **ÖAR GmbH**
Start-end dates of assignment	**1. February 2019 – 31 December 2019 (MultiContact)** **2. August 2018 – January 2019 (ÖAR GmbH)**
Products developed to date	1. Inception report 2. Final report (ÖAR GmbH); Guidance for Municipalities on Rural Development
Estimated rate of implementation	1. **20%** (MultiContact) 2. **100%** (ÖAR GmbH)
Cumulative Progress, up to December 2018	**Progress attributed to reporting period (January – April 2019)**
1. Service delivery capacity building and reorganization Based on initial consultations with several municipalities, line ministries and local experts to analyze the current situation of service provision at local level and the legal framework supporting it, STAR2 decided to integrate the three activities (2.1.1; 2.1.2 and 2.1.3) under one call. While the overall scope remains unchanged, the chosen approach would be a three-phased implementation: Phase 1: A comprehensive assessment on main challenges and problem patterns municipalities are facing with service delivery and identify the best practices on delivery of public services. The assessment will cover all services which fall under the law on self-government (including the delegated functions). The aggregate findings of phase 1 will guide the content of the capacity building topics in phase 2. Phase 2: Build capacities of local staff on public service delivery principles, standards, designing, implementing and monitoring (including the delegated functions). Phase 3: Design and implement service reorganization customized approaches and interventions based on local and international best practices. The end goal is to improve service delivery and propose economies of scale services, innovations, development frameworks and institutional interventions. **2. Municipal role in rural development** The June 2018 call resulted unsuccessful, as the competition was non-conclusive and did not produce a convincing responsive bidder. Hence, the call has been relaunched again in November 2018, this time with slightly reduced requirements as the implementation time at disposal is shorter (until end 2019). The bid is under evaluation and expected to be completed within	1. The February 2019 the call resulted successful, as the competition produced a convincing responsive bidder. Based on the activities planned on the Technical Proposal and Inception Work Plan prepared from the Consultant, a Kick-of Meeting was held on February 27th, 2019. Discussion has been made for the implementation of the Contract and especially for the first phase of the project, Inception Phase. In accordance with the comments the Consultant revised the Inception Work Plan and the activities started to be implemented based on that plan. In accordance with the Inception Work Plan and ToR, the Consultant proposed the LGU Selection Criteria for the selection of the pilot municipalities to assess in the ground the real situation on handling public services and have a practical sense of general difficulties encountered. Based on the discussion a final set of the criteria's was finalized and based on that the municipalities selected for this activity were: Belsh, Lushnje and Lezhe. In close collaboration with National Field Coordinator and respective regional Coordinator a plan for the site visits to these municipalities was prepared. Together with the Consultant, we visited the selected municipalities on March 20th, 2019. The respective Mayor, Deputy Mayor and staff responsible for the public services were part of these meetings. Teams of experts from the Consultants were established on each municipality to collect the information for the public services offered on each of these municipalities. The collection of the information on these municipalities is completed and the Consultant is in the process of finalizing the draft inception report. As a result of the piloting in the Municipality of Lushnja, Lezha and Belsh, the Multi-contact Consulting completed and submitted for comments the Assessment Methodology, questionnaires and the List of Public

December 2018, ensuring the implementation starts in January 2019.

In parallel with the above, the project engaged in identifying expertise to elaborate on the role of municipalities to deliver on rural development, in view of the new municipal challenge to promote growth and deliver services in a mixed urban-rural space. With this aim, specific TORs were developed, and a call was launched in July 2018, leading to engaging ÖAR GmbH to develop a "Guide on Local Government and Rural Development: What role for Albanian Municipalities?" The guide is intended to direct municipalities in playing a key role in support to rural development, by designing and providing the necessary services related to infrastructure, socio-economic development and environment. Moreover, it will advise Albanian municipalities on how to re-assess their position and re-design their interventions / services to unleash the development potential of their rural areas in synergy also with concerted actions at national level.

During September-October, desk analysis and in field consultations took place in 3 Pilot municipalities (Berat, Malesia e Madhe and Devoll).

Services to be assessed, a Detailed Implementation Plan for the assessment phase and Risk Management Plan as well as other related documents. Also, the contractor made a proposal for a communication strategy to inform and establish communication with key stakeholders. The information of key stakeholders and their involvement is central for ensuring required information is submitted in time and the corresponding risk is minimized.

Next steps:
- Finalization of the Assessment Methodology, questionnaires and a Detailed Implementation Plan
- Assessment Phase (field work)

Expected Deliverables:
- A single report for each municipality describing qualitatively and quantitatively problems, patterns and likely best practices of service delivery
- A final consolidated report on municipal service delivery features which identify common patterns in service delivery supported by evidence and an analytic review of the findings of this exercise.

2. Main findings from the desk analysis and the field consultaitons served as the basis for the elaboration of **Guidance for Municipalities on Rural Development** in 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	Under implementation
Service provider	Co-Plan Institute and Metropolis
Start-end dates of assignment	March 2019-August 2019
Products developed to date	None
Estimated rate of implementation	20%
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January – April 2019)
Since the beginning, the project undertook an analysis of LGUs' practices with local data. The analysis highlighted some of the principles for building a benchmark system, but it was not conclusive. This situation required ongoing consultations, encountering unforeseen difficulties: on the one hand, similar initiatives began to take shape, particularly in the context of SDC assistance (in cooperation with the Ministry of Finance for the establishment of a performance system for LGUs with focus on the implementation of the MTBP, and with INSTAT for the establishment of a local statistical database - Strong Municipalities and SALSAT projects), on the other hand LGUs were not able to demonstrate a vision and structured demand for the type and use of local data and this weakness also exists at the line ministry level. During 2018 consultation meeting/ workshops were organized with 10 municipalities respectively Fier, Lushnje, Berat, Roskovec dhe Patos, Shkoder, Lezhe, Malesi e Madhe, Kruje dhe Vau i dejes. The project presented the aim of the Benchmarking system and how the system will operates. The staff of the municipalities, engaged in intensive discussions and shared information on data used and reported in their municipalities. Matrix of data, as the input for the benchmarking system, has been revised based on the conclusions of these meetings. In this context of similar initiatives, STAR2 project requested to be informed more accurately on the content of other initiatives, in order to identify complementarity in this field, which has proved to be difficult since the above-mentioned initiatives are still in the design phase.	Following several coordination meetings with INSTAT as well as the relevant Swiss funded projects with focus on data and aiming to avoid overlaps and create synergy for the benchmarking system, STAR2 revised TOR-s and launched an RFP on January 2019. The assignment consists in an in-depth analysis of complementarity, needs and opportunities, which would help undertake further steps in collaboration with MoI and ASLG. The assessment and roadmap aim to lead the further assistance in developing a local government performance dashboard and consequently a local government benchmarking, incentivizing advancement and progress amongst and for Albanian municipalities. In March 2019 the consortium led by Co-Plan commence the implementation of the contract "Assessment of current municipal performance measurement systems". Areas pertaining to local democracy and participation, good governance and administrative efficiency, sustainable development, integrated territorial management, economic competitiveness, quality of life and the like are subject of this expertise. The power of developing this part and combining it with the financial and service performance system is immense and would give a full picture of the functioning of the local government system. The initial tasks completed includes consultations of relevant senior level executives including MoI, ASLG, INSTAT, MoFE, ATP as well as selected municipalities.

