

## Signatures Page

- UNDAF Outcome(s):** Outcome 1: A transparent and accountable government, developing and implementing effective national policies
- One UN Outcome(s):** Outcome 5: Accelerated environmental sustainable development in Albania
- Expected CP Outcome(s):** Outcome 2: Policies developed and implemented that support the achievement of the Millennium Development Goals
- Expected Outputs:**
1. Improved capacity to address the Environment Impact Assessment and the Strategic Environmental Assessment
  2. Enhanced environment awareness
  3. Financial self-sustainability of environmental activities enabled
  4. Improved waste management systems in rural areas
  5. Improved inter-ministerial cooperation on environment issues
- Implementing Partner:** Ministry of Environment, Forests and Water Administration (National Implementation)

Programme Period:	36 months	Total resources required	6,120,200 USD
Programme Title:	Support to respond to forthcoming EU accession related environment requirements	Total allocated resources:	
Atlas Award ID:		• Regular	_____
Start date:	1 June 2010	• Other:	
End Date:	31 May 2013	○ Donor	680,000 USD
PAC Approval Date:	18 August 2010	○ Donor	_____
		○ Donor	_____
		○ Government	_____
		Unfunded budget:	5,440,200 USD
		In-kind Contributions	_____

Agreed by Ministry of Environment, Forests and Water Administration  
 H.E. Mr. Fatmir Mediu  
 Minister

Agreed by United Nations Development Programme  
 Mr. Norimasa Shimomura  
 UNDP Country Director



MoEFWA



Albania

**United Nations Development Programme  
Country: Albania**

**Support to respond to forthcoming EU accession related environment  
requirements  
Programme Document**

**Brief Description**

Within the One UN umbrella this programme has been designed to support the environmental administration in its efforts to comply with the EU *acquis*. It plans to provide assistance in the field of horizontal legislation (i.e. environmental impact assessment and public access to environmental information and awareness), in the field of financial and economic instruments for environment, and in the waste management field. Moreover, it supports the integration of environment into other sectors' policies.

The programme foresees capacity building exercises at national and local level, as well as small investments in waste management field at local level.

## **1. Situation Analysis**

### **1.1 Background information**

Albania is situated in the South-East of Europe. It has a population of 3.2 million and its surface area is 28,748 km<sup>2</sup>. 48.7% of the population live in urban areas, while 51.3% live in rural areas. The country is divided into 12 regions and has 65 municipalities and 309 communes.

Albania is a full participant in the Stabilisation and Association Process and undertook the road of reform in late 1991. Presently, Albania is a potential candidate country for the European Union. In June 2006 it signed the Stabilisation and Association Agreement (SAA) and in April 2009 the country applied for candidate country status. A number of commitments have been made by the Government within this context and all the efforts the country is currently undertaking are concentrated to achieve this ultimate goal of EU accession.

Albania is the only country in Europe which is piloting Delivering as One UN. Under the One UN Programme (2007-2010), the environment component addresses the following topics, taking into consideration the priorities of the country: mainstreaming environment in other sectors' policies, public awareness, information and participation, environmental impact assessment and strategic environmental assessment, waste management, hot spots, financial and economic instruments, nature protection, and climate change.

The focus of the new Government (elected in June 2009) programme still centres on the fight against corruption, strengthening of the independence of powers and the EU integration agenda, but this time with a special attention given to the social aspects, particularly health and education reforms. On environment, the stated focus of the Government is to improve the quality of life, create conditions for integrated sustainable development, and integrate the environmental strategy with other sector strategies.

### **1.2 Current state of affairs in the environment sector**

Albania possesses a great richness of natural resources and its landscapes are astonishingly beautiful. Although it is a small country, it is renowned for its rich biological diversity and its characteristic landscape. The highest point is 2,751 m asl (Korabi mountain), whilst the lowest point (8 m bsl) is found in the ex-marshland of Tërbufi. The great diversity of landscape and the different microclimates associated with them have shaped the conditions for the existence and preservation of a number of relict, endemic and sub-endemic species. In terms of surface water, Albania is one of the richest countries of Europe. About 33% of the catchments area of all rivers is situated outside Albanian state territories, which represents a rare case in the world regarding trans-border waters.

Commitments have been made to preserve and protect these assets and to take accurate account of environmental values in decision making. Despite this, the country faces numerous and in some cases intensifying environmental problems – poor air quality in some main urban areas, poor quality of the drinking water, insufficient waste water treatment, lack of sanitation, chaotic urban development, deforestation and land degradation. Such problems reflect both a historic backlog of environmental neglect, as well as new problems associated with recent rapid growth. In the context of rapid urbanisation, the poor quality of the urban environment has an increasing impact on public health associated with factors such as solid waste management and water and air quality.

The environmental administration was set up in the early '90s and now consists of the Ministry of Environment, Forestry and Water Administration (MoEFWA), the Regional Environmental Agencies (REAs), Environment and Forestry Agency (EFA), which are environmental bodies under the main central and local authorities, as well as inter-ministerial organisms, approved by the Council of Ministers to address important environmental issues.

Short-term economic growth has remained the pre-eminent objective in Albania's development strategy. Thus far, ecosystem services and values that contribute to the livelihoods and health of many Albanians have not been well integrated into the development planning process. The values of these services and the heavy economic costs of environmental degradation have not been internalised within either public or private sector decision-making. The lack of adequate urban and regional planning prevents the optimal implementation by Albania of the necessary physical investments. The large amount of new illegal construction also hampers future development plans and provokes environmental problems. Lack of land planning has also had a negative social impact. Consequently, environmental issues have the potential to significantly impede sustainable development and prevent Albania from achieving MDGs and national development objectives alike. The Albanian Government is very much aware of this and improved environmental management has been one of its key priorities, reflected in strategic documents.

Sustainable development can only be achieved provided that environmental issues are addressed adequately. Further attention needs to be paid to environment-related issues to prevent further environmental deterioration. In the current context, the following main priority objectives identified for EU accession are: strengthening environmental management capacities at national and local levels, developing the necessary legal framework, ensuring the integration of environmental considerations into sector policies and programmes, improving the environmental situation in identified "hot" areas, promoting environmental awareness, and integrating the sustainable development principle in the use of natural resources.

### **1.3 Relevant strategic documents**

In November 2005, the Government of Albania adopted the Integrated Planning System (IPS), a set of operating principles to ensure that government policy planning and implementation take place in a coherent, efficient and integrated manner. Two processes are the cornerstones of the IPS: the National Strategy for Development and Integration (2007-2013), which establishes national strategic priorities and goals and the Medium-Term Budget Programme which requires each ministry to develop a three-year plan within an expenditure ceiling to achieve policy objectives.

The environmental objectives of Governmental Programme 2009 – 2010 are the following:

1. Increasing investments in environmental infrastructure especially in solid waste, air quality, sewage treatment, hotspot remediation, etc,
2. Adopting the EU legal standards
3. Implementation and enforcement of environmental legislation,
4. Raising communication and awareness,
5. Improving and strengthening the environmental monitoring system.

The National Environmental Strategy identifies the following as the main challenges that needs urgent attention:

1. Achievement of required (EU, WHO) standards on air quality, water supply and treatment, noise, urban waste, protected areas with the purpose of improving the life quality;
2. Reduction of greenhouse gas emission and ozone depleting substances with the aim of contributing to prevention of climate changes,
3. Protection and maintenance of all ground and underground water resources for present and future use,
4. Protection and improvement of land with the purpose of maximizing its fertility, minimize erosion, and prevent pollution,
5. Protection and improvement of biodiversity, protected zones and species with the purpose of preserving the natural and cultural heritage of our environment in line with our European and international commitments;
6. An effective spatial and development integrated planning, which takes into consideration the economic, social and environmental objectives in a balanced manner;
7. Repair and restoration of seriously damaged zones with the purpose of preventing threats against public health and biodiversity due to these damages.

The European Partnership approved in 2007<sup>1</sup> highlights short (1-2 years) and medium (3-4 years) term priorities. Those addressing the environment sector are:

#### Short term

1. Strengthen administrative capacity and coordination at national and local level.
2. Fully implement legislation on environmental impact assessment.
3. Adopt a strategy further to approximate environmental legislation with the *acquis* and implement existing legislation properly, especially as regards enforcement.
4. Continue to address the environmental hot spots at the Sharra solid waste landfill and the Patos-Marinez oil extraction area.
5. Further develop and implement the national water and sanitation strategy and the rural strategy for water supply and sewerage and develop and start implementing a strategy for progressive approximation to the *acquis* in the area of water supply and sanitation.
6. Implement international conventions to which Albania is party in the field of nature protection.

#### Medium term

1. Establish a full inventory of hot spots and continue efforts to address hot spots already identified.
2. Reduce pollution produced by the Balsh refinery, including discharges into the River Gjanica, and take measures to tackle water pollution in general.
3. Strengthen environmental monitoring and ensure sufficiently dissuasive sanctions against polluters.
4. Continue to implement regional and international environmental commitments.

### **1.4 UN and Environmental protection in Albania**

Since 1992, the UN has carried out a number of assessments of the environmental situation in the context of transition, including the assessment of the effects of past conflicts in neighbouring

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<sup>1</sup> Council Decision on the principles, priorities and conditions contained in the European Partnership with Albania and repealing Decision 2006/54/EC

countries, contributing to the improved basis for decision-making and availability of environmental information in Albania. Much work has focused on the improvement of the management of Albania's natural resources, including its coastal areas, mountains and biodiversity. The identification of pollution hotspots has resulted in ongoing efforts for remediation and improved risk management.

Main stakeholders and the public are informed and involved in the processes, although public awareness about environmental issues is still not sufficient. Regional cooperation has been enhanced as part of the Mediterranean Action Plan as well as of the ongoing process of developing the Convention for the Protection and Sustainable Development of Mountain Regions in South Eastern Europe. Albania's capacity for active participation in multilateral and regional environmental agreements has been strengthened. More efforts are underway to better prepare Albania for major challenges such as mitigation of and adaptation to climate change.

In 2005, the UN system in Albania prepared the UN Development Assistance Framework (UNDAF) for the period of 2006-2011, setting the framework for its cooperation with the Government of Albania. The UNDAF was designed to strengthen Albania's integrated planning system by supporting increased participation in policy formulation and implementing fiscal decentralisation, private sector development and improved delivery of public services. These foundations are critical for ensuring that poverty reduction efforts are based on sound environmental management.

Building on the UNDAF areas of work, the UN in Albania prepared the One UN programme. Following the Prime Minister's request in December 2006, Albania was selected to pilot the One UN in Europe. The One UN Programme considers environment a key area where the UN system can add value and scale up its work in support of national priorities. The UN Country Team is committed to support the integration of global environmental concerns and commitments as well as MDG Goals in the implementation of national and sectoral strategies.

Environment is one of the five pillars (outcomes) of the One UN Programme. Programme Working Groups (PWGs) have been established around each of these pillars. The PWGs are responsible to support the implementation and the achievements of results of the One UN Programme. UNEP is the lead agency for the "Environmentally sustainable development" pillar.

In the area of environment, UN agencies (UNWTO, UNEP, UNIDO, UNDP, WHO) have undertaken a number of activities to support sustainable environmental governance in the thematic issues of global climate change, biodiversity, land degradation, ozone layer protection, persistent organic pollutants and promoting nature based tourism development. By addressing these global environmental issues, the UN has contributed to the sustainable development of the country, which in turn is linked to local environment, social and political development and Albania's effort for future EU accession.

