



**ANNUAL
REPORT**

ART

2012

*Empowered lives.
Resilient nations.*

Art Gold 2

Albania



GUIDE TO ELABORATE THE ANNUAL REPORT 2012

Please take into account the following considerations:



- The Annual Report is a very useful tool to highlight the results of the Programme as well as to mobilize new partners and donors.
- Please use the Results Based Management approach to write the report <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf> (i.e. please report in terms of results achieved, not in terms of implemented activities)
- Highlight the efforts undertaken for localizing the MDGS with the support of the Decentralised Cooperation.
- The report should not be longer than 30 pages. Please include any further information (if needed) as Annex, together with **photographs** of the Programme.

PARTNERS OF THE COUNTRY

National Government Partners

	MoLSA - Ministry of Labour and Social Affairs
	MoES - Ministry of Education and Science
	MoI - Ministry of Interior
	METE - Ministry of Economy Trade and Energy
	MoTCYS - Ministry of Tourism, Culture, Youth and Sports
	Regional Council of Shkodra
	Municipality of Shkodra
	Regional Council of Vlora

Subnational Government Partners

	AULEDA - The Local Economic Development Agency of Vlora
	TEULEDA - The Local Economic Development Agency of Shkodër

Academic institutions

	University 'Ismael Qemali' of Vlora
	University 'Luigj Gurakuqi' of Shkodra
	University "Pavaresia" of Vlora

INTERNATIONAL COOPERATION PARTNERS

Bilateral Cooperation Partners

	Italian Development Cooperation, Ministry of Foreign Affairs Italy
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Decentralised Cooperation Partners

	Friuli Venezia Giulia region
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United Nations Partners

 <small>Empowered lives. Resilient nations.</small>	UNDP Albania
	UNOPS
 <small>Empowered lives. Resilient nations.</small>	UNDP Geneva Liaison Office

TABLE OF CONTENTS

LIST OF ACRONYMS.....	5
1 GENERAL INFORMATION	6
1.1 COUNTRY CONTEXT	6
1.2 GENERAL DATA OF ART GOLD 2 ALBANIA PROGRAMME	7
1.3 SUMMARY OF THE PROGRAMME: BACKGROUND AND MAIN RESULTS UNTIL 2012	9
1.4 GENERAL OBJECTIVE (AS DESCRIBED IN THE PRODOC)	10
2 RESULTS ACHIEVED.....	11
2.1 RESULTS ACHIEVED.....	11
TERRITORIAL LEVEL.....	11
NATIONAL LEVEL.....	13
INTERNATIONAL LEVEL.....	15
2.2 PROGRESS IN STRATEGIC ACTION LINE	17
2.3 TARGET POPULATION AND NATURAL ENVIRONMENT:.....	21
2.4 DIALOGUE AND CONSENSUS-BUILDING MECHANISMS : FUNCTIONING AND RESULTS	22
3 FINANCIAL INFORMATION	23
3.1 PARTNERS AND RESOURCES MOBILIZATION	23
3.2 FINANCIAL RESOURCES EXECUTION:.....	24
3.3 LEVERAGE/DYNAMIC EFFECT:.....	25
4 KNOWLEDGE PRODUCTS. COMMUNICATION AND VISIBILITY.....	26
5 CONCLUSION. CHALLENGUES CONFRONTED AND LESSONS LEARNED.....	28
6 ANNEXES.....	29

LIST OF ACRONYMS

ART GOLD	Articulating Territorial and Thematic Networks for Human Development, Governance and Local Development
AULEDA	The Local Economic Development Agency of Vlora
CPC	County Partnership Council
EU	European Union
HDI	Human Development Index
IDEASS	Innovations for Development and South-South Cooperation
ILS LEDA	International Links and Services for Local Economic Development Agencies
LEDA	Local Economic Development Agency
LGU	Local Government Unit
LHD	Local Human Development
LWG	Local Working Group
METE	Ministry of Economy, Trade and Energy
NCC	National Coordination Committee
NSC	National Steering Committee
NSDI	National Strategy for Development and Integration
RDA	Regional Development Agency
SME	Small and Medium Enterprises
SP	Strategic Planning
SWG	Sector Working Group
TEULEDA	The Local Economic Development Agency of Shkodër
TSG	Technical Supporting Group
TVSH	Televizioni Shqiptar (Albanian Public Television)
UN	United Nations
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services