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	1. Project Charter with its relevant products for the inception and business analysis phase. 2. The OSSIS model, workflows for 60 services, test results, submission of source code 3. OSSIS Live in three pilot municipalities of Elbasan, Pogradec and Polican and 10 other municipalities
Estimated rate of implementation	65%

Cumulative Progress, up to December 2018	Progress attributed to reporting period (January-April 2019)
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 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. Progress in the implementation of OSSIS until December 2018 include: • Software Analysis and Development phase completed • Needed infrastructure from the LGUs to be able to run the OSSIS assessed, including the specific requirements of Municipality of Tirana • Pilot municipalities went live and started to operate the system mainly in the central municipality.	This semester had a work focus on rollout process, helpdesk, support and maintenance for those municipalities that went live, pushing at all instances the stakeholders to overcome difficulties for starting use the system in municipalities: • 13 municipalities are using OSSIS, 7 to start within first week of May 2019, 15 municipalities terminated the deployment, testing, training and customization ready to go-live; • Significant advancement in preparing the Municipality of Tirana to go live on May 2019, finishing analyses, service validation and acceptance, development of more than 50% of services, noting that Tirana has submitted to configure more than 160 services; • System deployment in NAIS central hosting location already completed for all 49 municipalities and ready to start system columnisation; • 3 pilots matured the usage and important lessons learned and good practices are evidenced; • Central Hardware fully installed and functional, test for full operation under usage and stability reported; • Capacity building on OSSIS usage and standardised service delivery procedures for all rolled out municipalities so far; • Help desk operation and reporting of cases in a management support system; • Training curricula and training materials distributed to all municipalities; • Branding and visibility for OSSH offices created and advertised; • OSSIS Demonstration on 3 and 15 of April 2019 to donors and partners; **January 2019 OSSIS started the massive rollout after the short stop after new year holidays** - An updated rollout plan was elaborated and adopted to address challenges and advancement of first municipalities that started the rollout during second week of December 2018. Vora, Kukes, Malesi e Madhe and Librazhd were the first municipalities approached to start the rollout. First challenges identified, and several consultation and meetings followed up in January with municipalities leadership and technicians. The JV re-organized resources to spread the teams in several municipalities, implementing activities of deployment, training, customization of the system and managing requests for re-training, maintenance and support for those already using the system. Other municipalities started training and deployment process during this period, - Lushnje - Divjake

• A rollout plan is prepared and adopted from the project in collaboration with JV.
 • ADISA -STAR II coordination and consultations have been held with ADISA, to synergise and discuss on applied standards in service provision; colocation of central - local service provision; and exchange of information with ADISA on upcoming activities.
 • The project has finalized all installation and uses for rollout the central infrastructure in NAIS.
 • NAIS have received formal documents to register as national database the OSSIS, started the process and following up in coordination with ALSG
	- Gramsh
	 - Cerrik
	
	 February 2019 rollout and major developments
	
	 During February 2019 the rollout process advanced on preparing the necessary resources and mentorship to start using the system.
	 The project staff did tremendous efforts to ensure overcoming of difficulties, sometimes objective, others identified as user resistance to change, or lack of leadership from the municipality. In this regard, the following municipalities are visited and formal requests to ensure physical infrastructure, equipment and dedicated staff was handed to mayors:
	 Kukes, Malesi e Madhe, Vore, Mallakaster, Cerrik, Memaliaj, Divjake, Lushnje, Tepelene, Kelcyre, Permet, Gjirokaster, Libraazhd and Gramsh.
	
	 Municipality of Tirana finished the analysis phase having slight delays on the agreed initial plan on November 2019. Acceleration requested to ensure successful implementation for OSSIS. During February entered development stage for a group of services confirmed and validated form municipality experts, however the formal documentation for validation of workflows for more than 160 services was cataloged and standardized.
	
	 March - April 2019 rollout and major developments
	
	 Three pilot municipalities progressed toward use of full potentials of OSSI system delivering services from all categories. Elbasan is leading this process with the higher number of services and categories delivered, followed by Pogradec.
	 The project advanced the process of the rollout on several municipalities. Below listed municipalities have finished all training and testing of the system and are using the system:
	      Maliq (live), Cerrik(live), Librazhd (live), Vora(live), Mallakaster(live), Lushnje(live), Malesia e Madhe(live), Skrapar(live), Belsh(live) and Permet(live)
	 The following municipalities are in training phase during March and planned to finish training and acceptance service validation process during April 2019. Endorsed by municipalities operational and management staff, the following municipalities were planend to start using the system beginning of May 2019:
	      Divjake, Gramsh, Kavaje, Rrogozhine, Dropull, Tepelene and Durres.
	
	 In a more difficult status due to lack of infrastructure are presented the getting ready to start operational the following municipalities:
	      Finiq, Konsipol, Delvine, Kelcyre, Memaliaj, Kukes, Has, Tropoje, Libohove, Perrenjas, Peqin, Gjirokaster, Devoll, Kolonje and Pustec.
	
	 The rest of municipalities ate in implementation process to end during May 2019, namely:
	 Fushe Arrez, Puke, Mirdite, Kurbin, Kruje, Selenice and Vlore.
	
	 As per the rollout plan, deployment will be pausing during the local elections period and resume in September 2019 with the remaining municipalities.
	
	 Municipality of Tirana OSSIS implementation
	 Work with Municipality of Tirana was not very intensive during the first trimester. The implementation plan for Tiana is to go live with the first services by end of May 2019, following with on-job training and stabilisation phase. The project received full support from municipality staff, making available large number of documents, arranging several meetings for discussion and training and preparing the staff to move to the electronic processing of services.

|	STAR II and ADISA OSSIS Coordination
	STAR2 and ADISA have now 4 municipalities OSSH offices collocated. Municipality of Maliq, Librazhd, Malsi e Madhe and Belsh are now operational and share the same premises for service provision. These are examples of this cooperation where ADISA. An aggregated list is prepared and used as a blueprint for the JV and the project as well for coordination with mayors and central government.
	Open Issues
	The **local hardware** requirements have been shared with MoI and ASLG for support. A formal request is also sent to the Ministry of Finance for budget allocation and consultation meetings are done with NAIS and ASLG to address the issue.

Graphs and statistics OSSIS

Status of work for Training and Configuration process the central municipality and Administrative Units rollout

Figure 5 Training and configuration
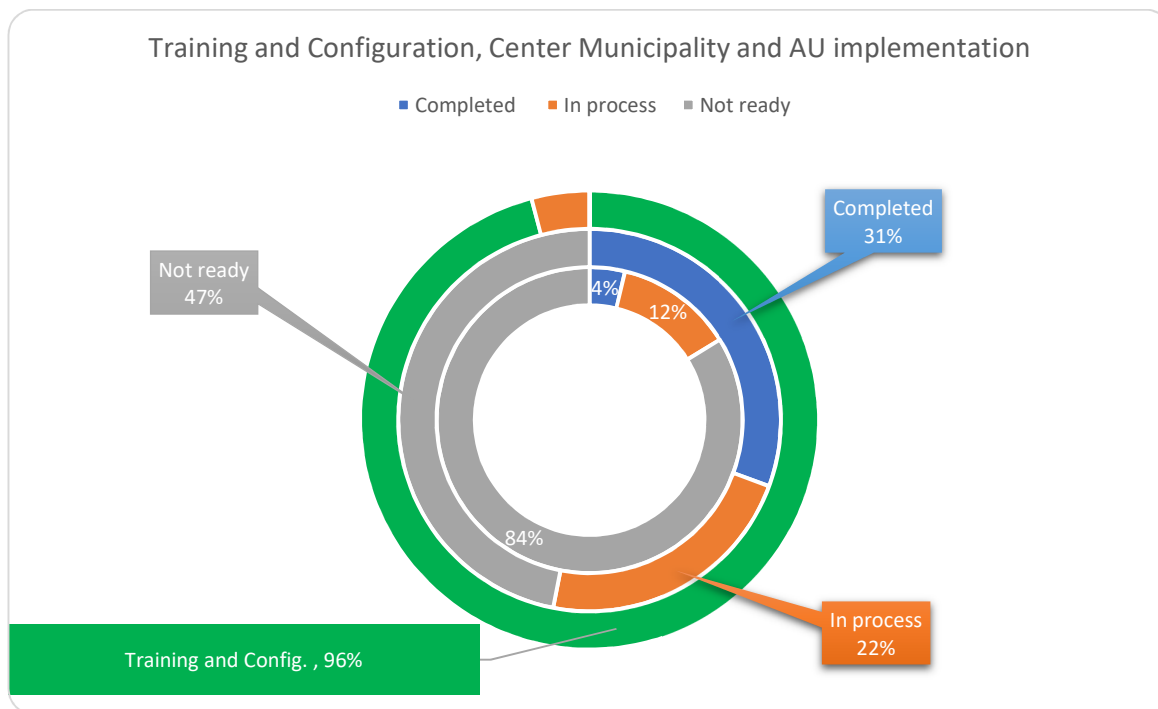
Training and configuration are completed for 47 municipalities, remains Tirana and Kamez to complete the all 49 municipalities, represented in the first circle (in green color) in the above graph. OSSIS is up and running in 15 municipalities or 31%, ready to start operations, municipalities have necessary equipment, human resources and have prepared the necessary steps to start operational 22% and the rest of municipalities are not ready because of lack of infrastructure, human resources and in some cases, leadership as represented in the second inner circle. The 3rd inner circle represent the status of Administrative Units usage of the OSSIS. A significant work must be done to ensure all AUs will start operating the OSSIS.

