

Development of Citizens' Feedback Mechanisms to Increase Quality and Transparency of Local Level Service Delivery

I. Background

In recent years, Albania has made considerable efforts to establish a legal and institutional framework to fight corruption and increase transparency, with legislation on criminal sanctions generally in line with the UN Convention against Corruption, which Albania ratified in 2001. The fight against corruption through the establishment of an anti-corruption culture in government, politics and society is a major national priority under the 2007-2013 National Strategy for Development and Integration (NSDI)¹. In addition, while adapting the global Millennium Development Goals into the Albanian context, a ninth national MDG emerged on good governance as a strategic national priority. Good governance is seen as multi-dimensional, encompassing anticorruption, improved access to and cost-effective delivery of services through sound institutions, a strong judiciary, rule of law, basic rights including those of property, participation of citizens in decision-making, a sound business and investment climate, and transparency and accountability of government.²

There is a significant amount of donor assistance for the Government of Albania's fight against corruption being provided to the justice (USAID JuST programme³) and education sectors, as well as to central level institutions to enhance the implementation of national anti-corruption policies and strategies (EU/CoE PACA⁴) and to strengthen transparency in public procurement (UNDP, EU⁵), while support at the local level is still very limited.

In the Albanian context, soliciting feedback from citizens remains a major challenge for the fight against corruption. As the recent EC Opinion on Albania recognizes⁶, "outside the central institutional levels, there is a lack of general awareness of the legal framework and mechanisms in place to fight corruption" and that "the lack of public knowledge of the duties of certain institutions and the rights of citizens (e.g. health sector, judiciary) exacerbates the feeling of inevitability of corruption, particularly in certain areas".

Nonetheless, when civil society is involved in anti-corruption efforts, it is perceived as having a significant impact. According to the UNDP supported 2010 Civil Society Index report, 41.9 per cent of representatives of civil society organizations responding perceive civil society's impact as

¹ The National Strategy for Development and Integration (NSDI) lays out the vision and strategy for developing Albania's economy for the period 2007-2013. The NSDI has a strong orientation towards sustaining high growth, reducing poverty, and putting Albania on the path to European integration. It is based on 37 sector and cross cutting strategies.

² Albania MDG Report 2010, p, 38

<http://intra.undp.org.al/ext/elib/download/?id=1058&name=Albania%20National%20MDG%20Report%20%2D%20July%202010%2Epdf>

³ http://albania.usaid.gov/shfaqart/501/62/JuST-_Justice_Sector_Strengthening_Project.htm

⁴ http://www.coe.int/t/dghl/cooperation/economiccrime/corruption/projects/Albania/PACA_en.asp

⁵ http://ec.europa.eu/delegations/albania/press_corner/all_news/news/2011/20110210_01_en.htm

⁶ Albania has been a potential candidate country for EU accession since 2003. Albania submitted its application for EU membership on 28 April 2009. On 16 November 2009 the Council asked the Commission to prepare an Opinion on the country's application. The Commission adopted its Opinion on 9 November 2010. This Opinion covers all aspects of the accession criteria, political, economic and relating to Albania's capacity to implement EU law. The 2010 European Commission Analytical Report accompanying the Commission Opinion on Albania's application for membership of the European Union can be accessed here:

http://ec.europa.eu/enlargement/pdf/key_documents/2010/package/al_rapport_2010_en.pdf

tangible (as opposed to limited or none) whereas almost 64.5 per cent of respondents external to civil society organizations perceive the impact of civil society on transparent governance as relatively tangible or higher.

In order to harness this potential as part of an effective local government – civil society partnership to fight local level corruption, it is essential to ensure that anti-corruption efforts target concrete issues, where citizens can see how corruption makes life more difficult and how transparency would make a significant contribution to their quality of life. Working towards transparency in the planning and delivery of public services ensures that the fight against corruption permeates the entire policy process and results in the tangible outcome of better quality service delivery which should help to ensure ongoing citizen engagement.