Over the last few years UNDP and UNEP have initiated a number of joint initiatives and analytical assessments in Albania. In the framework of the Environment and Security (ENVSEC) partnership where UN agencies like UNEP, UNDP, UNECE work together, Albania has participated in both clusters focusing on trans-boundary environmental risks (mining) and environmental opportunities (protection of biodiversity). UNDP in collaboration with UNEP is assisting the government to carry out a detailed assessment and prioritization of environmental hotspots in the country. In the area of renewable energy UNEP and UNDP are assisting the Government to

formulate and implement the first phase of the GEF Solar Water Heating Market. UNEP started recently an initiative on Balkans and Dinaric Arc Environment Outlook. UNEP and UNIDO are working together to set up a National Cleaner Production Programme for Albania, aiming at mining, agro-industrial and food processing and tourism activities. UNDP is supporting the Government in its climate change related activities and in supporting the establishment of the first marine protected area in Albania. Also, UNDP is supporting the Government in setting up an Environment Inter-Ministerial Council with a mandate to address the cross-sectoral dependencies involving environmental issues. In addition, a mechanism for functioning of the Environment Inter-Ministerial Council will be established. The Council will address coordination at the most senior decision making level.

## **2. Strategy**

### **2.1 One UN Environment Programme description**

Under the One UN Programme (2007 - 2011), the environmental component will address the following topics: mainstreaming environment in other sectors' policies, public awareness, information and participation, environmental impact assessment and strategic environmental assessment, waste management, hot spots, financial and economic instruments, nature protection and climate change.

### **2.2 Overall objective**

The overall objective of the One UN Environment Pillar is to accelerate the achievement of environmentally sustainable development in Albania (MDG-7) by integrating the principles of sustainable development into national and local policies and programmes, observing the commitments of the Albanian Government within the EU accession process.

This specific programme under the One UN Environment Pillar proposes to

- Support the Albanian Government to comply with certain requirements of the EU environmental *acquis*;
- Establish the basis for a formal mechanism to enable the financial self-sustainability of environmental activities;
- Improve public participation in decision making;
- Improve waste management systems in rural areas;
- Support the integration of environmental concerns into other sectoral policies.

### **2.3 Specific programme objectives**

The programme's specific objectives are:

- To improve the legal framework and to strengthen the institutional capacity of the administration in order to be able to apply the EIA/SEA procedures flexibly and in a result-oriented manner;
- To build capacity of public authorities and the public at large, aiming at raising the environment awareness;
- To establish mechanisms to enable the financial self-sustainability of environmental activities;
- To improve the waste management systems in selected rural areas;

- To increase the capacity of the environment administration to mainstream environment in national policy formulation and planning.

## **2.4 Specific programme activities**

Within the One UN umbrella a programme has been designed to support the environmental administration in its efforts to comply with the EU *acquis*. It plans to provide assistance in the field of horizontal legislation (i.e. environmental impact assessment and public access to environmental information and awareness), in the field of financial and economic instruments for environment, and in the waste management field. Moreover, it supports the integration of environment into other sectors' policies.

The programme has five components as described below:

### Component 1: Strengthening the capacity to tackle the Environment Impact Assessment and the Strategic Environmental Assessment

The current programme proposes to review the current legislation related to Environmental Impact Assessment (EIA) and Strategic Environmental Assessments (SEA) and to make recommendations and prepare drafts in order to fill in the identified gaps. The related necessary methodologies and guidelines/procedures will also be prepared. Special attention will be given to public participation, which is a key element in the EIA process, by supporting local authorities to facilitate and incorporate public comments on environmental management issues and to the impact on habitats/species while conducting the environmental assessment procedure. A needs assessment exercise will be conducted to identify the missing elements through developing the appropriate institutional framework and a functional administration capable of applying the EIA/SEA procedures flexibly and in a result-oriented manner, leading to the assessment of economic, social and environmental impacts of major public policies in a single integrated manner. Recommendations for the administrative units in order to execute the administrative and regulatory enforcement actions that are required by the legislation, including staff, equipment and training needs assessment will be provided. The implementation costs and related financial plan will also be prepared. Along all the above mentioned, intensive training sessions will be organised for a minimum of 15 staff, including "train of the trainers" modules.

### Component 2: Capacity building at national level for raising environment awareness

The programme proposes to organise targeted capacity building events aiming at raising the awareness level of various groups which can, afterwards, contribute significantly to introducing the necessary changes. Workshops and information dissemination on specific policies, such as waste management, biodiversity, climate change for selected target groups will be held with the intention of increasing the level of technical and/or general knowledge where appropriate. The interventions will be clustered and adjusted as per interest groups (i.e. Government, industry, NGOs, civil society, public at large) in order to make sure that the right message reaches the right audience for achieving a critical mass to support the build up of the cells that will initiate the change. Workshops and round tables aiming at assessing the implications of other sectorial policies on environment from a participatory point of view as a bottom-up approach will be organised. This activity will be performed in close cooperation with the project "Institutional strengthening to mainstream environment in other sectors' policies" which proposes a top-down approach targeting a high level. Training sessions for journalists and students of the



Academy for Journalism in analysing and using information and in standing for environment will be delivered. A PR strategy for the MoEFWA will be drafted and a mechanism for the MoEFWA to handle the requests for information (receiving requests for information, directing these requests and answering to them) will be prepared. Also, the “active dissemination” measures providing for public access to environmental information will be developed. The capacity of the existing Aarhus Information Centres will be improved.

Component 3: Establishment of mechanisms to enable the financial self-sustainability of environmental activities

The activities under this component propose to support the development of the mechanisms for co-financing environmental investments in Albania, to investigate more alternatives and to support the development and adoption of economic instruments to promote prevention and reduction of pollution, energy efficiency and investments in cleaner production technologies and to prepare a mechanism for fiscal incentives including collection and recovery of fines. Consequently, draft legal acts will be prepared together with the necessary feasibility studies. Recommendations for the development of economic instruments and for the mechanisms for fiscal incentives will be provided.

Component 4: Grants for small scale waste management infrastructure

The main objective of the small-scale waste management scheme is to provide both technical and financial assistance to local public authorities responsible for waste management. The programme aims to enhance waste management systems in small localities and providing an alternative to the limited public investment in this sector. The measure is targeted at local public authorities, and is based on a series of initiatives at local level, including the establishment of consortia between public authorities for the collection and transport of waste and the dissemination of low scale waste management techniques such as compost platforms. UNDP and MoEFWA will manage the grant scheme and take the necessary measures to make it operational, by preparing, launching, evaluating the call for proposals and monitor the investments development and implementation.

Component 5: Integration of environment into other sectoral policies

Under this component assistance will be provided to the Albanian Government to establish an Environment Inter-Ministerial Council with a mandate to address the cross-sectoral dependencies involving environmental issues. In addition, a mechanism for functioning of the Environment Inter-Ministerial Council will be established. The Council will address coordination at the most senior decision making level.

The Environment Inter-Ministerial Council will be established by statute and will have its own set of procedural rules set down in secondary legislation. The Council will be the driving force behind the implementation of the environment strategy and of approximation of EU law (all the actions related to transposition, implementation and enforcement of the environmental *acquis*). It will be established as a proactive forum for high-level co-ordination of Albanian environmental policy.

The programme’s expected key results are:

1. The EIA/SEA legal framework improved. Relevant methodologies and guidelines/procedures prepared. Staff, equipment and training needs assessments

- performed. Minimum 15 staff trained. Implementation costs and the related financial plan prepared. Computers procured and permits database prepared.
2. Environment awareness raised. Workshops for specific policies such as waste management, biodiversity, climate change for selected target groups organised. Workshops and round tables on impact of other policies on environment organised. Training sessions delivered. MoEFWA's PR strategy prepared. Mechanism for handling information requests prepared.
  3. Mechanisms for co-financing environmental investments and for fiscal incentives developed. Draft legal acts and feasibility studies prepared.
  4. The capacity of the local public authorities in contributing to the environmental protection by introducing waste management measures improved. Local-scale projects within the waste management sector developed and implemented.
  5. The Environment Inter-Ministerial Council set-up and operational. All stakeholders involved while taking decisions concerning environment and other sectors' policies. The role of the Ministry of Environment, Forests and Water Administration increased within the Government. The National Action Plan for Environment updated in line with the Programme Based Approach/Sector Wide Approach.

### **Key activity result 1 – Capacity to tackle the Environment Impact Assessment and the Strategic Environmental Assessment strengthened**

Environmental issues have a clear socio-economic impact. This is a critical issue for Albania and further development should be planned in a sustainable manner, considering the polluters pay, users pay and precautionary principles. The first key step of integrating environment in other sectors is the Environmental Impact Assessment (EIA) and Strategic Environmental Assessment.

The 2008 and 2009 EU Progress Reports mention “.....implementation of the EIA legislation needs to be improved.”

Albania currently has some legislation related to the EIA (Law no.8990/23.01.2003 and its subsequent legal acts), however this needs significant improvement. The EU-funded CARDS project currently under implementation foresees full transposition of the EIA Directive. Its full implementation is foreseen for 2012. The competent authority for the implementation of the EIA is the MoEFWA and its 12 Regional Environmental Agencies (REAs). The REAs are responsible for screening and gathering all requests as well as implementing the procedures for the projects subject to EIA. They also provide guidance on the information to be supplied by the developer. Depending on the type of projects, development consent is granted by either the MoEFWA or the Regional Environmental Agencies after consultation of the concerned environmental authorities, the public, as well as a Commission within the Ministry. Other States are also consulted in application of the Espoo convention. A National Methodology for EIA is approved.

The Strategic Environmental Assessment (SEA) related activities are in a very preliminary stage. A draft law exists but does not ensure full transposition of the SEA Directive. Its full implementation is scheduled for 2011. A SEA national methodology may be needed. Related capacity building is required within the MoEFWA.

The main actions to be performed are:

- Analyse the current relevant legislation;
- Propose legislation, amendments and secondary legislation as deemed necessary for EIA and SEA;

- Draft the necessary methodologies and guidelines/procedures for EIA and SEA;
- Propose methods to ensure public participation in the EIA process;
- Propose methods to assess the impact on habitats/species while conducting the EIA procedure;
- Perform a needs assessment exercise to identify the missing elements for a functional administration, including staff, training and equipment;
- Provide recommendations for an appropriate institutional framework;
- Assess implementation costs and the related financial plan;
- Deliver training sessions for minimum 15 staff;
- Procure computers for REAs and prepare a permits database.

## **Key activity result 2 - Environment awareness raised**

Environmental protection should not only be of concern to the government, but also of every individual. The success of a policy depends among others on public awareness. A conscious, sensitive, concerned, interested and informed public can act towards the protection of the natural resources and environment. At the same time it is a more useful interlocutor and can participate, request and act towards introducing the necessary changes.

Civil society in Albania is still underdeveloped, in part due to a lack of advocacy skills and an overly competitive, often divisive, attitude towards one another. There is little interface between civil society and the government, despite some initiatives by the latter to enhance dialogue. Public awareness on environment must be increased, this being central for ensuring a better quality for environmental factors and for ensuring the conditions for a better life.

There is a mutual impact between what the government and enterprises have done in environmental protection and the degree of self-discipline on the part of individuals in making their own contributions. Contributions from more individuals will certainly have a cumulative impact on our environment from a long-term point of view. Publicity and education are important to raise such awareness in the general public.

Principle 10 of the Rio Declaration states that environmental issues are best handled with the participation of all concerned citizens, at the relevant level. At the national level, each individual should have appropriate access to information concerning the environment that is held by public authorities, and the opportunity to participate in decision making processes. A precondition for an efficient public participation is to inform the public correctly, in due time and with relevant information. In the long term, public participation strengthens the confidence in authorities, giving a clear signal that public opinion is important and changes are possible. The increased confidence of the public, as well as the creation of a partnership between authorities and civil society are key elements for strengthening the democracy.