Figure 6 OSSIS live

OSSIS Live by month, fact and forcast projection

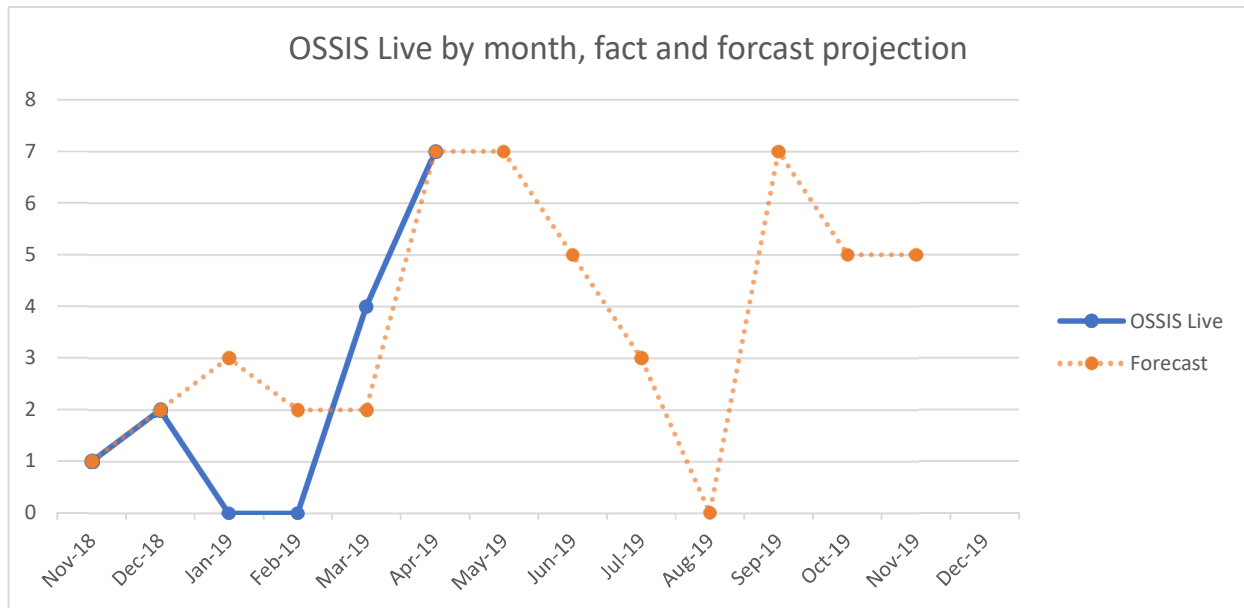**Figure 7 Total number of Applications from the start, November 2018 to April 2019**

Cumulative number of applications processed
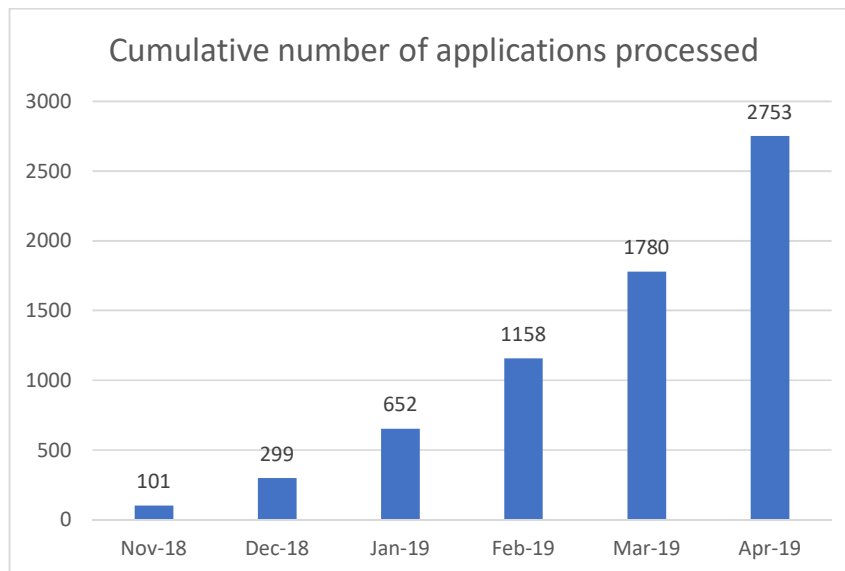
Elbasan and Pogradec are pilot municipalities and have higher numbers of applications, due to their start date, good trends are noted in Librazhd, Mallakaster and Lushnje. There is no significant correlation with population and the number of applications so far.

Figure 8 Applications by month from the start, November 2018 to April 2019
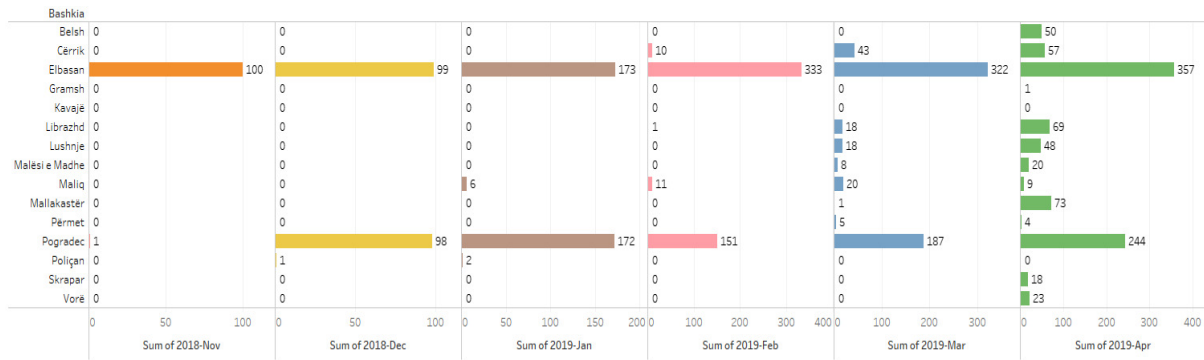
A better view of the data is given by grouping them by month. How each municipality is doing on registering applications in the system, is represented in the above graph. Time and experience it seems, is a determinant factor, more municipal staff use the system higher is the number of applications per month, see cases of Elbasan and Pogradec.

Figure 9 Number of Services processed by month from Nov 2018 to April 2019
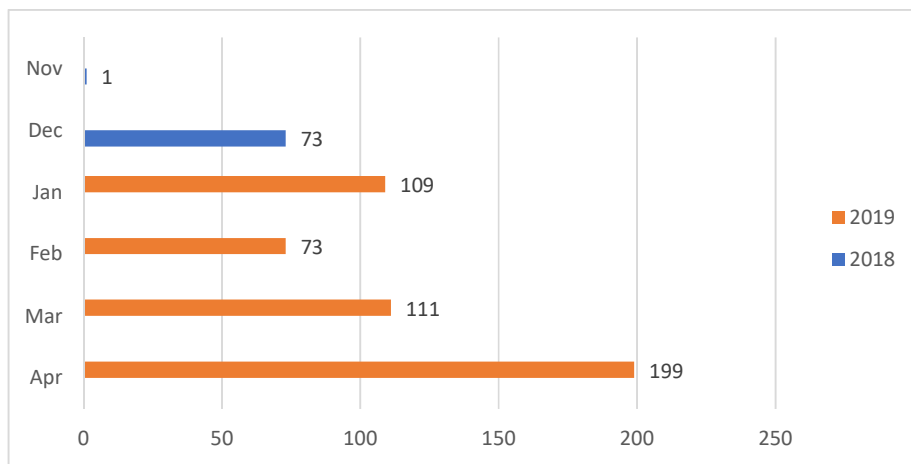
April 2019 is the month when is noted the highest number of services processed in the system. Is evident that not only front-desk officers, analyzed in the previous graph, but also the back officers are organizing them-selves better and process more services, increasing volumes, becoming more familiar with the tool and use the system efficiently.