Such a partnership is foreseen as a national priority under the NSDI: the long-term strategic goals (2011-2013) include the introduction of effective and transparent systems in public services by way of, among other measures, information campaigns and sustainable educational measures and inviting the public to participate in denouncing corruption. Furthermore, the design of local level anti-corruption plans and programmes and uniformity/minimum standards for local service delivery are both key objectives of the 2010 action plan⁷ for the national “Crosscutting Strategy for the Prevention and Fight against Corruption and Transparent Governance (2008-2013)”⁸.

II. Proposed Project Strategy

Corruption remains pervasive in Albania, as emphasized in the recent EC Opinion on Albania. Much of the assistance to combat corruption has been provided at the national level despite the fact that public perception on the transparency of local government is quite negative. In a USAID-survey, local government obtained a score of 44 on a 0-100 scale where 0 means “not at all transparent” and 100 means “fully transparent”⁹. In spite of these transparency limitations, the work at the local level concerning transparency and anti-corruption is much more limited than at the national level. This project aims to identify an approach to address this gap.

The proposed anti-corruption intervention would be concrete and practical, focused on changing institutional incentives in order to make the policy cycle, from decision-making to implementation to evaluation and back to decision-making, more transparent. One of the ways to do this is to institutionalise mechanisms to ensure that effective feedback between citizens and government is an integral part of every stage of the policy cycle.

In line with objectives outlined above and in response to the identified challenges, UNDP aims to assist local government to target corruption more effectively by working with civil society to plan, monitor and assess delivery of local public services, with a dual focus of strengthening quality and transparency. This would be accomplished by institutionalising a three stage self-reinforcing feedback loop in 2-4 local government units to ensure transparency in the planning, delivery and assessment of public service delivery. This would function as a pilot initiative, lending itself to scaling up in local government units across the country.

The May 2011 local elections offer a window of opportunity for this initiative, taking advantage of the momentum of engaging newly elected or re-elected officials in a potentially high profile

⁷ Ministry Action Plans 2010, Approved by the Inter-Ministerial Working Group, pages 128-133 (http://dsc.gov.al/dsc/pub/pl_vezp_20101_en_2_517_1.pdf)

⁸ Crosscutting Strategy for Preventing and Combating Corruption and Transparent Governance (http://dsc.gov.al/dsc/pub/crosscutting_strategy_for_prevention_fight_on_corruption_and_transparent_final_engl_11_dec08_181_1.pdf)

⁹ Corruption in Albania Survey 2010 produced for review by USAID (http://albania.usaid.gov/gj2/130/category/%20Survey_Research.htm)

initiative that could be used to define their mandate for the next years. UNDP Albania would draw on extensive connections with local level actors to identify and bring on board local level champions to pilot this initiative in their respective municipalities or communes.

UNDP Albania is particularly well placed to provide assistance in this area. As the lead agency on democratic governance in the UN system, UNDP has been actively and successfully involved in supporting the expansion of people's opportunities to participate in political decision making, in assisting public institutions in being more accountable and responsive to citizens and in promoting the principle of democratic governance which includes anti-corruption. Approximately one third of UNDP resources are used in supporting democratic governance through 130 UNDP country offices throughout the world. UNDP has a strong comparative advantage in supporting the assessment and development of government capacity, having developed tools adapted to support countries in addressing national and local capacity challenges drawing on extensive global experience. UNDP anti-corruption projects in the Western Balkan region have seen significant results. In Macedonia, a UNDP supported re-engineering of local government business processes ensured that procedures were more resilient against corruption, which was complemented by a national level campaign on anti-corruption in local government and the development of a code of conduct for civil servants. In Kosovo, UNDP had helped civil society organizations strengthen their capacity to play a watchdog function in anti-corruption initiatives and subsequently worked to extend the anti-corruption network in Kosovo. In Serbia, UNDP supported the establishment of national anti-corruption institutions. The project will explore collaboration with UNDP's regional initiatives such as 'Western Balkans Sub-Regional Mechanism for Coordination of Anti-Corruption Initiatives'.