1 GENERAL INFORMATION

1.1 COUNTRY CONTEXT

Decentralization has made a relatively long way in Albania since its establishment as a new system in early 2000. Since then some progress has been made in aspects such as transfer of competencies to politically decentralized bodies as well as increased participation in decision making. Despite many previous achievements in the political and fiscal decentralization, there is a general consensus that the process has slowed down in the recent years, also as a result of unclear strategic directions, weak government commitment and a protracted politicization on many governance and development aspects between the two main Albania's political coalitions. Nonetheless, the decentralization process holds great promise to improve the delivery of services to the poorest Albanians, especially in health, education and water supply. In 2012 the Art Gold 2 Albania programme continued its close collaboration with the Main Line Ministry responsible for decentralization i.e. Ministry of Interior especially as pertains activities promoting local actors. Furthermore, AGA2 continued to strengthen its relationships with the regional and local authorities in Vlora and Shkodra. In support of the decentralization process the programme has conducted numerous training sessions to increase the capacities of the local actors especially in the realm of strategic planning, project writing and resource mobilization. The programme has promoted local innovations, best practices and knowledge sharing, consolidated the Local Economic Development Agencies in order to tackle some of the major impediments to transparent and successful decentralization in the two regions of focus.

Albania has endorsed the Paris Declaration on Aid Effectiveness. There is a strong commitment from the Government to take leadership in making progress against the priority actions identified, taking forward the recommendations of the Paris Declaration (2005), Accra Agenda for Action (2008) and Busan Partnership for Effective Development Co-operation (2011). Albania has made progress in ownership, management for results, and mutual accountability. In particular, the preparation process and implementation of the National Strategy for Development and Integration 2007-13 (designed with the Paris Declaration in mind) and associated initiatives have created specific mechanisms to facilitate increased aid effectiveness.

Some progress was made regarding women's rights and gender equality. Albania has signed the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence. Albania's Gender Gap Index for 2012 was 0.6655 which ranks Albania in the 91st place out of 135 countries. The programme has continued to support businesses run by women through a Guarantee Fund as well as conducted various training with women local actors. Both strategic Plans produced in the framework of the programme have a strong focus on women empowerment and gender equality.

Albania's economic growth has been a major contributing factor to its positive track towards the achievement of a number of MDG targets. While growth has led to poverty reduction, disparities persist among regions of the country, with the mountainous areas in particular lagging behind. The two regions covered by the programme have had better economic performance in comparison with other ones attaining a regional development index of 92 and 94 which are close to the national average. The programme has supported economic development by strengthening the capacities of the two LEDAs in Vlora and Shkodra, supported business start ups, conducted strategic planning processes, as well as promoted replicable innovations at the local level.

1.2 GENERAL DATA OF ART GOLD 2 ALBANIA PROGRAMME

GENERAL DATA

Programme (title): Art Gold 2 Albania

Initial year: 2010

Foreseen duration: December 2013

Programme ID/Award: 00072967– ArtGold 2 Albania

PROGRAMME PHASE:	
Start-up	
Consolidation	✓
Ownership / Institutionalization	
Sustainability / Transfer	

<i>Country signatory of the Paris Declaration?</i>	Yes	Year: 2005
<i>State's decentralisation legislation</i>	Yes	Year: 2000
<i>MDGs National Strategy</i>	Yes	
<i>MDGs National Report</i>	Yes	

MAP OF THE COUNTRY (please indicate the areas where the Programme is working)



GEOGRAPHICAL AREAS OF IMPLEMENTATION

Please provide information on the areas of implementation and the policy-administrative structure.