The National Environmental Strategy states that “Public awareness on environment situation and risks will be an important element of governmental environmental strategy. Civil society and independent organizations will be invited to offer their inputs in the drafting and implementation of environmental policies, and in particular for monitoring of environmental situation in the country. Environmental education of the public will be supported by specific programs in cooperation with civil society. Government will review the environmental rights of the public and will improve the administrative and judiciary appeal procedures, thus improving the access of environmental groups and citizens in general in bringing legal action against and punishing those that damage or pollute the environment.” This shows that the Government is

fully aware of the importance of public awareness, which is important for the ownership and sustainability of this component of the programme.

Albania is a Party to the Aarhus Convention since 2001. The Law 8035/99 on the right to access to official documents has some provisions related to environmental information.

The main actions to be performed are:

- Draft a PR strategy for the MoEFWA;
- Support the Aarhus information centres within the MoEFWA and the regions;
- Prepare a mechanism for the MoEFWA to handle the requests for information (receiving, directing and answering the requests);
- Deliver training sessions for journalists and students of the Academy for Journalism in analysing and using information and in standing for environment;
- Organise workshops and disseminate information on specific policies, such as waste management, biodiversity, climate change for selected target groups;
- Organise workshops and round tables aiming at assessing the implications of other sectorial policies on environment from a participatory point of view;
- Prepare and deliver a nation-wide campaign on environment awareness.

### **Key activity result 3 - Mechanisms to enable the financial self-sustainability of environmental activities established**

European environment policies have been drafted by wealthy countries but now the less wealthy ones have to implement them. Meeting the conditions under the EU environmental *acquis* implies high costs. Therefore, in the near future, the costs for ensuring proper environmental quality will be increasingly higher. Additional pressure will be placed on the national budget, hence the Government will need to invest more in environmental protection.

The Government in its Programme mentions the introduction of fiscal instruments and the doubling of the funds dedicated to environment.

In 2007 the budget allocated to the MoEFWA was 270 million ALL, in 2008 it was 306.5 million ALL, while in 2009 the budget was 347 million ALL. Presently the environmental expenditure as GDP ratio for Albania is 0.04%. In the coming years it will have to become 1-2% of GDP to cope with the coming challenges.

The main actions to be performed are:

- Support the development of the mechanisms for co-financing environmental investments;
- Support the development and adoption of economic instruments;
- Analyse other economic instruments that are in place for other sectors;
- Prepare a mechanism for fiscal incentives including collection and recovery of fines;
- Prepare draft legal acts and the necessary feasibility studies.

### **Key activity result 4 - Small scale waste management infrastructure developed and implemented**

Waste represents a serious problem for Albania. Population growth, urban migration and low levels of urban infrastructure investment have resulted in severe damage caused by waste. Albania's waste management problems have a major impact on society, and they present direct

threat to human health and generally have adverse effects on the quality of life. The larger part of waste in Albania is dumped, which affects the environment with leachate from the dumpsites entering both surface water and groundwater. Due to the common practice of burning stored waste, there is also a local air pollution issue. And above all, the unpleasant looks of the “wasted” landscape should also be mentioned.

The waste management services and infrastructure are poor compared to the EU. Also the public awareness is not yet supportive of advanced waste management practices such as separate waste collection. The challenge is how to develop a waste management system that would be in compliance with the EU legislation, and would at the same time be at affordable cost to the consumers and businesses. The main, immediate and affordable targets for Albania are: developing waste separation and recycling programs, raising public awareness and economic instruments to minimise waste and stimulate recycling (e.g. packaging), strengthening and better management of waste service companies, public private partnerships, opening waste market to the private sector.

According to data from the MoEFWM (2002) municipal waste generation stood at 0.7 kg per inhabitant per day, or 255 kg per inhabitant per year in the four main cities of the country and an increase rate of 2% per year has been noticed. The disposal of municipal waste needs to be solved. In most cities waste is collected and transported by a municipal or privatized waste management service company. 60% of the population is covered by the collection system. No landfill observing the EU standards is currently operational. Rural areas are not yet covered by municipal waste management services.

In 1999 Albania produced a draft National Plan of Waste Management and in 2003 a Law on Environmental Treatment of Solid Waste. A new draft law on integrated waste management will be ready early 2010, and the National Waste Management Plan will be available in spring 2010. One regional plan will also be prepared. Some secondary legislation in waste management field, mainly related to landfill and incineration is currently in preparation. Implementation plans for the framework, landfill and incineration directives are also foreseen.

In principle, financial assistance through grants will be provided to support the development of small-scale waste management activities identified at local level. The small-scale waste management scheme will provide both technical and financial assistance to entities responsible for waste management.

The applicants can ask for grants for “soft measures” i.e. preparation measures, or “hard measures” i.e. investments.

#### **“Soft measures”**

Financial support will be provided for the following types of activities:

- Studies (e.g. market studies; pre-feasibility studies, feasibility studies);
- Analyses (e.g. cost-benefit analysis);
- Assessments (e.g. Environmental Impact Assessments)

The outputs of this scheme (analyses, studies, assessments, etc) can potentially form a portfolio for future investment projects in the field of waste management, subject to financing from various donors.

#### **“Hard measures”**

Under the investment grant scheme financing will be provided for developing small infrastructure at local level. Investment projects must relate to:

- Waste management facilities that enhance the environmental quality of villages and communes and strengthen regional economic development, thereby creating a favourable environment for business activities, services and tourism development.
- Rehabilitation and/or modernisation of environmental waste management infrastructure facilities to reduce health risks to the population in the target area.

The minimum eligibility criteria for the investment projects must be satisfied (more detailed criteria will be prepared after the needs assessment will be performed):

- That the project is clearly defined, with the expected results and its efficiency clearly presented including a public awareness component and a training component for the operation of the investment;
- That the project has a net positive impact in the area where it will be implemented from an environmental, economic and social perspective;
- That the project contributes to the implementation of the existing Albanian legislation on waste management in order to fulfil the requirements of the EU in the respective field.
- That the results of the project are replicable to other project initiatives in the waste management sector.

The main actions to be performed are:

- Analyse the available documents and previously conducted studies and analyses (especially those produced within CARDS project);
- Prepare an overview of the waste management systems in rural areas;
- Organise workshops/round tables with the relevant stakeholders (including the Association of Municipalities, Recycling Association etc.);
- Conduct a needs analysis for rural areas;
- Prepare an operational plan defining the priorities for waste management in rural areas and eligible projects to be funded under the grant scheme;
- Prepare the guidelines for the small scale grant scheme;
- Prepare the call for proposals for the small scale grant scheme;
- Launch the small scale grant scheme;
- Assist the potential applicants in the preparation of proposals;
- Evaluate the proposals received;
- Implement the selected proposals, in close cooperation with the applicants.

### **Key activity result 5 - The Environment Inter-Ministerial Council set-up and operational**

By its nature, environment is a cross-cutting issue and presumes an inter-sectoral approach. There is a clear need for inter-ministerial and inter-institutional cooperation in the achievement of two key objectives in the environmental field, i.e. sustainable development and accession to the European Union. In March 2008, guidelines for inter-institutional coordination on European integration were adopted by the government.

This coordination and cooperation needs to take place at both the working level and at the most senior level. At present inter-institutional cooperation is organized through ad-hoc working groups (with representatives of different institutions) for the preparation of draft laws or strategies, steering committees of projects, inter-ministerial committees such as the Committee for the implementation of the National Action Plan for Environment, Council for Territory Adjustment, National Council for Nature and Biodiversity Protection, Tourism Policies

Committee, Inter-ministerial Committee for Energy, State Commission for Land, Coordination Group for Land Control Degradation and Desertification.

An Environment Inter-Ministerial Council should be created to undertake all the tasks described above and to be the main engine related to the EU integration process in the environmental field. It will be established by statute and will have its own set of procedural rules set down in secondary legislation. The Environment Inter-Ministerial Council should be based on the Inter-Ministerial Committee on Environment which was established in 2006 for the preparation of the NSDI. This will entail revision of Decision no. 42 of 16.1.2003 "On the establishment of Inter-sectoral Committee for the implementation of the National Action Plan for Environment". The Environment Inter-Ministerial Council will be designed to have greater powers, and to have a mandate that genuinely addresses the cross-sectoral dependencies involving environmental issues. In addition, it is necessary to establish a workable mechanism for it, in which issues such as presidency and voting procedures are clearly defined, and which enables the Council to be effective even when it is not supported by all of its members. The Environment Inter-Ministerial Council will address coordination at the most senior decision making level. However, operational cooperation at the working level also needs to be enhanced.

The following benchmarks should be observed:

- Definition of objective of the Environment Inter-Ministerial Council: Implementation of the environment strategy and of approximation of EU law by integrating the environment within the sectoral policies at ministry level.
- Composition of the Environment Inter-Ministerial Council: Implementation of environmental legislation requires the cooperation of ministries other than the MoEFWA. It is expected that the Environment Inter-Ministerial Council will contain representatives of at least the following ministries: Economy, Trade and Energy, Transport and Public Works, Health, Agriculture and Food, Territorial Planning, Finance. Consideration should also be given to including other stakeholders, such as NGOs, economic operators and local authorities.
- Presidency of the Environment Inter-Ministerial Council: The National Environment Strategy recommends the president to be the Prime Minister or the Deputy Prime Minister. Another possible solution might be to delegate the presidential function to the MoEFWA. However, delegating the presidential function would not be in line with the principle that the president of a coordinating body needs to have a higher rank than the members of the body that are supposed to be coordinated. The Environment Inter-Ministerial Council has to have a higher political profile. This would also serve to raise the general level of public awareness of the environment and related cross-sectoral issues.
- Secretariat: Provided by the MoEFWA.
- Level of representation: Ministries to be represented at high level, i.e. Ministers or Deputy Ministers. Functions and not individual persons should be used for nominations.
- Working Groups: may be established as needed; may be permanent or ad hoc.
- Meetings: The Environment Inter-Ministerial Council will meet at least 4 times a year. It may hold ad hoc meetings at any time.
- The Environment Inter-Ministerial Council will adopt rules of procedure
- Responsibilities and tasks:
  - General*:  
Consider all matters relevant for integration of environment within sectoral policies and take measures appropriate to this end.
  - Specific*:  
Deliberate upon and make recommendations on:
    - > environmental policies, plans and programmes

- > draft environmental laws and regulations
- > sectoral policies, plans and programmes (within scope of the Council)
- > sectoral draft laws and regulations
- > major administrative decisions of national importance in environment and environment relevant sectors

Initiate and commission research relevant to the objectives of the Environment Inter-Ministerial Council

Contribute to public awareness in environment

Participate in international cooperation

Prepare and publish yearly report

The main actions to be performed are:

- Analyse the current relevant legislation;
- Propose amendments and/or prepare a new legal act for the creation and functioning of the Environment Inter-Ministerial Council;
- Draft the rules for organisation and functioning of the Environment Inter-Ministerial Council;
- Provide assistance to the Secretariat of the Environment Inter-Ministerial Council, including in the preparation of the meetings of the Environment Inter-Ministerial Council
- Assist in the preparation of the Environment Inter-Ministerial Council's first annual report;
- Assist the MoEFWA in create domains specific Working Groups and in identifying the focal points within the line ministries at experts level;
- Prepare and deliver specific training sessions;
- Develop work plans and calendar of meetings for each Working Group and assist the technical meetings of the Working Groups organised and coordinated by the MoEFWA;
- Prepare a mechanism for information exchange;
- Develop reporting procedures to the Environment Inter-Ministerial Council;
- Assist the consultation and negotiations processes for the key policy areas;
- Propose on the agenda of the Environment Inter-Ministerial Council topics related to specific policy areas;
- Prepare recommendations for activities to be undertaken and key benchmarks to be followed within one year after the project ends.
- Analyse the existing draft of the National Action Plan for Environment and propose amendments to update it;
- Prepare a revised version of the National Action Plan for Environment following the Programme Based Approach/Sector Wide Approach, ready to be endorsed by the Government.