Japan is an important donor to Albania, although Japanese visibility is not always prominent to the extent its large assistance to Albania deserves. This may partly be due to the very small number of Japanese citizens present in the country, with only two Japanese nationals working with UNDP being the only ones who are professionally active. The formulation of this proposal was led by these Japanese UNDP staff, while the project anticipates an engagement of another UN Volunteer from Japan who is best positioned to communicate with the donor Government. Every effort will also be made to ensure that adequate visibility is given to the project and its donor. A significant part of the Terms of Reference for the UNV will be to ensure visibility for Japan and for the project. Visibility for Japan will also be ensured by acknowledging the donor on all publications, leaflets, posters and other materials produced by the project.

This proposal, and the priorities addressed by it, has been discussed in advance with the Embassy of Japan in Italy.

JICA has considerable experience from working on the ground in the Western Balkans, and also enjoys respect due to its neutrality in the region. A consultation between the JICA Balkan office, Embassy of Japan in Italy and UNDP Albania is ongoing on the JICA-UNDP collaboration that could be realized through this project, including the steps JICA Balkan office and UNDP Albania would take to help Albania benefit from the Thematic Training technical assistance scheme offered by JICA, in conjunction with the activities proposed in this project. Such collaboration would be important to ensure that the experience from JICA's work benefits the intervention and also to further facilitate visibility for Japan as a stakeholder.

III. Outputs and Activities

Taking into account Albania's corruption challenges, previous and current international assistance, as well as the role of UNDP in promoting broad democratic governance in the country, the proposed project will aim to achieve the following outputs:

1. Addressing information asymmetry: Better and More Effective Access to Information on the Policy processes at the Local Level.

To make a self-reinforcing feedback loop possible, a first step would be to level the playing field by making information accessible to all.

Information asymmetry occurs in transactions where one party has more or better information than the other. This creates an imbalance of power in transactions which can sometimes cause the transactions to go awry. In Economics, information asymmetry is one factor which can cause market failure (where perfect competition does not produce efficient results). When dealing with a public official, information asymmetry can facilitate corruption. This can for example happen when an official collects (and later pockets) a fee he or she is not entitled to by law while the person approaching the official is unaware of what fees are payable or not and thus obliges to pay unnecessary or illegal fees with the aim of completing the transaction. Information asymmetry can also keep officials and the public uninformed on how a certain government budget is supposed to be spent, thus facilitating corruption from officials who in the absence of adequate checks and balances have the opportunity or power to utilize public resources in corrupt ways. At times funds can be diverted away from their intended use completely, at other times funds are used for their intended purpose but in corrupt ways (as when an overly expensive contract is issued in exchange for an informal kickback).

In order to correct information asymmetries, the first element is the **provision of information by local government** on the policy process, including planning, budgeting, expenditure and assessment. In order to ensure that existing local government transparency efforts have a greater reach, this project aims to enhance existing mechanisms and introduce new mechanisms where appropriate to allow information to reach a much larger constituency, which may include mechanisms like “publish what you spend” websites and media interviews with public officials. It will also include websites and posters that clearly explain what fees are payable (and not) for different services, and information as to what you should do as a citizen if you are asked to pay for a fee that is not legitimate. The use of web-based platforms for provision of information is increasingly feasible, given Albania’s rapidly rising rate of internet penetration, with a penetration rate of 31.7% in 2009. Penetration is even higher in urban areas.¹⁰ Local government would be trained in presenting this information in an understandable manner adapted to different target audiences.

In the frame of UNDP’s global mandate on promoting human rights and access to information, UNDP in Albania has extensive experience and expertise in the use of ICT, including e-participation and engaging citizens in public decision making through local level ICT portals, thus being an ideal partner for local government work in this area.