Administrative Level – Regional (Qark)	Administrative Level - Municipal	Administrative Level - Commune
Region 1 – Vlora	<p>The Programme has presence in these municipalities:</p> <ul style="list-style-type: none"> - Delvinë - Sarandë - Vlorë - Himarë - Orikum - Selenicë - Konispol <p>A total of 7 Municipalities</p>	<p>The Programme has presence in these Communes:</p> <ul style="list-style-type: none"> - Commune Finiq - Commune Mesopotam - Commune Vergo - Commune Aliko - Commune Dhivër - Commune Ksamil - Commune Livadhja - Commune Lukovë - CommuneMarkat - Commune Xarr - Commune Armen - Commune Brataj - Commune Horë Vranisht - Commune Kotë - Commune Novoselë - Commune Qendër - Commune Sevaster - Commune S hushicë - Commune Vllahinë <p>A total of 19 communes</p>
Region 2 – Shkodra	<p>The Programme has presence in these municipalities:</p> <ul style="list-style-type: none"> - Pukë - Koplík - Shkodër - Vau i Dejes - Municipality Fushe-Arrez <p>A total of 5 municipalities</p>	<p>The Programme has presence in these Communes:</p> <ul style="list-style-type: none"> - Commune Berdice - Commune Bushat - Commune Dajc - Commune Guri i Zi - Commune Hajmel - Commune Mnel-Vig - Commune Postrribe - Commune Pult - Commune Rrethina - Commune Shale - Commune Shllak - Commune Shosh - Commune Velipoje - Commune Temal - Commune Gruemire - Commune Kastrat - Commune Kelmend - Commune Qender - Commune Shkrel - Commune Blerim - Commune Fierze - Commune Gjegjan - Commune Iballe - Commune Qafe Mali - Commune Qelez - Commune Qerret - Commune Rrape - Commune Ana-Malit

		A total of 28 Communes
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SUMMARY OF THE FUNDS EXECUTED IN THE FRAMEWORK OF THE ART PROGRAMME

This chart is mainly a summary of the financial information of chapter 3.2. It is therefore recommended to fill in chapter 3.2. first, and then fill this chart and add the information asked in the last column (funds executed in the Programme's life).

PROGRAMME'S FINANCIAL SUMMARY	(A)	(B)	(C)	(A + B)	(A + B + C)	TOTAL Funds executed by ART in the Programme's life ¹
	Funds directly executed by ART in 2012		Funds executed by partners in the framework of ART (funds not channeled through UNDP) in 2012	Sub Total funds executed by ART in 2012	TOTAL Funds executed in the framework of ART (by ART and by its partners) in 2012	
	Channelled through the ART Trust Fund	Channelled through UNDP /ART CO				
	USD	USD	USD	USD	USD	USD
		\$ 152,969.70	\$690,410.04	\$ 66,504.76	\$843,379.74	\$909,884.50

1.3 SUMMARY OF THE PROGRAMME: BACKGROUND AND MAIN RESULTS UNTIL 2012

- Background of the Programme;

ART GOLD Albania 2 Programme is being implemented by UNDP Albania in collaboration with UNOPS and in partnership with the local development agencies of Vlora (AULEDA) and Shkodra (TEULEDA) as well as with the regional councils of these two regions. The Programme operates in the context of the global ART Programme for promoting a national governance framework able to establish and strengthen horizontal partnerships with development stakeholders. The Albanian Programme is striving to strengthen planning and coordination at the local level, promote innovations, best practice and knowledge sharing, consolidate established Local Economic Development Agencies as well as facilitate partnerships with decentralized cooperation actors and networks to the benefit of national/sub-national priorities. In doing so, the ART GOLD Albania 2 Programme provides support to Albania's reform agenda for integration to the European Union harmonized with the pursuance of UN Millennium Development Goals for aid effectiveness.

Within the aforementioned framework the programme supports the Local Economic Development Agencies (AULEDA and TEULEDA) in Shkodra and Vlora regions respectively through technical assistance provided by EURADA's the international network ILSLEDA, aiming at accelerating the process of transformation of the agencies into Regional integrated Development Agencies (RDA).

Some of the main achievements during 2012 are as following:

1. The regions of Vlora and Shkodra have clearly and formally defined their territorial development vision through the publication in March 2012 of the Strategic Planning documents (SPs) for Vlora and Shkodra regions

¹ In this last column, please include only those funds executed by ART (not by its partners) since the Programme started working in the country.

2. Formal approval and ownership in implementation of the SPs by the respective Regional Councils
3. Capacities of approximately 150 stakeholder's i.e. regional and local government staff, LEDAs staff, NGOs, businesses were enhanced through AGA 2 trainings on project design and implementation.
4. Generation of new jobs through the Guarantee Fund
5. Local resource mobilization has been enhanced though the developments of ten project fiches in compliance with International guidelines were produced ready to be utilized in forthcoming call for proposals.
6. Some of the local development priorities were achieved through the completion of five important infrastructure interventions
7. Local innovations were promoted through the creation of a Catalogue of Innovations for Human Development identifying 10 innovations in close cooperation with competent national institutions in promoting science and technology and, in close collaboration with the authors of local selected innovations and IDEASS international
8. Decentralized cooperation component has been strengthened through an agreement with Friuli Venezia Giulia
9. Strengthened cooperation with the main national decentralization partner the Ministry of Interior through the organization of two joint national and international conferences
10. Increased South - South Cooperation through exchange of knowledge with Art Kosovo and Morocco.