### **3. Risks and assumptions**

The main risks to the success of the project are:

1. At initial stages, limited support and ownership from the Government due to low level of awareness;
2. Lack of counterpart staff and capacity from Albanian institutions;
3. High level of staff-turnover;

The assumptions made are:

1. The Governmental priorities will remain unchanged;



2. The Government will approve the amendments and the new legal acts and will adopt and implement the recommendations;
3. The personnel to be trained will be available during the periods scheduled for the training sessions, in accordance with the working programme, and they will continue to work afterwards with the Ministry;
4. Results of the other related projects will be obtained in due time;
5. Sufficient understanding at national authority level of the programme's objectives;
6. Full and unconditional support from the regional and local authorities;
7. No institutional changes which will affect proper implementation of the project.

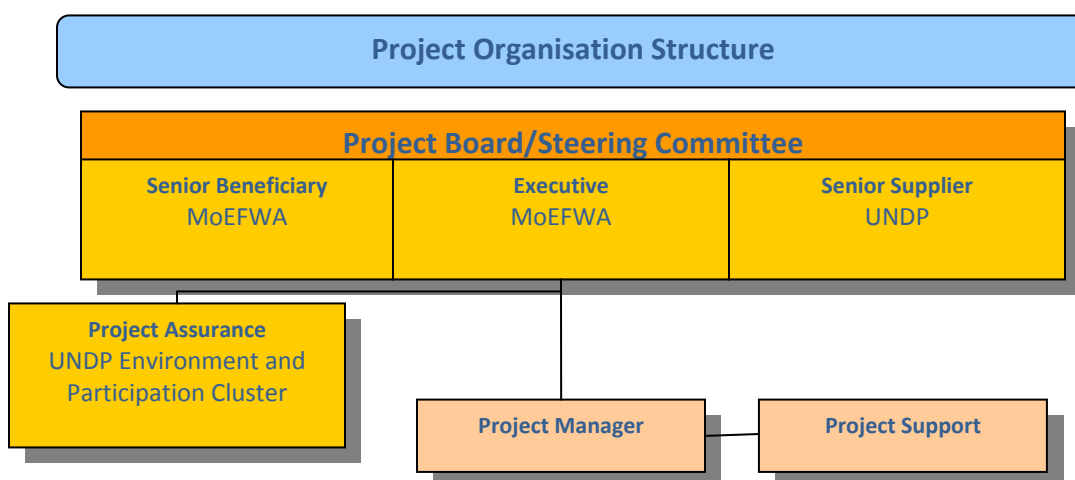
For details please see Annex 1.

#### 4. Project management and Implementation arrangements

The project will be implemented using the National Implementation Modality (NIM) with the MoEFWA acting as National Implementing Agency.

The National Implementing Agency will provide to this project full political support and will ensure a smooth coordination with the other governmental institutions and political decision makers. The National Implementing Agency will nominate the National Project Director who, on its behalf, will supervise and provide overall management support to the project. The National Project Director will be decision maker within the MoEFWA. A counterpart in charge of day-to-day operations of the project will also be nominated.

The UNDP Country Office will provide support services to the MoEFWA. A project support unit will be established to provide administrative, financial and technical assistance to the Council. It will ensure effectiveness and efficiency in project implementation. The project support unit will be appropriately staffed to cope with the technical aspects of the project.



#### 5. Reporting

The following reports will be prepared:

- An *Inception Report* which will include a detailed review of existing relevant information and suggested amendments to the initial work plan and activities.
- Brief *Monthly Reports* outlining activities in the previous month and presenting progress against the current programme, including a chapter with "Issues of Concern" related to the smooth implementation of the project.
- Formal *six-monthly Progress Reports* describing activities and progress, identifying constraints and indicating progress in the various activities. The reports should include summaries of technical papers prepared. The reports should present activities in the forthcoming semester, identifying any changes to the original programme.
- A *draft Final Report* four weeks before the end of the programme.

- A Final Report incorporating comments from the involved institutions, beneficiary, UNDP within four weeks of receiving the comments from all the entities above. This should describe the work done and the achievements of the programme against its original objectives, clearly identifying any constraints that have limited the achievement of objectives. It should make recommendations for future developments.
- Any other report that may be required within the general framework of the One UN programme.

All the reports and other final products should be submitted in electronic format also.

## 6. Monitoring and Evaluation

Monitoring responsibilities and events: A detailed schedule of project reviews will be developed by the project management, in consultation with project implementation partners and stakeholder representatives. Such a schedule will include but will not be limited to:

Day to day monitoring of implementation progress will be the responsibility of the Project Team, based on the projects' Annual Workplan and its indicators. The Project Team will inform the Project Board of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial manner. The implementation of the activities will be performed in close cooperation with the MoEFWA.

Periodic monitoring of implementation progress will be undertaken by the Project Board established for this purpose, under the coordination of UNDP-CO. The members of the Project Board will be the National Project Director, UNDP-CO representative, representative of the technical departments of the MoEFWA. The Project Board will meet twice a year or more frequently as deemed necessary. This will allow parties to solve any problems pertaining to the project in a timely fashion to ensure smooth implementation of the project activities. The Project Board represents the decision body of the project.

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

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below (Annex 2).
- An Issue Log shall be activated in Atlas and updated by the Project Support to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Support to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Support and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## 7. Budget (in USD)

The total budget proposed for this project is 6,120,200 USD.

Award ID:	
Programme Title:	<b>Support to respond to forthcoming EU accession related environment requirements</b>
Programme Outputs:	<ol style="list-style-type: none"><li>1. Improved capacity to address the Environment Impact Assessment and the Strategic Environmental Assessment</li><li>2. Better environment awareness</li><li>3. Financial self-sustainability of environmental activities enabled</li><li>4. Improved waste management systems in rural areas</li><li>5. Improved inter-ministerial cooperation on environment issues</li></ol>
Implementing Partner	Ministry of Environment, Forests and Water Administration (MoEFWA)

Output/Atlas activity	Responsible party	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget description	Amount YEAR 1	Amount YEAR 2	Amount YEAR 3	Total
<b>Key activity result 1: Capacity to tackle the EIA/SEA strengthened</b>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ REAs</li> </ul>	10714	One UN Coherence Fund	71200	International Consultants	25,000	70,000	35,000	67,500 EIA/SEA 11,250 cost 20,000 advisor 11,250 trainer 20,000 others <b>T: 130,000</b>
				71300	Local consultants	10,000	12,500	10,000	13,500 EIA 4,500 cost 4,500 hab/spec 4,000 database 6,000 others <b>T: 32,500</b>
				71600	Travel	2,500	5,000	2,500	10,000 <b>T: 10,000</b>
				72100	Contractual Services companies	28,500	23,000	93,500	80,000 database 10,000 events 15,000 internet installation REAs 30,000 fee REAs 10,000 others <b>T: 145,000</b>
				71400	Contractual Services individuals	20,000	40,750	20,750	60,000 intl pr manager 12,000 associate 8,000 assistant 1,500 cleaner <b>T: 81,500</b>
				72200	Equipment and Furniture	5,000	23,000	2,000	5,000 office 25,000 REAs <b>T: 30,000</b>
				73100	Rent and maintenance	3,500	3,000	2,500	8,000 1,000 instal <b>T: 9,000</b>
				74500	Miscellaneous (including monitoring, evaluation, audit)	2,300 1,000 com	2,400 2,450 com	2,300 1,000 com	2,000 supplies 2,000 public 4,450 communic 3,000 others <b>T: 11,450</b>
				75100	GMS	6,775	12,575	11,800	31,150
					<b>Total Key Result 1</b>			104,575	194,675

Output/Atlas activity	Responsible party	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget description	Amount YEAR 1	Amount YEAR 2	Amount YEAR 3	Total
<b>Key activity result 2: Environment awareness raised</b>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> </ul>	10714	One UN Coherence Fund	71200	International Consultants	20,000	16,500	11,000	37,500 Aarhus 10,000 advisor <b>T: 47,500</b>
				71300	Local consultants	6,500	16,000	11,000	13,500 Aarhus 20,000 others <b>T: 33,500</b>
				71600	Travel	2,500	5,000	2,500	10,000 <b>T: 10,000</b>
				72100	Contractual Services companies	10,000	215,000	128,000	60,000 PR strat 40,000 training journa/students 200,000 campai 53,000 workshps/ roundtables, events <b>T: 353,000</b>
				71400	Contractual Services individuals	20,000	40,750	20,750	60,000 intl pr manager 12,000 associate 8,000 assistant 1,500 cleaner <b>T: 81,500</b>
				72200	Equipment and Furniture	4,000	5,000	1,000	5,000 office 5,000 Aarhus centres <b>T; 10,000</b>
				73100	Rent and maintenance	3,500	3,000	2,500	8,000 1,000 installation <b>T: 9,000</b>
				74500	Miscellaneous (including monitoring, evaluation, audit)	800 1,250 com	900 3,000 com	800 1,250 com	2,500 supplies 5,500 communic <b>T: 8,000</b>
				75100	GMS	4,710	21,150	12,440	38,300
					<b>Total Key Result 2</b>	73,260	326,300	191,240	590,800

Output/Atlas activity	Responsible party	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget description	Amount YEAR 1	Amount YEAR 2	Amount YEAR 3	Total
<b>Key activity result 3: Mechanisms to enable the financial self-sustainability of environmental activities established</b>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ Ministry of Finance</li> </ul>	10714	One UN Coherence Fund	71200	International Consultants	35,000	157,500	40,000	90,000 economist 22,500 institutional 120,000 advisor <b>T: 232,500</b>
				71300	Local Consultants	4,500	12,500	7,500	18,000 economist 12,000 lawyer 4,500 institutional <b>T: 24,500</b>
				71600	Travel	2,500	35,000	32,500	10,000 60,000 study tour <b>T: 70,000</b>
				72100	Contractual Services companies	3,000	7,500	4,500	15,000 events <b>T: 15,000</b>
				71400	Contractual Services individuals	20,000	40,750	20,750	60,000 intl pr manager 12,000 associate 8,000 assistant 1,500 cleaner <b>T: 81,500</b>
				72200	Equipment and Furniture	4,000	5,000	1,000	5,000 office 5,000 for the economic unit <b>T: 10,000</b>
				73100	Rent and maintenance	3,500	3,000	2,500	8,000 1,000 installation <b>T: 9,000</b>
				74500	Miscellaneous (including monitoring, evaluation, audit)	2,000 1,500 com	4,500 1,500 com	4,500 1,600 com	3,000 supplies 2,000 publications 6,000 others 4,600 communication <b>T: 15,600</b>
				75100	GMS	5,300	18,700	8,000	32,000
					<b>Total Key Result 3</b>	81,300	285,950	122,850	490,100