2. Institutionalized Use of Participatory Budgeting for Anti-corruption

Once information asymmetry is addressed, the second part of the feedback loop becomes public participation in the budget process.

An essential part of local government transparency concerns what happens to public money. Collecting illegitimate fees is a problem already mentioned, so is the problem of diversion of public

¹⁰ With an internet penetration rate of 31.7% in 2009, Albania is making rapid progress towards the MDG8 goal of 35% penetration by 2015. UNDP Albania’s flagship e-schools project supported the installation of computer labs in 2,100 schools, 1,600 of which have permanent internet connections, which was complemented by development of internet curricula and training to ensure internet literacy for a new generation of Albanians. Through support for the development of a legal framework for the national broadband network and through technical assistance related to the introduction of national broadband infrastructure, UNDP Albania is a key player in ensuring the rapid increase in internet penetration continues.

funds away from their intended use. This is why it may be difficult to see a particular item “on the ground”, despite the fact that the item was budgeted for and the money has been spent. Insufficient checks and balances can facilitate this type of corruption, which is a major hinder for development around the world.

Many tools have been developed to address this problem, including the strengthening of public procurement and public sector financial management systems, often including the deployment of up-to-date public financial management software throughout the public service. While this work has commenced in earnest in Albania, the progress is still very slow. This is especially so at the local level. However, there are other and complementary ways of strengthening transparency at the local level which this project intends to promote.

An informed public is a major asset in combating corruption. If the local population is aware of local government budget allocations, their intended use and the process of procurement and delivery, local peer pressure can work to limit the scope for corruption in public spending at the local level. Once the information asymmetry on public spending is corrected, the public can be engaged in making an informed contribution to the budgeting process. Depending on capacity of both local government and citizens, participatory budgeting efforts under this project could target one or more key services, one or more key budget areas, or the entire local government budget. Through focus groups and citizens’ forums, this would establish a partnership between citizens and government in allocating public money to different priorities that are responsive to the needs of the people, including women and vulnerable segments of the population. As a first step, all actors, including local governments, citizens, local NGOs and journalists, would be trained in budget preparation and analysis.

UNDP Albania has extensive experience in facilitating citizen participation in planning and budgeting at local level and raising awareness about citizen engagement in public policy processes.¹¹ Furthermore, UNDP has conducted extensive research and work on civil society and different marginalized communities with a strong track-record of working on gender equality.¹²

3. Greater Transparency and Quality of Service Delivery

Having addressed information asymmetries and ensured public participation for transparency, it would be time to ask the public on regular intervals as to whether they see improvements. This is the third part of the feedback loop.

The Citizen Report Card (CRC) methodology would be used to ensure that the **users of public services can provide feedback** to local government on the quality and transparency of public service delivery. The project would aim to enhance the capacity of local government to use this methodology, assisting them in carrying out the first CRC survey and in using the results to develop concrete action plans on anti-corruption measures and improved service delivery. Essentially, the CRC is a survey tool that can be used to ask the public in a given area on their sentiments concerning local service delivery and transparency, and whether they see any changes (if the situation is getting better or worse).

¹¹ For example, in 2010, as part of a UNDP Albania project on empowerment of vulnerable communities, 125 Roma, Egyptian women and men, grouped into 11 community based organizations, participated in local budgeting process and nine of the infrastructure projects identified by the community groups were completed, co-financed by local government and UNDP.

¹² Targets for this component are based on UNDP Albania’s experience of participatory budgeting in other contexts.