Figure 10 Applications and services

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

Figure 11 Service applications, per municipality, in a map view

Detailed OSS status per municipality (updated on 17 May 2019)

NR	LGU	LGU Center Municipality Status	AU Status	Comments
1	Belsh	LIVE	0	
2	Cerrik	LIVE	2	
3	Elbasan	LIVE	7	
4	Gramsh	LIVE	0	
5	Kavaje	LIVE	1	
6	Librazhd	Live	0	Working to expand in the AUs
7	Lushnje	LIVE	0	
8	Malesi e Madhe	LIVE	0	
9	Maliq	LIVE	0	Working to expand in the AUs
10	Mallakaster	LIVE	1	
11	Permet	LIVE	0	
12	Pogradec	LIVE	0	
13	Polican	LIVE	0	Not using the system, lack of infrastructure, IT personnel.
14	Skrapar	LIVE	0	
15	Vore	LIVE	2	
16	Bulqize	In Process	0	Municipality confirms to have a front office employee, and also the infrastructure is OK. Municipal IT is in process of creating users and a date will be fixed for the side support
17	Delvine	Ready to GO LIVE	0	Planned to go live in end May - early June
18	Diber	In Process	0	Municipality confirms it is all set about the equipment, though it is in process of setting the front office and identifying the employee. Situation is being followed up
19	Divjake	Ready to GO LIVE	0	Pending completion of civil works for the collocated office
20	Dropull	In Process	0	Municipality lacks IT infrastructure, more so because of a recent high-power tension that damaged several IT equipment. Municipality is seeking to secure a new set of equipment within May
21	Durres	Ready to GO LIVE	0	Goes live by end May
22	Konispol	Ready to GO LIVE	0	Need to fix a date for the go live
23	Kruje	In Process	0	Municipality confirms it has the necessary equipment and front office employee and work has started to creating users
24	Libohove	In Process	0	Municipality expects delivery of procured equipment within May. It has a front office employee.
25	Memaliaj	In Process	0	Municipality is in the phase of tendering equipment.
26	Rrogozhine	Ready to GO LIVE	0	Municipality will create a front office and then start to create users.
27	Selenice	In Process	0	Municipal IT confirms to have a front office employee. He will install VPN and create the users. Confirmed receiving a scanner by mid-May. Status to be re-checked.
28	Shijak	In Process	0	Municipality is ok with the infrastructure; it will start to create users and set a front office employee
29	Tepelene	Ready to GO LIVE	0	Goes live soon
30	Tirana	In Process	0	Preparing to go live by end May – early June. In training process.
31	Tropoje	Ready to GO LIVE	0	Goes live soon
32	Devoll	Not Ready to GO LIVE	0	The front office is under construction. Ok regarding PCs and front office employee. The General Secretary promised to find a scanner for the front office.

NR	LGU	LGU Center Municipality Status	AU Status	Comments
33	Finiq	Not Ready to GO LIVE	0	No office space for the OSSH, plan to move to a new building.
34	Fushe-Arrez	Not Ready to GO LIVE	0	The municipality does not have a one-stop office environment, neither a scanner nor a computer at the counter. The municipality has only one unconfigured scanner in the protocol. The municipality does not have enough human resources, neither an IT specialist. At the moment, it is not clear who might sit at the front office, but the person selected for this position will come in Tirana to be trained. Municipality confirms they cannot afford purchasing equipment.
35	Gjirokaster	Not Ready to GO LIVE	0	Lack of IT equipment.
36	Has	Not Ready to GO LIVE	0	Municipality does not have an office for the one stop shop system.
37	Himare	Not Ready to GO LIVE	0	Municipality is under construction. It also lacks IT equipment (PC, Scanner)
38	Kamez	Pending	0	Need to re-discuss with the mayor for starting implementation
39	Kelcyre	Not Ready to GO LIVE	0	No office space for the OSS, plans to move to a new building. Follow-up UNDP with the Mayor.
40	Kolonje	Not Ready to GO LIVE	0	Tender for building an OSS office and for equipment.
41	Kucove	Not Ready to GO LIVE	0	Lack of IT equipment and human resources
42	Kukes	Not Ready to go live	0	Lack of IT equipment and infrastructure
43	Kurbin	Not Ready to GO LIVE	0	Available office and front office employee, but lacking equipment
44	Mirdite	Not Ready to GO LIVE	0	Municipality being transferred to a new building. Lack of IT equipment as well.
45	Peqin	Not Ready to GO LIVE	0	Not moving because of lack of a scanner and front office employee
46	Prrenjas	Not Ready to GO LIVE	0	Lack of equipment, infrastructure and human resources
47	Puke	Not Ready to GO LIVE	0	Lack of equipment and front office
48	Pustec	Not Ready to GO LIVE	0	Infrastructure problems, IT equipment, internet connection and electricity.
49	Vlore	Not Ready to GO LIVE	0	Municipality informs it does not have the necessary PCs and Scanners.

The OSS Rollout Plan[3]

STAR2-OSSh
Massive Roll-out pla

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

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

Output 3.1 Status of local governance mapped in all LGUs 3.1.1 Conduct a Local Governance Mapping	
Status	Ongoing
Service provider	First round 2017 - **Institute for Development and Research Alternatives (IDRA), Urban Research Institute (URI), and Gender Alliance for Development and Cooperation (GADC)** Second round 2019 – n/a
Start-end dates of assignment	1st **Round: October 2016 – April 2017** 2nd **Round: end of 2019**
Products developed to date	1. LG Mapping Methodology; 2. 1st Round Municipal Individual Reports for the 61 municipalities; 3. 1st Round Aggregate Report with data in National level; 4. Web based online platform with the Data of LG Mapping for the 61 municipalities is developed and accessible (http://www.star2lgm.com/en/)
Estimated rate of implementation	50% (first round completed)
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January-April 2019)
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 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. Findings were presented in a public event "Local Governance Mapping in Albania 2017 – Presentation of Findings" held on 17 October 2017. The 1st round of LG Mapping produced the following: • Individual Reports for the 61 municipalities; • Aggregate Report with Data from the 61 Municipalities. • An Online platform with the Data of LG Mapping for the 61 municipalities is developed and accessible (http://www.star2lgm.com/en/)	N/A **Next Steps:** The 2nd round of LG Mapping is planned to start around September 2019 to measure the impact of the project as well as the overall progress of local governance during the project lifetime.

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government	
3.2.1 Build institutional capacity for public engagement and consultation, including vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities	
Status	Completed
Service provider	Partners Albania
Start-end dates of assignment	June 2018 – March 2019
Products developed to date	1. Assessment of the Situation 2. Operational Toolkit on Public Engagement and Consultation 3. Measurement System on Public Engagement and Consultation 4. Capacity Building on Public Engagement and Consultation 5. Institutionalisation of Measurment System
Estimated rate of implementation	100%
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January-April 2019)
The approach was further elaborated and refined to respond to the needs of local institutions for capacity building and instruments to exercise efficiently their role in processes requiring public involvement and consultation. The approach included a 9-months assistance to 61 municipalities through the following stages: • Assessment of the situation and identification of good practices; • Development of a guiding operational toolkit; • Development of a measurement instrument on public engagement and consultation; • Capacity building; • Institutionalization of measurement system. The contract for the implementation of this assistance was awarded to Partners Albania in June. Following an assessment of the situation, the awarded contractor, Partners Albania, developed a guiding operational toolkit for municipalities including best practices and innovative approaches of consultation and inclusion of the public in local decision-making. A measurement instrument on public engagement and consultation was also developed based on the domestic legal requirement and the key principles of consultation and was further consulted with representatives of 61 municipalities in three regional workshops.	A capacity building program was tailored based on guiding operational toolkit and the measurement system on public engagement and consultation, certified by ASPA. 28 training workshops were organized during in the reporting period targeting local officials of various levels and functions. A total number of 505 municipal officials from 61 municipalities benefited the training program. Following the finalization of capacity building the contractor in close cooperation with the project explored way to ensure follow up on the implemented activities. Meeting with various project partners took place including the Agency for Support to Local Government, the Association of Albanian Municipalities and Association of Local Autonomy sharing with them key documents produced to facilitate sustainable access to these instruments from municipal officials and to promote further their implementation.