Output/Atlas activity	Responsible party	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget description	Amount YEAR 1	Amount YEAR 2	Amount YEAR 3	Total
<b>Key activity result 4: Small scale waste management infrastructure developed and implemented</b>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ Local authorities</li> </ul>	10714	One UN Coherence Fund	71200	International Consultants	40,500	43,500	43,500	112,500 waste 15,000 advisor <b>T:127,500</b>
				71300	Local consultants	4,500	56,250	56,250	27,000 waste 45,000 engineer 15,000 PR 15,000 EIA 15,000 economist <b>T:117,000</b>
				71600	Travel	2,500	11,500	11,000	25,000 (including fuel and car maintenance) <b>T: 25,000</b>
				72100	Contractual Services companies	7,500	1,005,000	2,337,500	15,000 events 3,335,000 investments <b>T: 3,350,000</b>
				71400	Contractual Services individuals	43,120	98,140	118,140	170,000 intl pr manager 27,600 associate 24,000 driver 14,800 assistant 3,000 cleaner 20,000 reserve <b>T: 259,400</b>
				72200	Equipment and Furniture	4,000	50,000	1,000	5,000 office 50,000 car <b>T: 55,000</b>
				73100	Rent and maintenance	3,800	5,700	3,000	11,500 1,000 installation <b>T: 12,500</b>
				74500	Miscellaneous (including monitoring, evaluation, audit)	2,000	2,000	2,000	4,000 supplies 2,000 others 39,600 communications
						2,000 com	18,800 com	18,800 com	
				75100	GMS	7,550	89,050	180,100	276,700
			<b>Total Key Result 4</b>	117,470	1,379,940	2,771,290	4,268,700		

Output/Atlas activity	Responsible party	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget description	Amount YEAR 1	Amount YEAR 2	Amount YEAR 3	Total
<b>Key activity result 5: The Environment Inter-Ministerial Council set-up and operational</b>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ Line ministries</li> </ul>	10714	One UN Coherence Fund	71200	International Consultants (including project assurance officer)	50,000	21,000	20,000	50,000 legal/instit 20,000 advisor 21,000 pr assurance <b>T: 91,000</b>
				71300	Local consultants	3,000	6,000	6,000	10,500 institutional/ lawyer 4,500 NEAP <b>T: 15,000</b>
				71600	Travel	1,500	2,000	1,500	5,000 <b>T: 5,000</b>
				72100	Contractual Services companies	5,000	25,000	20,000	50,000 events, meetings of IMC <b>T: 50,000</b>
				71400	Contractual Services individuals	20,000	40,750	20,750	60,000 intl pr manager 12,000 associate 8,000 assistant 1,500 cleaner <b>T: 81,500</b>
				72200	Equipment and Furniture	4,000	2,000	1,000	5,000 office 2,000 Secretariat <b>T: 7,000</b>
				73100	Rent and maintenance	3,500	3,000	2,500	8,000 1,000 installation <b>T: 9,000</b>
				74500	Miscellaneous (including monitoring, evaluation, audit)	1,500 1,000 com	2,500 700 com	6,000 1,000	2,000 supplies 3,000 publications 5,000 others 2,700 communications <b>T: 12,700</b>
				75100	GMS	6190	7,160	5,450	18,800
					<b>Total Key Result 5</b>			95,690	110,110
					<b>Programme Budget Total</b>	472,295	2,296,975	3,350,930	6,120,200

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## 8. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Albania and UNDP, signed on 17 June 1991.

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

The executing agency shall:

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

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

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.

## 9. Results and Resources Framework

### Intended Outcome as stated in the Country Programme Results and Resource Framework:

2. Policies developed and implemented that supports achievement of MDGs;

### Intended Outcome as stated in the One UN Programme:

Outcome 5: Environmentally sustainable development through incorporating of environmental issues in national policies and strategies, greater participation in decision making, more effective environmental governance, and strengthened capacities in management and regulatory enforcement.

**Outcome indicators as stated in the One UN Programme:** Improved decision making in the environment sector and viable long term solutions

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Support national partners to implement good practices of environmental, cultural and economic governance

**Partnership Strategy:** The programme brings together the MoEFWA, UNDP, local authorities, other line ministries, NGOs and associations

**Programme title and ID (ATLAS Award ID):** Support to respond to forthcoming EU accession related environment requirements

### Outputs:

1. Improved capacity to address the Environment Impact Assessment and the Strategic Environmental Assessment
2. Better environment awareness
3. Financial self-sustainability of environmental activities enabled
4. Improved waste management systems in rural areas
5. Improved inter-ministerial cooperation on environment issues

INTENDED ACTIVITY RESULTS	TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Activity result 1: Capacity to tackle the EIA/SEA strengthened</b></p> <p>Baseline:</p> <ul style="list-style-type: none"> <li>▪ Legislation related to EIA exists but it is incomplete;</li> <li>▪ Draft legal act on SEA under preparation.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>▪ No. and quality of the legal acts;</li> <li>▪ Genuine public participation in the EIA process;</li> </ul>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Project support established;</li> <li>- Stakeholders engagement and participation platform established and functioning;</li> <li>- Analysis of the current situation performed;</li> <li>- Amendments proposed and/or new legal acts related to EIA/SEA prepared;</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Project management effectively</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyse the current relevant legislation;</li> <li>▪ Propose legislation, amendments and secondary legislation as deemed necessary for EIA and SEA;</li> <li>▪ Draft the necessary methodologies and guidelines/procedures for EIA and SEA;</li> <li>▪ Propose methods to ensure public participation in the EIA process;</li> <li>▪ Propose methods to assess the</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ REAs</li> </ul>	

<ul style="list-style-type: none"> <li>▪ Impact on habitats/species while conducting the EIA procedure properly considered;</li> <li>▪ No. of training sessions;</li> <li>▪ No. of participants in the training sessions;</li> <li>▪ Appropriate institutional framework;</li> <li>▪ Permits database in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Amendments proposed and/or new legal acts related to EIA/SEA prepared;</li> <li>- Methodologies and guidelines/procedures for EIA and SEA drafted;</li> <li>- Methods for public participation in EIA process proposed;</li> <li>- Methods for assessing the impact on habitats/species while conducting the EIA procedure proposed;</li> <li>- Training sessions organised;</li> <li>- Needs assessment for institutional strengthening performed;</li> </ul> <p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Recommendations for an appropriate institutional framework provided;</li> <li>- Training sessions organised;</li> <li>- Implementation costs and the related financial plan prepared;</li> <li>- Computers procured and database in place;</li> </ul>	<p>impact on habitats/species while conducting the EIA procedure;</p> <ul style="list-style-type: none"> <li>▪ Perform a needs assessment exercise to identify the missing elements for a functional administration, including staff, training and equipment;</li> <li>▪ Provide recommendations for an appropriate institutional framework;</li> <li>▪ Assess implementation costs and the related financial plan;</li> <li>▪ Deliver training sessions for minimum 15 staff;</li> <li>▪ Procure computers for REAs and prepare a permits database.</li> </ul>		
<p><b>Activity result 2: Environment awareness raised</b></p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Project support established;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft a PR strategy for the MoEFWA;</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> </ul>	

<p>Baseline:</p> <ul style="list-style-type: none"> <li>▪ Poor level of environmental awareness</li> <li>▪ MoEFWA does not have a PR strategy</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>▪ PR strategy approved;</li> <li>▪ No. of workshops and roundtables;</li> <li>▪ No. of participants and of target groups;</li> <li>▪ No. of consultations with the stakeholders;</li> <li>▪ Success of the awareness campaign.</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholders engagement and participation platform established and functioning;</li> <li>- Workshops for selected target groups on specific policies organised;</li> <li>- Needs assessment for the MoEFWA, its information centre and regional Aarhus information centres performed.</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- PR strategy for the MoEFWA prepared;</li> <li>- Training sessions delivered;</li> <li>- Aarhus centres strengthened;</li> <li>- Information mechanism prepared;</li> <li>- Workshops organised;</li> <li>- Campaign prepared and its implementation started.</li> </ul> <p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Training sessions delivered;</li> <li>- Aarhus centres strengthened;</li> <li>- Workshops organised;</li> <li>- Campaign delivered.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support the Aarhus information centres within the MoEFWA and the regions;</li> <li>▪ Prepare a mechanism for the MoEFWA to handle the requests for information (receiving, directing and answering the requests);</li> <li>▪ Deliver training sessions for journalists and students of the Academy for Journalism in analysing and using information and in standing for environment;</li> <li>▪ Organise workshops and disseminate information on specific policies, such as waste management, biodiversity, climate change for selected target groups;</li> <li>▪ Organise workshops and round tables aiming at assessing the implications of other sectorial policies on environment from a participatory point of view;</li> <li>▪ Prepare and deliver a nation-wide campaign on environment awareness.</li> </ul>		
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<p><b>Activity result 3: Mechanisms to enable the financial self-sustainability of environmental activities established</b></p> <p>Baseline:</p> <ul style="list-style-type: none"> <li>▪ There is no financial mechanism or economic instrument in place for environment activities.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>▪ Genuine dialogue and co-operation with the Ministry of Finance;</li> <li>▪ Strategic approach for environmental issues;</li> <li>▪ No. and effectiveness of the identified instruments.</li> <li>▪ No. of feasibility studies.</li> </ul>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Project support established;</li> <li>- Stakeholders engagement and participation platform established and functioning;</li> <li>- Analysis other economic instruments that are in place for other sectors performed;</li> <li>- Comparative analysis of economic instruments that are in place in other countries performed;</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Feasibility studies prepared;</li> <li>- Amendments proposed and/or new legal act for the creation and functioning of the economic instruments prepared;</li> </ul> <p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Mechanism for fiscal incentives prepared;</li> <li>- Mechanism for making operational the economic instruments prepared.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support the development of the mechanisms for co-financing environmental investments;</li> <li>▪ Support the development and adoption of economic instruments;</li> <li>▪ Analyse other economic instruments that are in place for other sectors;</li> <li>▪ Prepare a mechanism for fiscal incentives including collection and recovery of fines;</li> <li>▪ Prepare draft legal acts and the necessary feasibility studies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ Ministry of Finance</li> </ul>	
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<p><b>Activity result 4: Small scale waste management infrastructure developed and implemented</b></p> <p>Baseline:</p> <ul style="list-style-type: none"> <li>▪ In rural areas the waste management facilities are extremely poor or inexistent.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>▪ Genuine dialogue and co-operation with local authorities;</li> <li>▪ No. of meetings/consultations with the relevant stakeholders;</li> <li>▪ No of small waste management investments developed and implemented.</li> </ul>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Project support established;</li> <li>- Stakeholders engagement and participation platform established and functioning;</li> <li>- Workshops organised;</li> <li>- Overview of the waste management systems in rural areas prepared;</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Operational plan prepared;</li> <li>- Guidelines for the small scale grant scheme prepared;</li> <li>- Call for proposals for the small scale grant scheme launched;</li> <li>- Evaluation of the proposals received done;</li> <li>- Implementation started;</li> </ul> <p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Call for proposals for the small scale grant scheme launched;</li> <li>- Evaluation of the proposals received done;</li> <li>- Investment projects implemented.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyse the available documents and previously conducted studies and analyses (especially those produced within CARDS project);</li> <li>▪ Prepare an overview of the waste management systems in rural areas;</li> <li>▪ Organise workshops/round tables with the relevant stakeholders (including the Association of Municipalities, Recycling Association etc.);</li> <li>▪ Conduct a needs analysis for rural areas;</li> <li>▪ Prepare an operational plan defining the priorities for waste management in rural areas and eligible projects to be funded under the grant scheme;</li> <li>▪ Prepare the guidelines for the small scale grant scheme;</li> <li>▪ Prepare the call for proposals for the small scale grant scheme;</li> <li>▪ Launch the small scale grant scheme;</li> <li>▪ Assist the potential applicants in the preparation of proposals;</li> <li>▪ Evaluate the proposals received;</li> <li>▪ Implement the selected proposals, in close cooperation with the applicants.</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ Local authorities</li> </ul>	
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<p><b>Activity result 5: The Environment Inter-Ministerial Council set-up and operational</b></p> <p>Baseline:</p> <ul style="list-style-type: none"> <li>▪ An Inter-sectoral Committee for the implementation of the National Action Plan for Environment was established by the Decision No 42/16.01.2003 but is not operational</li> <li>▪ Environment focal points were nominated in line ministries but they are not functional</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>▪ Genuine dialogue and co-operation with other Governmental authorities</li> <li>▪ Strategic approach for environmental issues</li> <li>▪ No. of meetings of the Environment Inter-Ministerial Council</li> <li>▪ No. of Working Groups</li> <li>▪ No. of meetings of the Working Groups</li> <li>▪ No. of participating ministries</li> <li>▪ No. of consultations with the stakeholders</li> </ul>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- Project support established;</li> <li>- Stakeholders engagement and participation platform established and functioning;</li> <li>- Amendments proposed and/or a new legal act for the creation and functioning of the Environment Inter-Ministerial Council prepared;</li> <li>- Rules for organisation and functioning of the Environment Inter-Ministerial Council prepared;</li> </ul> <p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Secretariat of the Environment Inter-Ministerial Council assisted;</li> <li>- The meetings of the Environment Inter-Ministerial Council assisted;</li> <li>- The Environment Inter-Ministerial Council's first annual report prepared.</li> <li>- Environment focal points in line ministries identified;</li> <li>- Environment focal points in line ministries trained;</li> <li>- Technical Working Groups set up;</li> <li>- Technical Working Groups functional.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyse the current relevant legislation;</li> <li>▪ Propose amendments and/or prepare a new legal act for the creation and functioning of the Environment Inter-Ministerial Council;</li> <li>▪ Draft the rules for organisation and functioning of the Environment Inter-Ministerial Council;</li> <li>▪ Provide assistance to the Secretariat of the Environment Inter-Ministerial Council, including in the preparation of the meetings of the Environment Inter-Ministerial Council;</li> <li>▪ Assist in the preparation of the Environment Inter-Ministerial Council's first annual report;</li> <li>▪ Assist the MoEFWA in create domains specific Working Groups and in identifying the focal points within the line ministries at experts level;</li> <li>▪ Prepare and deliver specific training sessions;</li> <li>▪ Develop work plans and calendar of meetings for each Working Group and assist the technical meetings of the Working Groups organised and coordinated by the MoEFWA;</li> <li>▪ Prepare a mechanism for information exchange;</li> <li>▪ Develop reporting procedures to the Environment Inter-Ministerial</li> </ul>	<ul style="list-style-type: none"> <li>▪ MoEFWA</li> <li>▪ Project support</li> <li>▪ Line ministries</li> </ul>	
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	<p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Project management effectively functioning;</li> <li>- Stakeholders engagement and participation platform effectively functioning;</li> <li>- Secretariat of the Environment Inter-Ministerial Council assisted;</li> <li>- The meetings of the Environment Inter-Ministerial Council assisted;</li> <li>- Technical Working Groups functional;</li> <li>- Agenda and workplan of the Working Groups established;</li> <li>- Meetings of the Working Groups assisted;</li> <li>- Reports of the Working Groups prepared.</li> <li>- The role of the Ministry of Environment, Forests and Water Administration within the Government is increased;</li> <li>- Environment considered when drafting other national policies.</li> <li>- The National Action Plan for Environment revised.</li> </ul>	<p>Council;</p> <ul style="list-style-type: none"> <li>▪ Assist the consultation and negotiations processes for the key policy areas;</li> <li>▪ Propose on the agenda of the Environment Inter-Ministerial Council topics related to specific policy areas;</li> <li>▪ Prepare recommendations for activities to be undertaken and key benchmarks to be followed within one year after the project ends.</li> <li>▪ Analyse the existing draft of the National Action Plan for Environment and propose amendments to update it;</li> <li>▪ Prepare a revised version of the National Action Plan for Environment following the Programme Based Approach/Sector Wide Approach, ready to be endorsed by the Government.</li> </ul>		
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### 10. Annual Work Plan (Year 1)