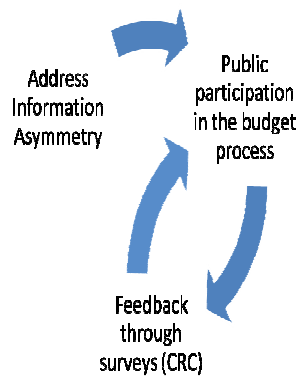


Figure 1: The feedback loop. In certain cases the CRC results can also address remaining information asymmetry issues

The CRC survey would be made available to a wide audience, including those involved in participatory budgeting, who could use this information to make informed contributions to the next participatory budgeting cycle. In order to assess the effectiveness of these budget allocations, the CRC survey would be repeated in the future, with the intention of having the local government bodies repeat the survey periodically to obtain time series data on improvements in the quality and transparency of local service delivery. In this way, the cycle is self-reinforcing. UNDP makes extensive use of the CRC methodology in its work on local governance, to strengthen the inclusiveness and accountability of sub-national governments and to ensure that they have the capacity to deliver high-quality services.¹³ The UN in Albania is particularly well placed to help local government assess and develop their capacity to use the CRC methodology, having the experience of using CRC to monitor the performance of politicians (UN Women) and to assess the provision of public utilities (UNDP).¹⁴

The total cost of the project would be US \$ 500,000 over two years. Out of this amount, UNDP will mobilize US \$ 200,000 from internal resources, whilst the balance of US \$ 300,000 is requested from the Japan-UNDP Partnership Fund.

A range of services is provided by local government and further consultations would be necessary to identify the most appropriate service to target under this project. However, to give a better idea of what the project may look like in practice, the sample case below demonstrates how it could be applied to the issuing of construction permits, which is a local government competency in Albania.

¹³ For example, in the Ukraine, a UNDP project using the CRC methodology to improve service delivery and integrity in local governance led to a significant increase in the perceptions of integrity of local government officials, with citizens being less cynical about the merits of engagement with local government bodies. As local government institutions became more responsive to the demands of citizens, so citizens were motivated to engage further, creating a virtuous cycle.

¹⁴ The framework of CRC in anti-corruption programme can be led in reference to this gender project by UNDP and UN Women. For instance, the project promoted female participation in 7 regions of the country for 2,000 women. Although their fund size, focus groups, duration of activity completely differ from the one of anti-corruption and the general comparison is not easy, this anti-corruption programme can target at least 1,000 people participate to CRC in 4 municipalities. In addition, 200 informal and formal meetings among women have been organized in all 7 regions. Based on this experience, the anti-corruption programme can estimate to target at least 120 informal/formal/interface meetings to be conducted in total in participatory budgeting and CRC in 4 regions.

Sample Case: Construction Permits

The construction sector plays an important role in Albania's economic growth. Although in decline, it still accounted for about 14 percent of the GDP in 2008. However, while Albania's overall ranking on the 2011 World Bank Doing Business Index is relatively strong, at 82 out of 183 countries, its ranking for dealing with construction permits is one of the worst in the world, at 170 out of 183. The ranking takes account of the number of procedures, time and cost of obtaining a construction permit.¹⁵

In the 2008 Business Environment and Enterprise Performance Survey of the World Bank, 29 percent of firms reported that informal payments were expected for construction permits—the highest level for any business process in Albania and more than three times the average in Southeastern Europe. Hitherto, the issuance of construction permits has been subject to wide variations in different municipalities, reportedly providing a major source of corruption opportunities at the municipal level, particularly in major cities and coastal areas.

It is widely recognized that one of the obstacles to a high quality and transparent process in the area of construction permit applications is the limited capacity of municipalities and other authorities involved in the process.

1. Addressing information asymmetry: Better and More Effective Access to Information on the Policy processes at the Local Level

The legal basis of the rules to be followed in order to get construction permits is unclear. While in Tirana, citizens can obtain information from the Municipality offices or from websites, this is not the case in other parts of the country. What is also often unclear is the destination of resources paid by developers for use of public utilities networks: while these resources should be invested in public infrastructure networks, authorities often do not make the public know how they use these funds, which may, at times, be invested in constituencies other than that where the construction is located, or even for completely different purposes. There is also the issue of the lack of clarity in the jurisdiction of local authorities.