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government	
3.2.3 Introduce practices to strengthen local officials' accountability – Promote Programs of Transparency	
Status	Completed
Service provider	Institute for Democracy and Mediation (IDM)
Start-end dates of assignment	January 2018 – December 2018
Products developed to date	1. Assessment Report on Transparency and Accountability at Local Level 2. Standard Model of Transparency Programme and Measurement System 3. Awareness Raising Instrument 4. Capacity building programme 5. On line help desk platform
Estimated rate of implementation	100%
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January – April 2019)

The approach on the Development and Adoption of Municipal Transparency Plans was detailed in consultation with the Commissioner on the Right to Information and Protection of Personal Data.

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.

IDM was the awarded service provider for implementing this assistance which started in January 2018 with as assessment of the situation.

The methodology of the assessment combined desk review of documentation and examination of municipal web pages with field activities including 3 focus group discussions with municipal officials of 15 selected municipalities, 18 individual interviews with municipal representatives, 3 Community Dialogues with CSOs as well as a questionnaire administered electronically with a response rate 92%.

Based on the findings of the assessment, the contractor in close cooperation with Commissioner developed two main tools, a Standard Model of Transparency Programme and the related Measurement System of Transparency and Accountability.

These tools underwent to broad consultation process with local and national stakeholders through 4 regional and one national consultations, including their presentation in the Consultative Council between Central and Local Government.

On 10th September 2018 the Commissioner on the Right to Information and Protection of Personal Data issued an order making the Standard Model of Transparency Plan for Local Government an obligation for the 61 Municipalities.

Entry in force of the order of the Commissioner on the new Programme of Transparency was 1st January 2019. It is observed a slow progress of the Municipalities in its adoption. The Municipalities supported by the project with the standard Municipal web page have started to structure the on-line publication of the information as per the structure of the Transparency Programme. The project is currently exploring ways to further promote the adoption of the new Programme of Transparency in cooperation with the Commissioner.

In parallel, IDM developed an awareness raising instrument on the right to information. The instrument was finalised through a 3-day workshop with 22 distinct local Coordinators on the Right to Information selected through a competitive process aiming at strengthening their capacities and establishing good practices of planning, implementation and evaluation of awareness raining activities on the right to information from the municipalities. 122 local officials from 61 municipalities benefitted the capacity building programme on the adoption and implementation of the New Program of Transparency. Training curricula was designed in cooperation with the Commissioner on the Right to Information and Protection of Personal Data, project partners, and municipalities and certified by ASPA. Training was followed by launching of planned Help Desk on-line platform http://transparencavendore.Idmalban ia.org providing on line support to Municipalities on the adoption of the new Transparency Programme during November – December 2018.	

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government	
3.2.4 Support development and application of systems allowing publication of municipal acts and regulations	
Status	Under implementation
Service provider	The Center for Public Information Issues INFOCIP
Start-end dates of assignment	December 2017 – March 2019
Products developed to date	1. Inception Report: Assessment on the extent to which Albanian Municipalities digitalize and publish online the Decisions of Municipal Council 2. Municipal Council Decisions of 33 municipalities published online 3. Capcaity building of key local officials 4. Help Desk
Estimated rate of implementation	100%
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January – April 2019)
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. 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. Until June 2018 Infocip digitalized and published on line the MCDs of 33 municipalities at Vendime.al and at the municipal web pages bringing the total number of municipalities publishing their decisions at *vendime.al* to 61.	The project is exploring ways to use the on line platform of MCDs.

The findings and the challenges encountered during the implementation process will be presented in a joint national event of STAR 2, on 18th December 2018. A help desk was available to municipal officials supporting the process of independent publication of municipal decisions. Infocip delivered a training programme on how to publish independently municipal decisions targeting secretaries of municipal councils and IT of 33 target municipalities. Complementary to the training Infocip produced a video tutorial, with clear and practical step by step instructions, available on line for the participants. This activity marked also the completion of this contract.	

Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government
3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff

Status	Under implementation
Service provider	The Center for Public Information Issues INFOCIP
Start-end dates of assignment	29 August 2018 – 30 May 2019
Products developed to date	1. Assessment Report 2. Standard Model of the Web Page 3. Roll out, testing and acceptance
Estimated rate of implementation	80%
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January-April 2019)

Cumulative Progress, up to December 2018	Progress attributed to reporting period (January-April 2019)
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 and planned to re-advertise in July due to insufficient applications. RFP was re-issued in early July and the implementation of the contract was awarded to INFOCIP. Based on an assessment of the situation aiming to identify the features of the web page model best fulfilling the need of the municipalities, the requirements of legal framework on the right to information, the requirements and of the new Transparency Programme, the contractor developed a model of web page in consultation with NAIS and the Commissioner and the municipalities and adopted it to Municipality of Divjaka.	Following adjustments and refining to the developed web page model for Municipality of Divjaka, the contractor adapted the templated for the other 13 target municipalities as per a roll out plan. Currently the contractor is finalizing testing and acceptance of the web pages from the individual municipalities. Municipality of Konispol - https://www.bashkiakonispol.gov.al/ Municipality of Kelcyre - https://www.bashkiakelcyre.gov.al/ Municipality of Prrenjas - https://www.bashkiaprrenjas.gov.al/ Municipality of Patos - https://www.bashkiapatos.gov.al/ Municipality of Delvine - http://www.bashkiadelvine.gov.al/ Municipality of Libohove - http://www.bashkialibohove.gov.al/ Municipality of Kolonje - http://www.kolonja.gov.al Municipality of Dropull - https://www.bashkiadropull.gov.al/ Municipality of Cerrik - http://www.bashkiacerrik.gov.al/ Municipality of Memaliaj - http://www.memaliaj.gov.al/ Municipality of Polican - http://www.polican.gov.al/ Municipality of Has - http://www.bashkiahas.gov.al/ Municipality of Pustec - http://www.bashkiapustec.gov.al/ Other municipalities have expressed interest to adopt the new municipal web page model. **Expected Deliverables:** • Training; • Final report.

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	
3.2.8 Pilot municipal integrity plans	
Status	Under Implementation
Service provider	IDM
Start-end dates of assignment	25 October 2018 – 02 December 2019
Products developed to date	Integrity Risk Assessment Methodology (draft)
Estimated rate of implementation	50%
Cumulative Progress, up to December 2018	Progress attributed to reporting period (January-April 2019)
STAR2 explored regional and international practices as well as opportunities and risk factors of the domestic environment in order to shape a proper approach suiting to the Albanian cultural and institutional context. Among the directions requiring more in-depth analysis and understanding remain: • 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 engaged additional expertise to explore in depth the above direction and define the approach related to this assistance. The adoption of the integrity management system approach implies the inclusion of standard codes of conduct as a built-in component of the system. Therefore, in order to maximize impact by using available resources, both lines of intervention were included in a single call. 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 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. The RFP was issued in July 2018. The implementation of the contract was awarded to IDM starting the implementation on 25th October. The contractor developed the draft Integrity Risk Assessment methodology and Standard Municipal Code of Conduct.	The Integrity Risk Assessment methodology and Standard Municipal Code of Conduct which were consulted with local government officials through 4 regional consultative workshops with participation of 61 municipalities. The Agency for Support to Local Self Government and the Ministry of Justice, key partners in the implementation of this contract followed closely the consultation process. In parallel, IDM issues a call for expression of interest from 61 municipalities to select the 6 pilots. Currently only 5 municipalities expressed their interest: Gjirokastra, Mati, Patosi, Elbasan and Shkoder, while a second notification is reissued. **Next Steps:** Following the identification of the pilot municipalities work will continue with the piloting process in 6 municipalities; **Expected Deliverables:** • Piloting Local Integrity Planning process based on Integrity Risk Assessment in 6 municipalities; • Dissemination of Risk Assessment Methodology, the Code of Conduct Model and toolkit to 61 municipalities; • Final Assessment Report and sustainability recommendations