*- brief summary of the **implementing process** of the Programme in 2012: modifications in planning throughout the year (there have been internal or external circumstances that have affected the results planned at the beginning of the year? If so, how the Programme has adapted to these circumstances in order to achieve results?*

There have been changes in the programme planning during the year 2012. Due to financial constraints the territorial Marketing Plans of the two regions have not been conducted and have been proponed to 2013 through resource mobilization.

The Albanian branch of the International School for millennium Development is less likely to be established.

1.4 GENERAL OBJECTIVE (AS DESCRIBED IN THE PRODOC)

The overall Objective of Art Gold 2 Albania is to strengthen capacities of local actors (Qarks, Municipalities and Communes) in elaborating, implementing, managing and monitoring County Strategic Plans, with an integrated, crosscutting approach aimed at improving competitiveness and sustainable development and reducing disparities, through the contribution of international partnerships.

2 RESULTS ACHIEVED

2.1 RESULTS ACHIEVED

Please report in terms of results achieved, in accordance with the outputs planned in the AWP 2012. Please explain also achievements related to the effectiveness of cooperation for development (by using indicators on harmonization, alignment and ownership), and indicate the activities implemented in order to achieve the results.

TERRITORIAL LEVEL

Expected Outputs (as planned in 2012 AWP)	Results achieved	Results achieved regarding effective development cooperation – indicators on harmonization, alignment and ownership ²	Main activities implemented to achieve results	Main strategic action lines ³
OUTPUT 1 County Partnership Councils (CPC) established	1. Stronger CPC operational capacities	Alignment (partners – donors): capacity development	- Meetings to review the regional priorities	Multilevel governance Effective development at the local level
OUTPUT 2 Technical assistance provided to the CPCs	1. Increased capacities of the CPC's members on Strategic Planning 2. Capacities of the CPC's members on other thematic issues has been increased	Alignment (partners-donors): capacity development; mechanisms and structures favoring the use of partner systems	- Meetings on SPs - Training sessions on proposal writing	Multilevel governance Capacity Development Effective development at the local level
OUTPUT 4 County economic potentialities valorized and improved	1. Each region defined their economic potentialities in the	Alignment (partners-donors): the ART methodology and approach expressed in local	- Meetings - Training sessions	Effective development at the local level

² Programme's contribution towards: **harmonization (donors-donors)**: Programme's actions/agreements for the use of shared information between donors, donor complementarity, and the simplification of procedures; **Alignment (partners-donors)**: Programme's actions and/or agreements destined to the alignment with National Development Plans, national budgets, the use of common procedures, capacity development, the mechanisms and structures favouring the use of partner systems, etc. national governments take effective leadership over the ART methodology and approach, as reflected / expressed in local strategies; **Ownership**: effective leadership over the ART methodology and approach by national governments. The Program is in 'ownership phase' when the ART methodology or its instruments become part of the National/Local Development Plans; the work carried out in the selected areas is replicated to other regions at the request of the country itself; decrees formalize the Local Working Groups within Local Governments; the Program's staff members are institutionalized; the LPC is included in territorial processes; cooperation strategies are update, etc.

³ **Main strategic actions lines**: please indicate the main strategic action lines, in accordance with the main thematic areas of the Programme. The following action lines are suggested: multilevel governance, local economic development, public policies incidence, gender equity. Other action lines can be added. In the following section (2.2) the progress in these action lines must be further developed.