Existing regulatory plans provide limited guidelines for urban development, creating uncertainty and opportunities for arbitrary interpretation. Lack of clarity on what procedures should be complied with and how to comply with them has led to some permits being granted by the Territorial Adjustment Councils that do not seem to comply with the applicable spatial planning rules. While the minimum timeframe for obtaining a construction permit appears to be six months, it seems that some permits have been issued in three months and it is unclear as to why. While reasons for refusing construction permits have been given in writing at some urban municipalities after the implementation of e-governance, this seems not to happen in other local government units.

Actions that could be considered to overcome these problems at the local level include:

- 1) Identifying and clarifying the jurisdictions and responsibilities of different public offices concerning construction permits
- 2) Identifying which fees that are payable and not in municipalities or communes pertaining to construction permits
- 3) Identifying complaint mechanisms for the public and businesses to follow in cases where people or businesses are being asked to pay illegitimate fees
- 4) Developing Standard Operating Procedures (SOP) for construction permits indicating expected timeframes dealing with and responding to requests for construction permits

¹⁵ <http://www.doingbusiness.org/data/exploreeconomies/albania?topic=dealing-with-licenses#dealing-with-licenses>

- 5) Clarifying where and how receipts from developers concerning their use of public utilities should be spent
- 6) Making all the above information public through posters, leaflets and through the Internet
- 7) Train NGOs and journalists in terms of strengthening their ability to keep local government accountable concerning construction permits. This would include training journalists on investigative and responsible journalism on the linkages between the construction sector and public permits

2. Institutionalized Use of Participatory Budgeting for Anti-corruption

“Participatory budgeting” can be applied to improve transparency in decision making for the issuance of construction permits. This can be done by way of engaging the public in controlling the spending of the receipts from the issuance of construction permits.

The process could be as follows:

- 1) Municipalities to make public which construction permits that have been issued over a one-year period, and which fees that have been collected from developers for each permit.
- 2) Developers to be encouraged to “whistle blow” if the published fees differ from what they have actually paid.
- 3) Municipalities to make public how these receipts have already been spent (if already spent), and to engage the public in a participatory budgeting process as to how the receipts are to be budgeted and spent over the coming year (if balances are remaining).

If the information asymmetry has been corrected in step 1 so that the public has a reasonable understanding of how fees are being collected and spent, the public would, through the participatory budgeting process, have a chance of holding officials accountable and thus reducing the scope for corruption. For the money which has already been spent, the public would to some degree have a chance to “control against delivery” (Has the service for which the money was allegedly spent been delivered?).

3. Greater Transparency and Quality of Service Delivery

The third element of the feedback loop is to generate citizen feedback through surveys, using the CRC methodology. One option could be to carry out the CRC in Durrës, Elbasan, Kukës and Korça, to ensure regional coverage of coastal zones, central, northern and southern Albania, respectively. UNDP would facilitate the completion of a first survey, while training municipality staff in the techniques required for being able to repeat the survey regularly. The CRC would be designed in close consultation with an Albanian sociologist and the relevant local government bodies.

The CRC could be divided into two different samples, one being a sample drawn from the general public in a municipality and the other being a sample drawn from a population of known developers in a municipality.

The first sample respondent sample would be asked perception based questions on the transparency pertaining to construction permits and on the collection and utilization of funds concerning such permits. If the first two steps of the feedback cycle have been completed, a repeated survey should over time show a public with greater confidence in the performance of public officials. This would be the case even for respondents who may not have been directly involved themselves in the participatory budgeting process. The fact that information has been made public (step 1) and that it is known that the participatory budgeting process takes place (step 2) would presumably contribute to increased confidence. The CRC can be used to test this assumption, and can be used to further improve the participatory budgeting process. If for example

the CRC shows that the participatory budgeting process is not well known in a municipality, steps can be made to make it better known – for example by more proactively engaging the media.

The second respondent sample of actual developers would be asked questions on whether they understood which authorities to approach (the jurisdiction issue), if it was clear or unclear what fees were to be paid, if illegitimate fees were solicited or not, how much they paid, and how long time it took to obtain the permit. This feedback can be used to address remaining information asymmetries or issues considered in step 1 of this process.