2.2 Procurement of services

The following table presents the status of contracts for project components:

No	Activity	Service Provider	Status	Implementation Period		Contract Amount
1	1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation & 1.1.4 Capacity building on adopting Standard Operating Procedures (SOPs) **PHASE 1**	Foundation for Local Autonomy and Governance	**Completed**	11-Dec-17	28-Feb-18	23,331
2	1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation & 1.1.4 Capacity building on adopting Standard Operating Procedures (SOPs) **PHASE 2**	Foundation for Local Autonomy and Governance	**Completed**	11-Jun-18	28-Feb-19	81,364
3	1.2.1. Develop and deliver training on leadership development	AAM & ALA	Ongoing	10-Aug-18	30-Oct-19	71,840
4	1.3.1 Support improvement of local level tax collection and enforcement	ESA Consulting	**Completed**	16-May-18	30-Apr-19	62,046
5	1.3.2 Develop local revenue management action plans for 30 small and medium municipalities	Union and Trust & EDF Consulting	Ongoing	11-Oct-18	30-Oct-19	49,188
6	1.3.3 Capacity building on asset and land management	SHAPO Consulting	**Completed**	16-Apr-18	15-Dec-18	28,889
7	1.3.4 Strengthen municipal capacities to meet the transparency and accountability requirements of Supreme State Audit	Sustainable Economic Development Agency - SEDA	**Completed**	24-Apr-18	30-Nov-18	31,612
	SUBTOTAL 1					**348,270**
8	2.1.1 - 2.1.3 Capacity building for service provision and reorganization	Multicontact & Alfa Services & Info Business solutions	Ongoing	01-Feb-19	31-Dec-19	357,600
9	2.1.3 Defining municipal support to sustainable rural development	OAR GMBH	**Completed**	24-Aug-18	31-Jan-19	71,401
10	2.2.1 Development of a national benchmark system	Co-plan Inst & Metro Polis shpk	Ongoing	29-Mar-19	27-Aug-19	105,353
11	2.3.1 One-stop-shop model defined and scaled up	JV CSI Piemonte, Infosoft, IkubInfo, IP3	Ongoing	16-Nov-17	22-Dec-19	1,499,840
12	2.3.1 Procurement of central HW - UNDP	CCS SHPK	**Completed**	2-Aug-18	13-Dec-18	567,003

No	Activity	Service Provider	Status	Implementation Period		Contract Amount
13	2.4.1 Capacity building on LG archives	Genc Myftiu	**Completed**	14-Aug-17	14-Dec-18	500,134
	SUBTOTAL 2					**3,101,331**
14	3.1.1 Local Governance Mapping	IDRA, URI, GADC (first phase)	Ongoing			440,000
15	3.2.1 Build institutional capacity for public engagement and consultation	Partners Albania	**Completed**	11-Jun-18	31-Mar-19	64,125
16	3.2.2: Develop Municipal Programs of Transparency	Institute for Democracy and Mediation IDM	**Completed**	11-Aug-17	14-Dec-18	71,051
17	3.2.3: Publication of Municipal Councils Decisions	INFOCIP	**Completed**	18-Dec-17	18-Mar-19	147,426
18	3.2.4 : Develop standard municipal websites or improve them and increase capacities of PR staff	INFOCIP	Ongoing	29-Aug-18	30-May-19	33,752
19	3.2.5: Increase local government public ethics and integrity	Institute for Democracy and Mediation IDM	Ongoing	25-Oct-18	2-Dec-19	98,168
	SUBTOTAL 3					**854,522**
	TOTAL					**4,304,123**

3 - Communication and Visibility

During the reporting period, January- April 2019, the many field visits have marked an overall increased project visibility based on the publication of articles and pictures of the project's activities, regularly updating on webpage and social media. The https://reformaterritoriale.qeverisjavendore.gov.al/ page has been fully recuperated, and events have been displayed in real time.

The proper use of logos, visible recognition as well as written communications, banners, and branding materials (Notebooks, Folders, Pens, Roll-ups, Bags, USB drives) has been ensured in all activities that have taken place in the reporting period.

3.1 Project Communication and Visibility Plan

The project Communication and Visibility Plan supports the project main goal and the specific objectives and Activities Plan. Taking the project activities plan as the main reference, respective PR and visibility activities are planned, indicating timeframe, PR and visibility/communication tools, key messages and target audiences including public, beneficiaries and partners. It foresees activities that are focused on: achievements of the project, the impact of the actions taken by the project, awareness raising of the public on relevant issues such as participatory democracy and

qualitative service delivery. PR and visibility tools include: Articles shared on website and social media of STAR2 and UNDP, videos, pictures, posts on social media, interviews in National and Local media of the UNDP or STAR2 representatives, articles shared in online media etc. 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.

3.2 Project Communication Results

During the reporting period various communicating tools and activities have been employed in order to disseminate information regarding the project outcomes and development and reach target audience.

Social media: The Facebook Page https://www.facebook.com/reformaterritoriale/ has been performing well and information has been published on a regular basis. It is followed by 6247 people. Important events have also been shared from the UNDP Albania Facebook page.

https://www.facebook.com/reformaterritoriale/,
https://www.facebook.com/PNUDSHQIPERI/
http://www.al.undp.org/

The above sites contain articles, press releases, pictures, links to newspapers articles, reports of STAR2, shared activities of STAR2 counter partners, Call for Proposals related to STAR2 activities.
Live videos were also used during different activities.

Following important activities that have received significant visibility:

- On March 17th - A trip to Permet was organized where the One Stop Shop iInformation System was inaugurated in the presence of Italian delegation. Live Facebook video was broadcasted, live tweets from UNDP page, full coverage in web page, as well as narrative media.

  https://www.albaniandailynews.com/index.php?idm=29347&mod=2

  http://ata.gov.al/2019/03/17/inaugurohet-zyra-me-nje-ndalese-ne-bashkine-permet/

  http://www.gazetadita.al/hapet-zyra-me-nje-ndalese-ne-permet-cfare-perfitojne-qytetaret/

On March 20th - A journalists' trip in Elbasan, Maliq and Pogradec was organised in order to show the reporters how the One Stop Shop information system functions and how they benefit the citizens and municipalities alike. Positive media coverage was ensured.

  http://www.panorama.com.al/gjendet-ilaci-per-korrupsionin-ne-administrate-zyrat-one-stop-shop-ne-49-bashki-sherbime-vetem-online/
  http://www.oranews.tv/article/zyrat-me-nje-ndalese-maliqi-pergafon-projektin-e-undp-#.XJc5SR5LIHR
  http://www.gazetatema.net/2019/03/23/zyrat-me-nje-ndalese-projekti-qe-u-jep-zgjidhje-qytetareve-dhe-shmang-korrupsionin/
  https://americaneye.al/zyrat-one-stop-shop-gati-ne-49-bashki-ulet-korrupsioni-dhe-higen-burokracite/
  http://ata.gov.al/2019/03/21/ne-8-bashki-qytetaret-marrin-sherbime-prane-zyrave-me-nje-ndalese/
  https://www.syri.net/sociale/240709/reforma-territoriale-ne-8-bashki-nisin-punen-zyrat-me-nje-ndalese-ofrohen-76-sherbime/
  https://balkanweb.com/zyrat-me-nje-ndalese-evitohet-rreziku-per-rryshfet/

  http://www.kohajone.com/2019/03/22/zyrat-me-nje-ndalese-maliqi-pergafon-projektin-e-undp-se/

  http://www.panorama.com.al/zyrat-me-nje-ndalese-fund-korrupsionit-ne-sportelet-e-bashkive/

  https://gazetasi.al/zyra-me-nje-ndalese-sfida-per-te-luftuar-ryshfetin-nga-bashkite/

https://konica.al/2019/03/zyrat-me-nje-ndalese-maliqi-pergafon-projektin-e-undp-se/

https://dibranet.com/2019/03/22/zyrat-me-nje-ndalese-evitohet-rreziku-per-rryshfet/