Key Activity Result	Activity	Month											
		June 2010 – December 2010 (year 1)							January 2011 – May 2011 (year 2)				
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Capacity to tackle the EIA/SEA strengthened</b>	Establishing the Project Support (International Programme Manager, Project Associate, Project Assistant)	x	x	x									
	Analyse the current relevant legislation				x	x							
	Propose legislation, amendments and secondary legislation as deemed necessary for EIA and SEA						x	x	x				
	Draft the necessary methodologies and guidelines/procedures for EIA and SEA									x	x		
	Propose methods to ensure public participation in the EIA process										x	x	
	Propose methods to assess the impact on habitats/species while conducting the EIA procedure										x	x	
	Perform a needs assessment exercise to identify the missing elements for a functional administration, including staff, training and equipment												x
	Deliver training sessions												
<b>Environment awareness raised</b>	Establishing the Project Support (International Programme Manager, Project Associate, Project Assistant)	x	x	x									
	Analyse the current situation				x	x							
	Perform needs assessment for the MoEFWA, its information centre and regional Aarhus information centres					x	x						
	Organise workshops for selected target groups on specific policies						x	x	x	x	x	x	x
	Support the Aarhus information centres within the MoEFWA and the regions							x	x				
	Prepare a mechanism for the MoEFWA to handle the								x	x			

	requests for information (receiving, directing and answering the requests)													
	Organise workshops and round tables aiming at assessing the implications of other sectorial policies on environment from a participatory point of view								X	X	X	X	X	
	Prepare and deliver a nation-wide campaign on environment awareness								X	X	X	X	X	
<b>Mechanisms to enable the financial self-sustainability of environmental activities established</b>	Establishing the Project Support (International Programme Manager, Project Associate, Project Assistant)	X	X	X										
	Analyse other economic instruments that are in place for other sectors				X	X	X							
	Provide comparative analysis of economic instruments that are in place in other countries				X	X	X							
	Prepare draft legal acts and the necessary feasibility studies							X	X	X	X	X	X	X
<b>Small scale waste management infrastructure developed and implemented</b>	Establish the Project Support (International Programme Manager, Project Associate, Project Assistant)	X	X	X										
	Analyse the available documents and previously conducted studies and analyses (especially those produced within CARDS project)				X	X								
	Prepare an overview of the waste management systems in rural areas					X	X							
	Organise workshops/round tables with the relevant stakeholders (including the Association of Municipalities, Recycling Association etc.)						X	X						
	Conduct a needs analysis for rural areas						X	X						
	Prepare an operational plan defining the priorities for waste management in rural areas and eligible projects to be funded under the grant scheme									X	X	X		
	Prepare the guidelines for the small scale grant scheme											X	X	X
<b>The Environment Inter-Ministerial Council set-</b>	Establish the Project Support (International Programme Manager, Project Associate, Project	X	X	X										

<b>up and operational</b>	Assistant)												
	Analyse the current relevant legislation				X	X	X						
	Propose amendments and/or prepare a new legal act for the creation and functioning of the Environment Inter-Ministerial Council						X	X	X				
	Draft the rules for organisation and functioning of the Environment Inter-Ministerial Council							X	X				
	Provide assistance to the Secretariat of the Environment Inter-Ministerial Council, including in the preparation of the meetings of the Environment Inter-Ministerial Council								X	X	X	X	X
	Assist the MoEFWA in create domains specific Working Groups and in identifying the focal points within the line ministries at experts level								X	X	X	X	X
	Prepare and deliver specific training sessions									X	X	X	X

## RISK LOG

<b>Programme Title: Support to respond to forthcoming EU accession related environment requirements</b>	<b>Award ID:</b>	<b>Date:</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures/Management response	Owner	Submitted, updated by	Last Update	Status
1	At initial stages, limited support and ownership from the Government, due to low level of awareness	Preparatory stage	Strategic	P = 2 I = 2	The programme has a great impact on the EU accession process. Discussions, meetings and continuous assistance will contribute to overcome this, especially during the inception phase.	National Project Director Project Support	Project Developer		
2	Lack of counterpart staff and capacities from Albanian institutions	Preparatory stage	Organizational	P = 4 I = 4	There may be individuals within the target-groups who are not as experienced or as well trained as might be desirable. Likewise, there may be individuals, who are experienced and committed to the programme but, due to an overloaded working schedule, cannot be involved as appropriate. In order to reduce these risks, a needs assessment will be considered that would indicate the organizational gaps of the existing arrangements. Having established the gaps, the short-time effect of these gaps might have on the project duties will be determined. Subsequently, they will be discussed during the Project Board meetings, proposing short temporary revisions to the respective responsibilities of the	Project Support National Project Director	Project Developer		

					<p>team members.</p> <p>The training will be designed and promoted as beneficial to the trainees by developing their skills and helping to develop their careers. Early planning of dates for training sessions and workshops will be ensured to allow maximum participation</p>				
3	High level of staff-turnover	Preparatory stage	Political	P = 4 I = 4	Knowing the fact that a lot of civil servants leave the public administration after they have been trained, the results of the project will have continuity only if the Albanian Government is committed to continue the public administration reform.	Project Support National Project Director	Project Developer		

## ASSUMPTIONS LOG

<b>Programme Title: Support to respond to forthcoming EU accession related environment requirements</b>	<b>Award ID:</b>	<b>Date:</b>
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#	Description	Date Identified	Type	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	The Government priorities will remain unchanged	Preparatory stage	Strategic	The programme was designed to meet the priorities described in the National Environment Strategy. Given the strong commitment of the Government towards the EU accession it is not likely that major changes will occur in the environmental policy developed at national level affecting the current programme implementation.	Project Support National Project Director	Project Developer		
2	The Government will adopt and implement the recommendations; The recommendations and measures proposed will be realistic and feasible	Preparatory stage	Regulatory	Implementing recommendations is an <i>administrative exercise</i> and adequate time must be allowed for this. It will be the duty of the programme team to ensure that documentation is to appropriate standard before it is submitted to authorities for approval. The implementation itself of the recommendations is anyhow beyond the project's scope of work. We also assume that effective co-operation channels will be established between the stakeholders, thus avoiding any bureaucratic circumstance which might delay the approval of different specific documents.	Project Support National Project Director	Project Developer		
3	The personnel to be trained will be available on the periods scheduled for the training sessions, in accordance with the working programme, and	Preparatory stage	Organizational	A successful programme demands well-qualified and committed staff. In this direction, it is assumed that the Ministry will make staff available and will accept the proposed personnel incentive tools (full review of staff capabilities and remuneration,	Project Support National Project Director	Project Developer		



	they will continue to work afterwards with the Ministry			permanent on- and off-the-job training, etc.). In the event that some of these assumptions cannot be fulfilled, some risks may occur, affecting the time, quality and costs of the project.				
4	Results of the other related projects will be obtained in due time	Preparatory stage	Operational	Close cooperation with the MoEFWA is a pre-requisite.	Project Support National Project Director	Project Developer		
6	Sufficient understanding at national authority level of the project's objectives	Preparatory stage	Organizational	The national authority has a good knowledge regarding the requirements and needs of having a strong environmental administration.	Project Support National Project Director	Project Developer		
7	No institutional changes to affect proper implementation of the project	Preparatory stage	Political	Except for a situation of Force Majeure, no important institutional changes will affect the structure of the main governmental authorities involved in the programme.	Project Support National Project Director	Project Developer		
8	Full and unconditional support from the regional and local authorities	Preparatory stage	Political	Close cooperation with the local/regional authorities is a pre-requisite. Support obtained from the MoEFWA will overcome any difficulty.	Project Support National Project Director	Project Developer		