Results and Resources Framework

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS/Costs
<p>Output 1: Citizens have effective access to information on the policy process at local level.</p> <p>Baseline: Limited or inadequate information is made available to the general public on the policy process; in the 2010 USAID-funded Corruption in Albania report, local government obtained a transparency score of 44</p> <p>Indicators/targets:</p> <p>In the USAID-funded Corruption in Albania report published in the final year of the project, local government obtains a transparency score of at least 50</p> <p>Number of site visits to information dissemination websites at the municipal level increased by 20 percent.</p> <p>Posters, leaflets and websites are in existence in at least 4 municipalities clarifying:</p> <ul style="list-style-type: none"> • Roles and jurisdictions of different public offices at the municipal level • What public services are payable or not and for what fees • Information and procedures as to how to handle requests for illegitimate fees • The procedures for the issuance of tenders and contracts • How government revenue has been budgeted and spent (“publish what you spend” website) 	<ul style="list-style-type: none"> • Identification of municipalities and communes to participate • Address/clarify jurisdictions (requires the procurement of legal expertise) • Collate, clarify and present information that needs to be disseminated • Identify the appropriate way/or platform to disseminate information, including the use of web-based tools 	<p>UNDP/Selected Municipalities</p>	<p>US \$ 190,000</p>
<p>Output 2: There is an effective partnership between local government and citizens at all stages of the policy process</p>	<ul style="list-style-type: none"> • Identification of which sectors of the public policy process that are to be covered by the 	<p>UNDP/Selected Municipalities</p>	<p>US \$ 165,000</p>

<p>Baseline: Participatory budgeting is very limited at the local level</p> <p>Indicators/targets:</p> <ul style="list-style-type: none"> • At least 200 people per municipality are involved in the participatory budgeting process • At least 3 Municipalities participating in the programme has adopted the participatory budgeting methodology • At least 30 formal/informal interface meetings per year in each participating municipality • At least 3 community priority needs are reflected in each municipality budget • At least 6 participatory budgeting meetings have been conducted on an annual basis in participating municipalities at the end of the programme • Results of the CRC have been discussed in participatory budgeting meetings to improve the quality of the process in at least four municipalities • At least 20 journalists and citizens trained in participatory budget analysis in each municipality 	<p>participatory budgeting process</p> <ul style="list-style-type: none"> • Identify the methodology for conducting the meetings (town-hall, focus groups, etc) • Prepare and conduct the meetings • Facilitate the inclusion of the meeting outcomes into the subsequent policy process • Address CRC results in the participatory budgeting meetings • Secure media coverage of the process 		
<p>Output 3: Local government uses feedback from users to improve the quality and transparency of local level public services.</p> <p>Baseline: The CRC methodology is currently not being used in a sustainable manner to inform the policy process at the local level</p> <p>Indicators/targets:</p> <ul style="list-style-type: none"> • Each municipality commits to addressing at least 50% of recommendations coming out of the analysis of the CRC findings 	<ul style="list-style-type: none"> • Preparation of the first survey including training of enumerators and other people engaged in the survey • Pre-testing and implementation of first survey • Analysis of survey results • Presentation of survey result to relevant 	<p>UNDP/Selected Municipalities</p>	<p>US \$ 145,000</p>

<ul style="list-style-type: none"> • CRCs are completed by about 1000 respondents¹⁶ • At least 50 people involved in developing CRC • Municipalities participating in the programme are using the CRC methodology to solicit feedback from the public • The CRC is conducted annually for the relevant sectors in at least four municipalities • Results of the CRC have been discussed in participatory budgeting meetings to improve quality of the process in all participating municipalities • Results of the CRC are made public in all participating municipalities • At least 10 media reports on CRC, public participation to local governance, transparency and accountability 	<p>stakeholders, including the media</p>		
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¹⁶ Sample size is subject to adjustment depending on the topic and the level of complexity of the survey