Reportages: https://youtu.be/GrJ2KGMhN4s

https://www.youtube.com/watch?v=aXf3JVikXE4

- Three testimonials were prepared to better demonstrate the whole process of the one stop shop information system. The information system was tested in all phases of the system usage; application for a service (a citizen in Elbasan administrative unit of Bradashesh), the process was than described by the municipal employee (Pogradec Municipality municipal employee) and finally the recipient of the service/certificate (a citizen in Maliqi Municipality). The testimonials were broadly advertised in UN in Albania YouTube channels, the project Facebook page and twitter.

  https://www.youtube.com/watch?v=Lbc6niNWxNg
  https://www.youtube.com/watch?v=X5LUYuFmWFI
  https://www.youtube.com/watch?v=39EQ0ovvN9g&t=1s

- On April 3rd – A one-day field trip to the municipalities of Pogradec, Librazhd dhe Cërrik was organized with the representatives from the EU, to see the functional One Stop Shop Information System in these municipalities and to inaugurate the new OSSIS in Cerrik and Librazhd.

- https://ata.gov.al/2019/04/03/zyrat-me-nje-ndalese-shkurtohet-me-50-koha-e-sherbimeve-per-qytetaret/
  http://elbasaninews.al/bashkia-cerrik-inaguron-zyren-me-nje-ndalese/
  https://medial.mk/2019/04/03/zyrat-me-nje-ndalese-shkurtohet-me-50-koha-e-sherbimeve-per-qytetaret/https://theworldnews.net/al-news/zyrat-me-nje-ndalese-shkurtohet-me-50-koha-e-sherbimeve-per-qytetaret https://www.rtsh.al/lajme/zyrat-me-nje-ndalese-prioritet-per-cdo-bashki/

    Reportages: https://www.youtube.com/watch?v=4h-pb-VdIwk
                https://www.youtube.com/watch?v=7SHPawA8jB0
                https://www.youtube.com/watch?v=TLEGvsKOzxU
                https://youtu.be/jjleUNms91U

- On April 11th - National Dissemination Event on the Assessment and Implementation of the Code of Administrative Procedures and Adoption of Standard Operating Procedures in Local Government with participation from staff responsible for Human resource management, Finance and Budget, and Public Procurement in all 61 municipalities, representatives of Ministry of Interior, Agency for Support of Local Government, Department of Public Administration, Albanian Association of Municipalities, Association of Local Authorities, UNDP and donor community of STAR 2. Parts of the event were broadcasted live on Facebook, twitted by the UNDP page and articles online and in print were published:

  http://www.javanews.al/projekti-star2-takim-nderkombetar-mbi-modernizimin-e-qeverisjes-vendore/
  https://shqiptarja.com/lajm/projekti-star2-takim-nderkombetar-mbi-modernizimin-e-qeverisjes-vendore-ne-61-bashkite-e-shqiperise
  http://www.panorama.com.al/modernizimi-i-qeverisjes-vendore-ne-61-bashkite-e-shqiperise/

- On April 15th – STAR2 organized a one-day field trip to the municipalities of Mallakaster, Lushnje and Belsh, with the presence of donor representatives, in the municipalities which are benefiting from the project assistance on the adoption of the one-stop-shop system for administrative services' delivery.

  https://theworldnews.net/al-news/zyra-me-nje-ndalese-lehtesi-sherbimesh-per-qytetaret-ne-13-bashki

https://shqiptarja.com/lajm/one-stop-shop-edhe-ne-belsh-be-administrata-prioritet-per-rrugetimin-drejt-bese
http://www.gsh.al/2019/04/15/belsh-hapen-zyrat-one-stop-shop-kryebashkiaku-tafani-lehtesim-ne-marrjen-e-sherbimeve/
http://ata.gov.al/2019/04/15/zyra-me-nje-ndalese-lehtesi-sherbimesh-per-qytetaret-ne-13-bashki/
http://www.bashkiamallakaster.gov.al/sq/aktivitete/n%C3%AB-kuad%C3%ABr-t%C3%AB-implementimit-t%C3%AB-sistemit-informatik%C3%AB-t%C3%AB-zyr%C3%ABs-me-nj%C3%AB-ndales%C3%AB

STAR2 Facebook: Facts and Figures

Figure 12 Facebook graphs

Total Page followers as of today: 6,247

Net followers
Net followers shows the number of new followers minus the number of unfollows.

Post Reach

The number of people who had any posts from your Page on their screen. This number is an estimate.

Organic   Paid

Reactions, comments, shares and more

These actions will help you reach more people.

Reactions — Comments — Shares — Other
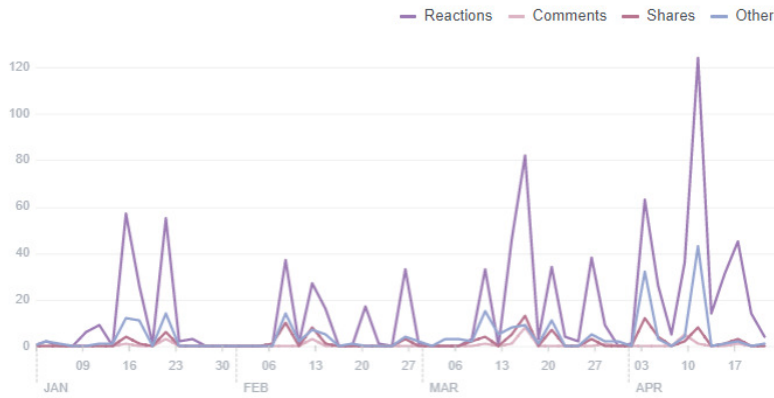
Total Reach

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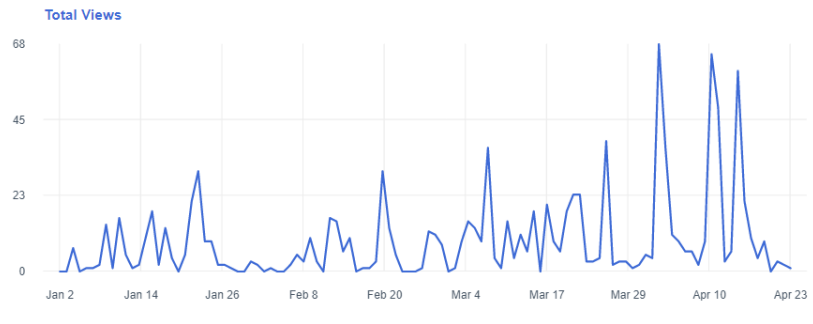
Organic   Paid

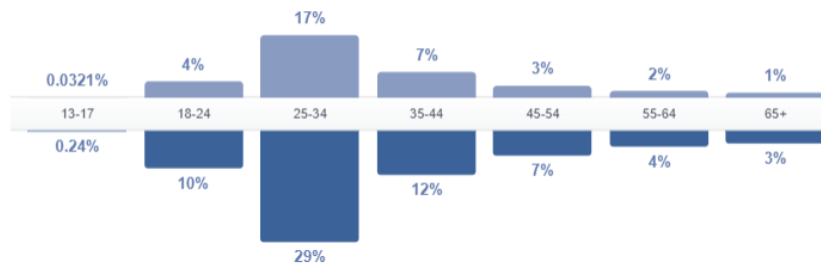Your Average
Last Period
389

Your Average
This Period
606
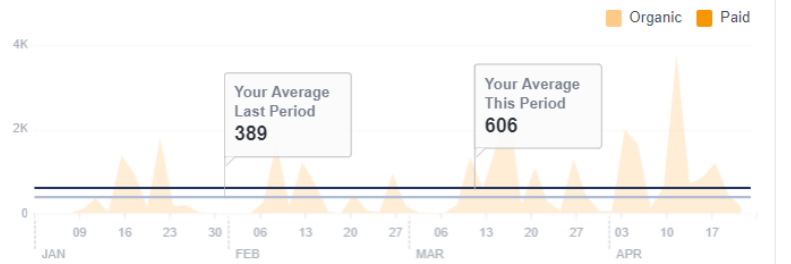
Total views   By section