<p>OUTPUT 5 Strengthening and promoting Local Economic Development Agencies (LEDAs) at national level</p>	<p>SPs</p> <ol style="list-style-type: none"> 2. Increased on-the-job capacities of LEDAs and other relevant actors in the territory 1. Cooperation between the LEDAs and Ministry of Interior, MoTCYS, Regional Councils, Municipalities, Communes facilitated and promoted 	<p>strategies</p> <p>Alignment (partners-donors): The Programme's actions destined to the alignment with National Development Plans, i.e. National Strategy on Decentralization, NSDI</p>	<ul style="list-style-type: none"> - The funds attracted by LEDAs have been increasing based on the trainings received - Two conferences: one national and one international where the LEDAs have led important sessions emphasizing the crucial role of the latter as catalyst of local development - Various meetings with line ministries 	<p>Local economic development Capacity Development</p> <p>Effective development at the local level Local economic development Capacity Development</p>
<p>OUTPUT 7 Identification, formulation and implementation of Strategic Projects</p>	<ol style="list-style-type: none"> 1. Increased technical capabilities of CPCs to implement Strategic Plans 	<p>Alignment (partners – donors): capacity development</p> <p>Harmonization (donors-donors): Programme's actions/agreements for the use of shared information between donors, donor complementarity, and the simplification of procedures</p>	<ul style="list-style-type: none"> - Mobilization of resources through decentralized cooperation FVG to finance priority projects - Hired a local architect and Civil Engineer to assist improving priority projects technical specifications - Implemented 5 infrastructure projects: "Illumination of City Hall Façade in Shkodra", "Rehabilitation, greenery, and lightening of dwelling blocks in Puka town; "Rehabilitation of the Ethnographic Museum of Vlora", "Rehabilitation of the surrounding wall of antique Aulona", "Rehabilitation of the former prefecture building in Vlora" - Procurement process of a sixth infrastructure project "Rehabilitation of the Spille Cave in 	<p>Effective development at the local level Local economic development Capacity Development</p>

<p>OUTPUT 8 Enhanced capacities of regional authorities in developing Strategic Planning Processes</p>	<p>1. Regional authorities have taken the lead in the implementation of the SPs in Vlora and Shkodra</p>	<p>Alignment (partners-donors): the ART methodology and approach expressed in local strategies</p>	<p>Himara”</p> <ul style="list-style-type: none"> - 2 Regional Councils meeting to formally approve the SPs - National Launching Conference of the two SPs - Initiated discussions on the possibility of extending the programme to a third region 	<p>Effective development at the local level Local economic development Multilevel governance Capacity Development Knowledge Management</p>
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NATIONAL LEVEL

<p>Expected Outputs (as planned in 2012 AWP)</p>	<p>Results achieved</p>	<p>Results achieved regarding effective development cooperation – indicators on harmonization, alignment and ownership</p>	<p>Main activities implemented to achieve results</p>	<p>Main strategic action lines</p>
<p>OUTPUT 2 National Steering Committee (NSC) established and supporting ARTGOLD 2 processes</p>	<p>1. ART GOLD 2 promoted at national and international level 2. Strategic Planning process fully supported by the NSC</p>	<p>Alignment (partners- donors): Programmes actions destined to the alignment with national development plans Harmonization (donors-donors): Programme’s actions/agreements for the use of shared information between donors, donor complementarily, and the simplification of procedures</p>	<ul style="list-style-type: none"> - Meetings with line ministries i.e. Ministry of Interior and Ministry of Tourism, Culture, Youth and Sports - Organization of a national conference with the participation of the main regional development and decentralization partners and donors - AGA 2 is part of the Sector Working Group (SWG) on Decentralization, coordinated by the Swiss Office for Development Cooperation. The SWG aims at harmonizing donors’ efforts towards more effective decentralized governance in Albania. The SWG is a crucial tool for the harmonization of donor’s approaches, for the increase of 	<p>Local economic development and Multilevel governance Effective development at the local level</p>

<p>OUTPUT 3 Strengthened national capacities for LEDAs</p>	<p>1. Increased awareness on LEDAs role in development</p>	<p>Alignment (partners-donors): national government takes effective leadership over Art methodology and approach as reflected in local strategies</p>	<p>joint programming and monitoring.</p> <ul style="list-style-type: none"> - LEDAs leading role in two conferences international and national - LEDAs relevant contribution to the production of the two Strategic Plans for Vlora and Shkodra region 	<p>Effective development at the local level Capacity Development Local economic development</p>
<p>OUTPUT 4 National and regional level actors improve cooperation in the framework of ONE UN initiative</p>	<p>1. Improved knowledge sharing and cooperation amidst national actors and UN agencies (IFAD, ILO FAO, IAEA and UNESCO.)</p>	<p>Alignment (partners-donors): The Programme's actions destined to the alignment with National Development Plans</p>	<p>5 meetings in the framework of the Albania's One UN Cooperation Programme (throughout 2012)</p> <ul style="list-style-type: none"> - One High Level Intergovernmental Conference on Delivering as One in June 2012 - One Conference on the "Role of Decentralization in the Consolidation of Democracy in Albania and the European Integration" organized by the Albanian Ministry of Interior on the occasion of Albania's Chairmanship of Council of Europe in October 2012 	<p>Multilevel governance</p>
<p>OUTPUT 5 Elaboration and dissemination of information</p>	<p>1. Increased awareness on ArtGold 2 Albania at the national level</p>		<ul style="list-style-type: none"> - Participation in the National Tourism Fair promoting LEDAs - Organization of one national conference with a vast coverage from the national media - Creation of two websites: http://vloraregionstrategicplanning.eu/en/ http://www.shkodraregionstrategicplanning.eu/en/ - Production of Newsletters (2) - Website Publications (various) - Participation in CoP exercises and networks ("Sustainable Local Development Programming Handbook" for Bratislava Regional Centre; "Issue Paper" Local 	