Annual Work Plan, Year: 1

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Citizens have effective access to information on the policy process at local level	Legal review, identifying and clarifying jurisdictions		x	x		UNDP/Municipality	Partnership Fund	Individual Contract	35,000
	Workshops on identifying/agreeing on information to be made accessible		x	x		UNDP/Municipality	Partnership Fund	Venue Hire - \$1000 x 4 Facilitator's fee - \$1000 x 4, Participants' transportation, other logistical arrangements - \$500 x 4	10,000
	Identification/enhancement of web and other information sharing platforms			x	x	UNDP/Municipality	Partnership Fund	Individual Contract	30,000
	Project Management / Support / Monitoring and Evaluation	x	x	x	x	UNDP/Municipality	UNDP	UNV + Service Contract + Travel	30,000
Output 2 : There is an effective partnership between local government and citizens at all stages of the policy process	Capacity needs assessment and capacity development activities	x	x			UNDP/Municipality	Partnership Fund	Individual Contract	7,000
	Workshops on identifying/agreeing on sectors and methodology		x	x		UNDP/Municipality	Partnership Fund	Venue Hire, participants' transportation, logistical arrangements \$2000 x4	8,000
	Participatory budget meetings			x	x	UNDP/Municipality	Partnership Fund	Venue Hire - \$1000 x 4 Facilitator's fee - \$1000 x 4, Participants' transportation, other logistical arrangements - \$500 x 4	10,000
	Project Management / Support / Monitoring and Evaluation	x	x	x	x	UNDP/Municipality	UNDP	UNV + Service Contract + Travel	40,000
Output 3: Output 3: Local government uses feedback from users to improve the quality and transparency of local level public services.	Capacity needs assessment and capacity development activities	x	x			UNDP/Municipality	Partnership Fund	Individual Contract	11,000
	Survey design, preparation and analysis		x	x	x	UNDP/Municipality	Partnership Fund	Individual Contract	29,000
	Survey implementation			x	x	UNDP/Municipality	Partnership Fund	Enumerator allowances	21,000
	Dissemination of survey results				x	UNDP/Municipality	Partnership Fund	Printing costs	8,000
	Project Management / Support / Monitoring and Evaluation	x	x	x	x	UNDP/Municipality	UNDP	UNV + Service Contract + Travel	30,000
							GMS (7 %)/Communication (1 %)	22,000	
							Total year 1	291,000	

Annual Work Plan, Year: 2

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Citizens have effective access to information on the policy process at local level	Workshops/stock-take on information dissemination and transparency		x	x		UNDP/Municipality	Partnership Fund	Venue Hire	12,000
	Project Management / Support / Monitoring and Evaluation	x	x	x	x	UNDP/Municipality	UNDP	UNV + Service Contract + Travel	30,000
Output 2: : There is an effective partnership between local government and citizens at all stages of the policy process	Participatory budget meetings	x	x	x	x	UNDP/Municipality	Partnership Fund	Venue Hire, facilitator's fee, participants' transportation/logistical arrangements	30,000
	Project Management / Support / Monitoring and Evaluation	x	x	x	x	UNDP/Municipality	UNDP	UNV + Service Contract + Travel	40,000
Output 3: Output 3: Local government uses feedback from users to improve the quality and transparency of local level public services.	Survey design, preparation and analysis (second survey)		x	x	x	UNDP/Municipality	Partnership Fund	Individual Contract	26,000
	Survey implementation			x	x	UNDP/Municipality	Partnership Fund	Enumerator allowances	18,000
	Dissemination of survey results				x	UNDP/Municipality	Partnership Fund	Printing costs	8,000
	Project Management / Support / Monitoring and Evaluation	x	x	x	x	UNDP/Municipality	UNDP	UNV + Service Contract + Travel	30,000
							GMS (7 %)/Communication (1 %)	15,000	
							Total year 2	209,000	
							GRAND TOTAL	500,000	