Total Views

Aggregated demographic based on age and gender:

4 - Financial situation

The detailed project expenditures are presented in the following table:

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures 2018 (in USD)	Expenditures Up to 30 April 2019	Budget Balance
Project Management						
Human Resources	1,609,786	70,844	522,042	574,680	189,152	253,067
Per diems for missions/travel	36,000	230	3,983	8,266	5,463	18,058
Equipment and supplies	287,700	15,169	149,378	61,580	21,432	40,141
Publications, visibility and other services	426,500	16,415	42,560	126,554	7,738	233,233
Subtotal Management, Operations and Visibility costs	**2,359,986**	**102,658**	**717,963**	**771,080**	**223,785**	**544,500**

COMPONENT 1- Strengthened Institutional and Administrative Capacities of Local Administrations

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures 2018 (in USD)	Expenditures Up to 30 April 2019	Budget Balance
CAP & Standard Operating Procedures (SOPs)	44,740	-	16,332	72,090	-	(43,682)
Leadership development	123,300	-	-	42,444	-	80,856
Improvement of local level tax collection and enforcement	71,990	-	-	24,867	24,786	22,337
Local revenue management action plans	61,020	3,983	-	36,660	7,622	12,755
Capacity building on asset and land management	37,800	-	-	28,889	-	8,911
Strengthen municipal capacities to meet requirements of SSA	38,440	-	-	31,612	-	6,828
Subtotal COMPONENT 1	**377,290**	**3,983**	**16,332**	**236,562**	**32,408**	**88,004**

COMPONENT 2 -Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures 2018 (in USD)	Expenditures Up to 30 April 2019	Budget Balance
CB to local service providers to efficiently deliver	50,550	-	-	13,046	6,282	31,222
CB for full takeover of new delegated functions	76,950	-	-	-	-	76,950

Expenditures	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures 2018 (in USD)	Expenditures Up to 30 April 2019	Budget Balance
Piloting service reorganization	441,000	-	22,791	49,960	21,441	346,808
Development of a national benchmark system	340,000	-	11,379	-	-	328,621
OSS model is defined and scaled up nationalwide	2,455,000	-	323,189	1,088,638	-	1,043,173
CB on local government archives	524,320	-	274,033	282,722	2,393	(34,828)
Subtotal COMPONENT 2	**3,887,820**	**-**	**631,393**	**1,434,364**	**30,116**	**1,791,946**

COMPONENT 3 - Enhanced local democracy through fostering citizen-oriented governance and participation

	Total Cost (in USD)	Expenditures 2016 (in USD)	Expenditures 2017 (in USD)	Expenditures 2018 (in USD)	Expenditures Up to 30 April 2019	Budget Balance
Local Governance Mapping	460,000	143,097	134,134	-	-	182,769
CB for public engagement and consultation	65,960	-	-	51,412	12,713	1,835
Strengthen local officials' accountability towards citizens	47,300	-	-	71,051	-	(23,751)
Support publication of municipal acts and regulations	150,000	-	57,971	59,701	29,754	2,574
Develop standard websites for new municipalities	100,800	-	-	13,526	13,482	73,792
Increased local government public ethics and integrity	92,160	-	-	39,333	-	52,827
Pilot Municipal integrity plans	74,475	-	-	18,616	2,560	53,299
Subtotal COMPONENT 3	**990,695**	**143,097**	**192,105**	**253,639**	**58,509**	**343,345**
11. Subtotal Programme Costs (1-10)	**7,615,791**	**249,738**	**1,557,794**	**2,695,646**	**344,818**	**2,767,795**
12. UNDP Management Fee*	552,877	15,202	120,595	201,833	15,407	199,840
13. Total Programme Cost (11+12)	**8,168,668**	**264,940**	**1,678,389**	**2,897,479**	**360,225**	**2,967,636**

5 - Annexes

Project Activities Photo gallery

COMPONENT 1

Training on Tax Management
Vlorë

Training on Tax Management
Berat, January 16th

Revenue Action Plans
Vlorë, January 21st

Revenue Action Plans
Gjirokastër, January 22nd

Standard Operating Procedures
Tiranë, February 12th

Standard Operating Procedures
Tiranë, February 21st

ESA on Tax Management
Shkodër, February 6th

ESA on Tax Management
Gjirokastër, February 15th

Trainings on Tax Management- Durres

Trainings on Tax Management- Korce

Trainings on tax management- Elbasan

National Dissemination Event on Assessment and Implementation of the CAP and Adoption of SOP in Local Government

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COMPONENT 2

One Stop Shop Information System
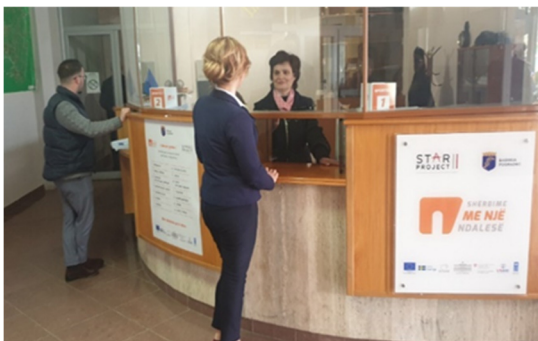*Elbasan, January 23rd*

One Stop Shop Information System
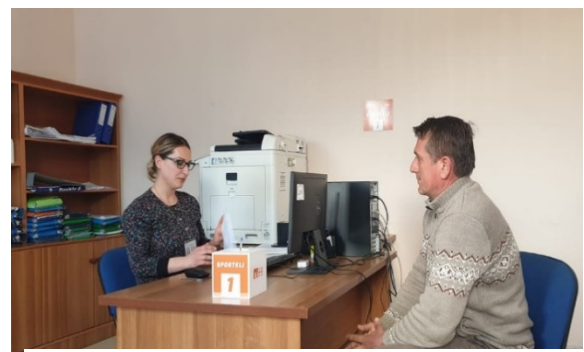*Elbasan, January 23rd*

One Stop Shop Information System
Himare, January

One Stop Shop Information System
Gjirokaster, January 16th

Pogradec One stop shop; Journalists visit

Bradashesh One stop shop; Journalists visit

Maliq One Stop Shop; Journalists visit

Inauguration of Permet One Stop Shop

Inauguration of Librazhd One Stop Shop _EU donor visit

Donor visit to One Stop Shops _ Mallakaster

OSSHIS Training Sessions - Tirana Municipality

COMPONENT 3

Public Engagement and Consultation
Berat, January 11th

Public Engagement and Consultation
Mat, January 16th

Public Engagement and Consultation
Peqin, February 8th

Public Engagement and Consultation
Durrës, February 19th

Regional Consultation Workshops on Anti-corruption
Measures at Local Level -Gjirokaster

Regional Consultation Workshops on Anti-corruption
Measures at Local Level -Fier

Project Deliverables for the Reporting Period

Component I

- CAP and SOP assistance – Final report
- 37 SOP on finance &budget, public procurement and HRM, developed with contribution of 9 pilot municipalities (37 documents)
- SOP monitoring table (1 excel sheet)
- Final dissemination event materials
- Dissemination event agenda
    - o Dissemination event agenda-
    - o Presentations of pilot municipalities in the national dissemination event – 11 April 2019 (10 power point presentations)
    - o List of participants
    - o Dissemination event PR materials
- Presentations of pilot municipalities in the national dissemination event – 11 April 2019
- Dissemination event PR materials
- Best experiences of Albanian Mayors booklet (please consider this publication is not for public consumption)
- Final report on Tax management – ESA Consulting
- Report on preparatory work and creation of standard action plan – EDF Consulting

Component III

- Code of conduct
- Integrity risk assessment methodology
- Guide on public consultation engagement
- Measurement of public consultation and engagement
- Monitoring and evaluation system public consultation and engagement
- List of links for municipal pages

Annex Download Link:

https://drive.google.com/file/d/12orZaQQ00jarvMJPAYftBRtE2Yi1b5jc/view?usp=sharing