### Quality Management for Project Activity Results

<b>OUTPUTS:</b>		
1. Improved capacity to address the Environment Impact Assessment and the Strategic Environmental Assessment		
2. Better environment awareness		
3. Financial self-sustainability of environmental activities enabled		
4. Improved waste management systems in rural areas		
5. Improved inter-ministerial cooperation on environment issues		
<b>Activity Result 1</b>	Capacity to tackle the Environment Impact Assessment and the Strategic Environmental Assessment strengthened	Start Date: Q2 y1 End Date: Q2 y3
<b>Purpose</b>	To have the EIA/SEA legal and institutional framework improved and permits and EIA studies with better quality	
<b>Description</b>	<p>The following actions are foreseen:</p> <ul style="list-style-type: none"> <li>▪ Analyse the current relevant legislation;</li> <li>▪ Propose legislation, amendments and secondary legislation as deemed necessary for EIA and SEA;</li> <li>▪ Draft the necessary methodologies and guidelines/procedures for EIA and SEA;</li> <li>▪ Propose methods to ensure public participation in the EIA process;</li> <li>▪ Propose methods to assess the impact on habitats/species while conducting the EIA procedure;</li> <li>▪ Perform a needs assessment exercise to identify the missing elements for a functional administration, including staff, training and equipment;</li> <li>▪ Provide recommendations for an appropriate institutional framework;</li> <li>▪ Assess implementation costs and the related financial plan;</li> <li>▪ Deliver training sessions for minimum 15 staff;</li> <li>▪ Procure computers for REAs and prepare a permits database.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Draft legal act prepared	Evaluation report; Progress Report	
Methodologies and guidelines/procedures for EIA and SEA prepared	Evaluation report; Progress Report	
Training sessions organised	Evaluation report; Training reports; Progress Report	
Database operational	Evaluation report;	
<b>Activity Result 2</b>	Environment awareness raised	Start Date: Q2 y1 End Date: Q2 y3
<b>Purpose</b>	To have conscious, sensitive, concerned, interested and informed public which can act towards the protection of the natural resources and environment.	
<b>Description</b>	<p>The following actions are foreseen:</p> <ul style="list-style-type: none"> <li>▪ Draft a PR strategy for the MoEFWA;</li> <li>▪ Support the Aarhus information centres within the MoEFWA and the regions;</li> <li>▪ Prepare a mechanism for the MoEFWA to handle the requests for information (receiving, directing and answering the requests);</li> <li>▪ Deliver training sessions for journalists and students of the Academy for Journalism in analysing and using information and in standing for</li> </ul>	

	<p>environment;</p> <ul style="list-style-type: none"> <li>▪ Organise workshops and disseminate information on specific policies, such as waste management, biodiversity, climate change for selected target groups;</li> <li>▪ Organise workshops and round tables aiming at assessing the implications of other sectorial policies on environment from a participatory point of view;</li> <li>▪ Prepare and deliver a nation-wide campaign on environment awareness.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
PR Strategy prepared	Evaluation report; Progress Report	
Workshops/roundtables organised	Evaluation report; Progress Report	
Training sessions delivered	Evaluation report; Training reports; Progress Report	
Mechanisms for information established	Evaluation report; Progress Report	
Nation-wide awareness campaign prepared and delivered	Evaluation report; Progress Report	
<b>Activity Result 3</b>	Mechanisms to enable the financial self-sustainability of environmental activities established	Start Date: Q2 y1 End Date: Q2 y3
<b>Purpose</b>	To increase the funds available for co-financing environmental investments in Albania	
<b>Description</b>	<p>The following actions are foreseen:</p> <ul style="list-style-type: none"> <li>▪ Support the development of the mechanisms for co-financing environmental investments;</li> <li>▪ Support the development and adoption of economic instruments;</li> <li>▪ Analyse other economic instruments that are in place for other sectors;</li> <li>▪ Prepare a mechanism for fiscal incentives including collection and recovery of fines;</li> <li>▪ Prepare draft legal acts and the necessary feasibility studies.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Feasibility studies prepared	Evaluation report; Progress Report	
Legal acts prepared	Evaluation report; Progress Report	
Mechanisms and economic instruments prepared	Evaluation report; Progress Report	
<b>Activity Result 4</b>	Small scale waste management infrastructure developed and implemented	Start Date: Q1 y2 End Date: Q4 y2
<b>Purpose</b>	To improve the waste management systems in selected rural areas	
<b>Description</b>	<p>The following actions are foreseen:</p> <ul style="list-style-type: none"> <li>▪ Analyse the available documents and previously conducted studies and analyses (especially those produced within CARDS project);</li> <li>▪ Prepare an overview of the waste management systems in rural areas;</li> <li>▪ Organise workshops/round tables with the relevant stakeholders (including the Association of Municipalities, Recycling Association etc.);</li> <li>▪ Conduct a needs analysis for rural areas;</li> <li>▪ Prepare an operational plan defining the priorities for waste management in rural areas and eligible projects to be funded under</li> </ul>	

	<p>the grant scheme;</p> <ul style="list-style-type: none"> <li>▪ Prepare the guidelines for the small scale grant scheme;</li> <li>▪ Prepare the call for proposals for the small scale grant scheme;</li> <li>▪ Launch the small scale grant scheme;</li> <li>▪ Assist the potential applicants in the preparation of proposals;</li> <li>▪ Evaluate the proposals received;</li> <li>▪ Implement the selected proposals, in close cooperation with the applicants.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Workshops/roundtables organised	Evaluation report; Progress Report	
Operational plan defining the priorities for waste management in rural areas and eligible projects to be funded under the grant scheme prepared	Evaluation report; Progress Report	
Guidelines for the small scale grant scheme prepared	Evaluation report; Progress Report	
Selected proposals implemented	Evaluation report; Progress Report	
<b>Activity Result 5</b>	The Environment Inter-Ministerial Council set-up and operational	Start Date: Q2 y1 End Date: Q2 y3
<b>Purpose</b>	To increase the capacity of the environment administration to mainstream environment in national policy formulation and planning.	
<b>Description</b>	<p>The following actions are foreseen:</p> <ul style="list-style-type: none"> <li>▪ Analyse the current relevant legislation;</li> <li>▪ Propose amendments and/or prepare a new legal act for the creation and functioning of the Environment Inter-Ministerial Council;</li> <li>▪ Draft the rules for organisation and functioning of the Environment Inter-Ministerial Council;</li> <li>▪ Provide assistance to the Secretariat of the Environment Inter-Ministerial Council, including in the preparation of the meetings of the Environment Inter-Ministerial Council</li> <li>▪ Assist in the preparation of the Environment Inter-Ministerial Council's first annual report;</li> <li>▪ Assist the MoEFWA in create domains specific Working Groups and in identifying the focal points within the line ministries at experts level;</li> <li>▪ Prepare and deliver specific training sessions;</li> <li>▪ Develop work plans and calendar of meetings for each Working Group and assist the technical meetings of the Working Groups organised and coordinated by the MoEFWA;</li> <li>▪ Prepare a mechanism for information exchange;</li> <li>▪ Develop reporting procedures to the Environment Inter-Ministerial Council;</li> <li>▪ Assist the consultation and negotiations processes for the key policy areas;</li> <li>▪ Propose on the agenda of the Environment Inter-Ministerial Council topics related to specific policy areas;</li> <li>▪ Prepare recommendations for activities to be undertaken and key benchmarks to be followed within one year after the project ends.</li> <li>▪ Analyse the existing draft of the National Action Plan for Environment and propose amendments to update it;</li> <li>▪ Prepare a revised version of the National Action Plan for Environment following the Programme Based Approach/Sector Wide Approach, ready to be endorsed by the Government.</li> </ul>	

<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Draft legal acts prepared	Evaluation report; Progress Report	
Rules for organisation and functioning prepared	Evaluation report; Progress Report	
First annual report prepared	Evaluation report; Annual report; Progress Report	
Working Groups established	Evaluation report; Progress Report	
Mechanisms for reporting and information exchange established	Evaluation report; Progress Report	
Training sessions delivered	Training report; Progress Report	
National Action Plan for Environment updated	Evaluation report; National Action Plan for Environment	

**Terms of Reference for Programme Manager/Chief Technical Specialist  
- international expert –**

<b>Post Title:</b>	<b>International Programme Manager/Chief Technical Specialist</b>
<b>Programme:</b>	<b>Support to respond to forthcoming EU accession related environment requirements</b>
<b>Duration of Assignment:</b>	<b>1 year (with possibility of extension)</b>
<b>Type of Contract:</b>	<b>Fix Term P-3 level</b>
<b>Educational background:</b>	<b>Master degree or equivalent in Economics, Engineering, Development Studies, Social and/or Administrative Sciences or equivalent</b>
<b>Work experience:</b>	<b>Minimum 5 years of professional experience, preferably with experience in projects of approximation and implementation of EU environmental policies and law in Eastern Europe</b>
<b>Deadline for Application:</b>	<b>.....</b>

### **I. Background information**

Albania is situated in the South-East of Europe. It has a population of 3.2 million and its surface area is 28,748 km<sup>2</sup>. 48.7% of the population live in urban areas, while 51.3% live in rural areas. The country is divided into 12 regions and has 65 municipalities and 309 communes.

Albania is a full participant in the Stabilisation and Association Process and undertook the road of reform in late 1991. Initial steps were adversely affected by a severe socio-economic crisis in 1997, which led to the collapse of the institutional order and caused a serious setback to the reform process. The difficult regional situation, particularly the Kosovo crisis in 1999 which provoked a huge flow of refugees into Albania (almost 500,000), together with an extremely divisive political scene and relatively weak state institutions, have prevented Albania from achieving a greater degree of reform and development during the last decade. The main challenges facing the country over the medium-term include ensuring public order and efficiently combating organised crime, fraud and corruption, enhancing the implementation of the rule of law through an improved judiciary and state administration, improving the socio-economic situation and ensuring progressive approximation towards the EU *acquis*.

The environmental administration was set up in the early '90s and now consists of the Ministry of Environment, Forestry and Water Administration (MoEFWA), the Regional Environmental Agencies, the Agency for Environment and Forestry, Environmental Inspectorate, which are environmental bodies under the main central and local authorities, as well as inter-ministerial bodies, approved by the Council of Ministers to address important environmental issues.

In order to improve Albania's capacity to ensure sustainable development and to register clear progress towards EU membership the capacity of the relevant institutions must be strengthened, including or especially for implementation and enforcement.

The focus of the new Government (elected in June 2009) programme centres on the fight against corruption, strengthening the independence of powers and the EU integration agenda, with a special attention given to the social aspects, particularly health and education reforms. On environment, the

focus of the Government is to improve the quality of life, create conditions for integrated sustainable development, and integrate the environmental strategy with other sector strategies.

Presently, Albania is a potential candidate country for the European Union. In June 2006 it signed the Stabilisation and Association Agreement (SAA) and in April 2009 the country applied for candidate country status. A number of commitments have been made by the Government within this context and all the efforts the country is currently undertaking are concentrated to achieve this ultimate goal - EU accession.

Albania is the only country in Europe which is piloting Delivering as One UN. Under the One UN Programme (2007-2010), the environment component addresses the following topics, taking into consideration the priorities of the country: mainstreaming environment in other sectors' policies, public awareness, information and participation, environmental impact assessment and strategic environmental assessment, waste management, hot spots, financial and economic instruments, nature protection, and climate change.

## **II. Programme Description**

Within the One UN umbrella a programme has been designed to support the environmental administration in its efforts to comply with the EU *acquis*. It plans to provide assistance in the field of horizontal legislation (i.e. environmental impact assessment and public access to environmental information and awareness), in the field of financial and economic instruments for environment, and in the waste management field. Moreover it proposes to foster the integration of environment into sectorial policies. The programme has five components as described below:

### **Component 1: Strengthening the capacity to tackle the Environment Impact Assessment and the Strategic Environmental Assessment**

The programme proposes to review the current legislation related to Environmental Impact Assessment (EIA) and Strategic Environmental Assessments (SEA) and to make recommendations and prepare drafts in order to fill in the identified gaps. The related necessary methodologies and guidelines/procedures will also be prepared. Special attention will be given to public participation, which is a key element in the EIA process, by supporting local authorities to facilitate and incorporate public comments on environmental management issues and to the impact on habitats/species while conducting the environmental assessment procedure. A needs assessment exercise will be conducted to identify the missing elements through developing the appropriate institutional framework and a functional administration capable of applying the EIA/SEA procedures flexibly and in a result-oriented manner, leading to the assessment of economic, social and environmental impacts of major public policies in a single integrated manner. Recommendations for the administrative units in order to execute the administrative and regulatory enforcement actions that are required by the legislation, including staff, equipment and training needs assessment will be provided. The implementation costs and related financial plan will also be prepared. Along all the above mentioned, intensive training sessions will be organised for a minimum of 15 staff, including "train of the trainers" modules.