Authorities for the Directorate-
General for Development and
Cooperation – EuropeAid

INTERNATIONAL LEVEL

Expected Outputs (as planned in 2012 AWP)	Results achieved	Results achieved regarding effective development cooperation – indicators on harmonization, alignment and ownership	Main activities implemented to achieve results	Main strategic action lines
<p>OUTPUT 1 Internationalization of Albanian regional development</p> <p>OUTPUT 2 Implementation of initiatives established with and through ART International thematic networks (IDEASS, UNIVERSITA, etc.</p>	<ol style="list-style-type: none"> 1. Strengthened cooperation between various Art initiatives 2. Financial and technical resources obtained one decentralized cooperation partner 3. Resource mobilization achieved through International technical <ol style="list-style-type: none"> 1. The Albanian Catalogue of Human innovations completed 	<p>Harmonization (donors-donors): Programme's actions/agreements for the use of shared information between donors</p> <p>Alignment (partners-donors): The Programme's actions destined to the alignment with National Development Plans</p>	<ul style="list-style-type: none"> - Art Gold staff visit to Kosovo and Morocco - An agreement between the programme and the Friuli Venezia Giulia is in the process to be signed (100,000 Euro) - 278,938 USD were received from UNDP Geneva - Monitoring visit of the Deputy Director of Italian Cooperation H.E Mario Sammartino. <ul style="list-style-type: none"> - Meeting at the Albanian Agency for Research, Technology and Innovation - Meeting at the Agricultural Technology Transfer Center in Fushe Kruje - Meeting at Tamara, small village in the communes of Kelmend and Shkrel, District of Malesi e Madhe - Meeting at the Agricultural Technology Transfer Center in Fushe Kruje - Meetings at Auleda and at CATT, University of Vlora, Vlora Region - Meeting at the Albanian Agency for Research, Technology and Innovation 	<p>Effective development at the local level</p> <p>Effective development at the local level Knowledge management</p>

<p>OUTPUT 3 Support Decentralized Cooperation Missions</p>	<p>Efficient International Financial and Technical Support</p>	<p>Harmonization (donors-donors): Programme's actions/agreements for the use of shared information between donors</p>	<ul style="list-style-type: none"> - Meeting at the Plant Protection Laboratory of Shkozet-Durres - Meeting at municipalities of Kavaja, Korca, Elbasan, Lushnje, Berat, Shkoder - Meeting at the chamber of commerce in Durres <p>An agreement between the programme and the Friuli Venezia Giulia is in the process to be signed</p>	<p>Local economic development</p>
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Illumination of City Hall Façade in Shkodra, 2012



AGA leading a session in International Conference, October 2012



Capacity Development Trainings in Shkodra region, March 2012



National Launching of the Strategic Plans, March 2012

2.2 PROGRESS IN STRATEGIC ACTION LINE

Main results achieved regarding effective development at the local level (harmonization, alignment, ownership, articulation of actors)

In 2012 the Programme continued its two local planning cycles with regional and local stakeholders, civil society organizations and individual entrepreneurs covering most of the territory of Vlora and Shkodra. The local planning cycles have contributed through the finalization and publication in March 2012 of the Strategic Planning documents (SPs) for Vlora and Shkodra regions. Both documents were officially approved by the respective Regional Councils and are being implemented by the Local Authorities in charge. This contributed to alignment (partners-donors) as the SPs are created to be in line with national Development Plans. The important element of these plans is that the latter were not created from scratch rather built on all other previous national and regional plans thus ensuring alignment. In addition considering that a main component of the programme is the strengthening of LEDAs and local actors on the ART methodology, the process has been an important step towards future ownership.