### **Component 2: Capacity building at national level for raising environment awareness**

The project proposes to organise targeted capacity building events aiming at raising the awareness level of various groups which can, afterwards, contribute significantly to introducing the necessary changes. Workshops and information dissemination on specific policies, such as waste management, biodiversity, climate change for selected target groups will be held with the intention of increasing the level of technical and/or general knowledge where appropriate. The interventions will be clustered and

adjusted as per interest groups (i.e. Government, industry, NGOs, civil society, public at large) in order to make sure that the right message reaches the right audience for achieving a critical mass to support the build up of the cells that will initiate the change. Workshops and round tables aiming at assessing the implications of other sectorial policies on environment from a participatory point of view as a bottom-up approach will be organised. This activity will be performed in close cooperation with the project “Institutional strengthening to mainstream environment in other sectors’ policies” which proposes a top-down approach targeting a high level. Training sessions for journalists and students of the Academy for Journalism in analysing and using information and in standing for environment will be delivered. A PR strategy for the MoEFWA will be drafted and a mechanism for the MoEFWA to handle the requests for information (receiving requests for information, directing these requests and answering to them) will be prepared. Also, the “active dissemination” measures providing for public access to environmental information will be developed. The capacity of the existing Aarhus Information Centres will be improved.

### Component 3: Establishment of mechanisms to enable the financial self-sustainability of environmental activities

The activities under this component propose to support the development of the mechanisms for co-financing environmental investments in Albania, to investigate more alternatives and to support the development and adoption of economic instruments to promote prevention and reduction of pollution, energy efficiency and investments in cleaner production technologies and to prepare a mechanism for fiscal incentives including collection and recovery of fines. Consequently, draft legal acts will be prepared together with the necessary feasibility studies. Recommendations for the development of economic instruments and for the mechanisms for fiscal incentives will be provided.

### Component 4: Grants for small scale waste management infrastructure

The main objective of the small-scale waste management scheme is to provide both technical and financial assistance to local public authorities responsible for waste management. The programme aims to enhance waste management systems in small localities and providing an alternative to the limited public investment in this sector. The measure is targeted at local public authorities, and is based on a series of initiatives at local level, including the establishment of consortia between public authorities for the collection and transport of waste and the dissemination of low scale waste management techniques such as compost platforms. UNDP and MoEFWA will manage the grant scheme and take the necessary measures to make it operational, by preparing, launching, evaluating the call for proposals and monitor the investments development and implementation.

### Component 5: Institutional strengthening to mainstream environment in other sectors’ policies

There is a need for enhanced inter-ministerial and inter-institutional cooperation in the achievement of two key objectives in the environmental field, i.e. sustainable development and accession to the European Union. In March 2008, guidelines for inter-institutional coordination on European integration were adopted by the government. By its nature, environment is a cross-cutting issue and presumes an inter-sectoral approach. This coordination and cooperation needs to take place at both the working level and at the most senior level. At present inter-institutional cooperation is organized through ad-hoc working groups (with representatives of different institutions) for the preparation of draft laws or strategies, steering committees of projects and inter-ministerial committees.

This new Environment Inter-Ministerial Council will be created to be the main engine related to the EU integration process in the environmental field. The Council will address coordination at the most senior decision-making level. However, operational cooperation at the working level also needs to be



enhanced. It will be established by statute and will have its own set of procedural rules set down in secondary legislation. The Council will be the driving force behind the implementation of the environment strategy and of approximation of EU law (all the actions related to transposition, implementation and enforcement of the environmental *acquis*). It will be established as a proactive forum for high-level co-ordination of Albanian environmental policy.

### III. Tasks

The International Programme Manager will report to the Deputy Country Director and will be responsible for the implementation of programme activities. The International Programme Manager ensures that outputs are delivered in accordance with the relevant implementation agreements and contracts and provides overall supervision and/or coordination of work to ensure the timely production of programme outputs. The International Programme Manager will be required to provide timely financial and technical reports to the Project Board for review and recommendations. The International Programme Manager will be required to prepare progress and ad-hoc reports as and when required.

The International Programme Manager will be supported in his work by a full time National Project Associate to assist with both technical and administrative tasks. The International Programme Manager will liaise closely with UNDP's Cluster on Environment and Participation for day-to-day implementation issues. The Country Office cluster team will also play the role of Quality Assurance for the implementation of the programme.

The International Programme Manager will be based full time in Tirana for the implementation of the project. The International Programme Manager will have four areas of responsibility – (i) Strategic Direction, (ii) Management responsibility, (iii) Technical responsibility and (iv) Advisory role.

#### 1. Function / Expected Results: **Strategic direction**

Being responsible for ensuring the sustainability of programme interventions through partnerships established with the Central, Regional and Local Government, the EU Delegation, bilateral donors (especially SIDA) and non-governmental organizations.

#### 2. Function / Expected Results: **Management Responsibility**

- Planning of the Inception Phase and preparation of the updated work-plan for the additional expertise and staffing needs;
- Preparation and presentation of the updated work-plan to Programme Board, including a detailed annual work plan;
- Ongoing review and revision of annual and six-months programme work-plans;
- Planning and monitoring of programme delivery; Developing monitoring indicators and monitoring the progress in programme implementation;
- Annual budget forecasting and revisions;
- Annual, six-monthly/quarterly and final technical and financial reporting;
- Establishment of project office and recruitment of staff and consultants as per the programme document;
- Supervision of all other administrative requirements of programme implementation, including personnel contracts, payments, office management, staff evaluations, and leave plans;
- Establishment of monitoring mechanisms to ensure efficient and effective implementation of the projects, in compliance with UNDP rules and regulations, including the regular use of the Atlas project management tool for provision of quarterly progress reports, annual reviews and final

report, recording and monitoring of risks and issues, reporting on monitoring schedule, and financial resources planning and reporting;

- Providing regular professional guidance and advise to the supervised programme staff and the national counterparts including on-the-job training to increase capacities of the team for greater efficiency and effectiveness in programme implementation
- Ensuring that procurement processes and all documentation for CAP/ACP are prepared in accordance with UNDP policies and procedures
- Liaising continuously with Government counterpart and other relevant stakeholders to ensure national ownership of and involvement in the programme;
- Ensuring effective dissemination of and access to information on programme activities and results.

### 3. Function / Expected Results: **Technical Responsibility**

- Preparation of Terms of Reference for national and international experts;
- Management, supervision, and coordination of the technical work of international and national staff across all programme components, activities, and outputs;
- Regular outreach and liaison with all programme stakeholders, including UNDP, EU Delegation and members of the Programme Board, and other national and international partners;
- Analysis of economic, social and political factors which may impact on the implementation of the programme;
- Technical, managerial, and administrative closure of the programme.

### 4. Function / Expected Results: **Advisory function to the Deputy Country Director**

The International Programme Manager provides professional advice to Deputy Country Director on issues relevant to the programme's goals and objectives, on broader issues of environment and EU integration process and on the development of the Environment Outcome of the One UN Programme.

## **IV. Profile of the Programme Manager**

### *Competencies*

#### Corporate competencies:

- Demonstrate integrity by modelling the UN's values and ethical standards
- Advocates and promotes the vision, mission and strategic goals of UNDP
- Displays cultural, gender, religion ethnic and age sensitivity and adaptability
- Treats people fairly and without favouritism

#### Functional competencies:

- Proven analytical capacity
- Ability for planning and establishing priorities; coordinating and monitoring the work of others, and delegating responsibility where appropriate
- Excellent interpersonal and supervisory skills
- Resourcefulness, initiative, and maturity of judgment
- Excellent communications, organizational and management skills
- Ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships
- Excellent computer/information systems skills

#### Management and leadership

- Strong results orientation
- Effective problem-solver; demonstrated capacity-building and facilitation skills
- Consistently approaches work with energy and positive-constructive attitude
- Ability to establish effective working relations in a multicultural team environment
- Effectively manages teams and creates an enabling work environment
- Flexible and responsive with a client-oriented approach

#### *Qualification and skills*

- Masters degree or equivalent in Environment, Economics, Engineering, Development Studies, Social and/or Administrative Sciences or equivalent
- Special knowledge of EU environmental law (especially horizontal legislation and waste management)
- Special knowledge in environmental institution-building
- Special knowledge in EU enlargement processes in Eastern Europe
- Full working knowledge of English and excellent writing skills is a requirement
- Good analytical, drafting and reporting skills
- Good moderation and negotiating skills

#### *General professional experience*

- Minimum 5 years of relevant professional experience
- Minimum 3 years of experience in projects of approximation and implementation of EU environmental policies and law in Eastern Europe
- Minimum 3 years of experience in development programming with increasing levels of responsibility, part of which is required in UNDP and/or other international organizations
- Leadership and supervisory skills, and ability to coach, mentor and develop staff; manage a team of international and local experts; supervise and co-ordinate all technical aspects of contracts; overseeing administrative and logistical support
- Good communication and interpersonal skills, and ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity, and respect for diversity, including gender balance

#### *Specific professional experience*

- Practical experience in management of complex projects
- Practical experience in working with Governmental authorities at central level
- Practical experience in working with Governmental authorities at local and regional levels
- Experience in establishment and management of grant schemes
- Full knowledge of ATLAS, other UNDP management software is an asset
- Full knowledge and experience with UNDP programme implementation modalities, especially National Implementation Modality (NIM), is desirable
- Knowledge of UNDP/UN regulations, rules, policies, procedures and practices is an asset
- Experience with countries of the region would be preferable

#### **V. Reporting, monitoring, logistics**

The International Programme Manager will be responsible for the preparation of the following reports which are supposed to be prepared throughout the programme implementation:

- An Inception Report which will include a detailed review of existing relevant information and suggested amendments to the initial work plan and activities.
- Brief Monthly Reports outlining activities in the previous month and presenting progress against the current programme, including a chapter with “Issues of Concern” related to the smooth implementation of the project.
- Formal six-monthly Progress Reports describing activities and progress, identifying constraints and indicating progress in the various activities. The reports should include summaries of technical papers prepared. The reports should present activities in the forthcoming semester, identifying any changes to the original programme.
- A draft Final Report four weeks before the end of the programme.
- A Final Report incorporating comments from the involved institutions, beneficiary, UNDP within four weeks of receiving the comments from all the entities above. This should describe the work done and the achievements of the programme against its original objectives, clearly identifying any constraints that have limited the achievement of objectives. It should make recommendations for future developments.
- Any other report that may be required within the general framework of the One UN programme.

The monitoring will be done in line with those specified in the programme document.

The interested and qualified candidates should submit the letter of interest by indicating concisely why they do consider themselves qualified for such position, the updated CV and copies of supporting documents, to the following address:

**Human Resources Unit**  
**UNDP Country Office**  
**Papa Gjon Pali II Street, ABA Business Centre, 6th Floor, Tirana, Albania**  
**Tel: +355 (4) 2400721**  
**Fax: +355 (4) 2400725/6**  
**Web site: <http://undp.org.al>**

Please indicate on the envelope and on the cover letter the position you are applying for. Only short-listed candidates will be notified.