The SPs have outlined numerous projects which are serving as a platform among donors and international organizations as well as national, regional and local authorities. More specifically the latter are assisting donors to better allocate funds on projects and use shared information that best reflect community needs hence contributing to harmonization (donors-donors).

AGA 2 is part of the One UN Programme in Albania which is a single, coherent plan for all UN agencies in Albania for the delivery of a set of key actions. This programme brings together the support of 19 UN agencies, funds and programmes, plus the International Organization for Migration, to Albania's development priorities. The results of this cooperation have been solid considering that the programme has had exposure and strengthened relationships with other agencies operating in this particular field of practice.

AGA 2 is part of outcome on "Local Governance and Decentralization" encompassing outputs such as implementation of decentralization strategy and required reforms; increased LG capacities to ensure service accountability and cost-effective provision schemes; and empowered marginalized groups adequately receive services from local and regional governments.

AGA 2 is also part of the outcome on "Regional and Rural Development" in close cooperation with other UN agencies i.e. IFAD, ILO, FAO, IAEA and UNESCO. The outputs encompass increased government capacities to manage domestic and EU regional development; employing agriculture and rural development for sustainable growth; and employing cultural heritage and tourism for economic development.

The aforementioned contribute to both harmonization (donors – donors) in sharing information between donors as well as to alignment (partners – donors) as in each of the aforementioned outcomes, national level institutions play an important role thus fostering alignment to national priorities.

In order to help harmonise the aid flow from different donors in Albania, the programme is part of the Sector Working Group (SWG) on Decentralisation, coordinated by the Swiss Office for Development Cooperation. Besides donors, both UNDP and the Albanian Government are part of the SWG on Decentralisation. The SWG holds regular meeting aimed at harmonising donors' efforts towards more effective decentralised governance in Albania. Furthermore, the SWG monitors the state of the implementation of the national Cross-Cutting Strategy of Decentralization and Local Governance. As recognized by the Albanian Government and by donors, the SWG is a crucial tool for the support to the implementation of the above-mentioned national Cross-Cutting Strategy of Decentralization and Local Governance, for the harmonisation of donor's approaches, for the increase of joint programming and monitoring, and in order to advocate for priorities of the government and to increasingly align donors approaches to government priorities.

Main results achieved regarding Multi-level Governance

The programme achieved further multi level governance cooperation as during 2012 a strong liaison was developed with the Ministry of Tourism, Culture, Youth and Sports in the framework of Albania's 100th Anniversary of Independence. In this framework, three infrastructure interventions were completed and one will be completed in 2013, these interventions were also prioritized by the regional and local actors. Thus further synergy was developed between national and local level governance.

During the public launching of the SPs in March 2012 the programme purposefully included the active participation of the Ministry of Interior, Regional Councils, Municipalities of not only the two regions where the programme is focused thus created a platform to exchange and align practices.

Main results achieved regarding Local Economic Development

Throughout 2012 AGA 2 continued to support local economic development utilizing a Guarantee (revolving) Fund as well as supported the design business plans. In Vlora region two loans were disbursed totaling approx. 35,000 USD. Whereas in Shkodra five loans were disbursed totaling approx. 110,000 USD. This micro finance instrument has been a sustainable intervention generating new jobs within the respective communities.

During 2012 the programme completed six priority interventions (250,000) as determined by the relevant regional and local actors that have an impact in local economic development. The projects were as following:

- Rehabilitation, greenery, and lightening of dwelling blocks in Puka town
- Restoration of Ethnographic Museum in Vlore
- Restoration Works for the Surrounding Walls of Antique Aulona
- Restoration of the Façade of Former Prefecture Building in Vlore
- Rehabilitation of the Spille Cave in Himara
- Illumination of the city hall façade in Shkodra

The completion of the Strategic plans has a direct impact on local development as the latter have created a clear vision of economic potentialities of the regions and have highlighted some projects that will lead to local development.



A beneficiary of the Guarantee Fund in Vlora region (2012)



Programme's visibility at the National Tourism Fair (April 2012)



Rehabilitation of a dwelling block in Puka town - before (l) and after(r)

Main results achieved regarding gender equality

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

Both Strategic Plans published in 2012 highlight gender issues in Vlora and Shkodra regions and list several potential projects that focus on gender equality and women empowerment. Some examples are the creation of handicraft enterprises, production of artistic souvenirs for tourists, recovery of past experiences in food processing businesses (fruits, bakery, etc.) carried out in rural areas, foster family tourism, creation of help centres for women (victims of violence) and etc.

In 2012 two new loans were disbursed to women. In addition the disbursement of loans to male entrepreneurs was also based on the number of jobs that they generate especially targeting women.

The programme strongly supports the female leadership of the two LEDAs. Through AGA 2 the latter have been exposed in various national and international platforms to advocate their Agency's work.



Ms. Mirela Koci presenting Vlora SP (March 2012)



Monitoring visit at Women Health facility in Vlora (June 2012)

Main results achieved regarding Public Policy Incidence

Please include support offered by the Country Office, the ART Coordination Office and the Antennas

During the International Conference on the "Role of Decentralization in the Consolidation of Democracy in Albania and the European Integration" organized by the Albanian Ministry of Interior on the occasion of Albania's Chairmanship of Council of Europe in October 2012, a panel discussion was dedicated to "Local and Regional

Development” and AGA 2 was assigned exclusively with its organization capitalizing on of its staff, consultants, partners and etc. Through this important platform AGA 2 advocated LEDAs crucial role in propelling economic development in regions in the presence of an audience encompassing international, national, regional and local stakeholders. From the discussions held it resulted that the approach adopted by AGA 2 needs to be replicated elsewhere in Albania. Hence the road to LEDA’s institutionalization is taking momentum. The UNDP CO and the Art Coordination Office have strongly supported the aforementioned results.



Formal Approval of the SP in Shkodra Regional Council
March 2012



Meeting with the Head of the Regional Council In Vlora
June 2012

Capacity Development

Capacities of approximately 150 stakeholder’s i.e. regional and local government staff, LEDAs staff, NGOs, businesses were enhanced through ten AGA 2 trainings on project design and implementation. The tangible outputs of the trainings were ten fully developed project fiches in compliance with International guidelines thus ready to be utilized in forthcoming call for proposals. All the trainings were done based on a tailored manual created by the programme to the aforementioned purpose.



Capacity Development Trainings April 2012
Albania May 2012



South- South Cooperation between Art Gold Kosovo and

Knowledge Management

The knowledge management aspect has been reinforced through the production and distribution of the Strategic Plan of Vlora region: “The Zero Emission Territory” and the Strategic Plan of Shkodra region: “Towards the Sustainability of Tourism”. These plans are strategies that can be used in to identify, create, represent, distribute, and enable adoption of best practices.

Innovation identification and exchange

The programme has finalized the first “Albanian Catalogue of Innovations for Human Development” in close collaboration with competent national institutions that promote Science and Technology. This catalogue identifies 10 Albanian innovations which carry the necessary characteristics to foster the use of replicable methodologies and technologies and be promoted at national and international level. The catalogue is the result of various meetings, focus groups with regional and local level actors as well as scientific institutions.

South-South and Triangular Cooperation

In 2012 AGA 2 established cooperation with the Art Gold Morocco programme. During the exchange visit best practices and lessons learned were shared as well as discussions were held on future collaboration. The topics of collaboration highlighted were the following:

- An agenda of exchange for selected, Albanian and Moroccan, appointed and elected governors across national and sub-national levels;
- Sharing of expertise with regard to the elaboration, in Albania, of a decentralized cooperation tool similar to the one used by ART GOLD in Morocco or the diffusion, to Morocco, of the experience and expertise that ART GOLD in Albania has accumulated in the promotion of the Regional Integrated Development Agencies’ role in the sustainable and equitable development of the country.

Cross border cooperation between municipality of Dragash in Kosovo and Zapod in Albania was the purpose of a 3-day study visit to Albania organized by UNDP ART Programmes in both countries from November 19th-22th. Through visits to the municipalities of Shkodra, Bushat, Kavaja, Kamza, Kukës and the border zone with Dragash, Zapod municipality participants shared information and learned good practices with regards to Municipal assembly’s, policies and legislations in place.

2.3 TARGET POPULATION AND NATURAL ENVIRONMENT:

Once the achievements have been presented in the previous chapter, please now explain how the population and natural environment (if applicable) have benefited from the Programme’s results.

Target population			Short term benefits	Medium and long term benefits
Direct beneficiaries	No. Women	No. Men	Benefiting in:	Capacities of local counterparts are strengthened, ownership over processes is achieved and resources are mobilized
Direct beneficiaries are those recipients of the initiatives developed in the framework of the Programme <ul style="list-style-type: none"> - LEDAs staff - Local government employees with responsibilities in: <ul style="list-style-type: none"> ▪ Heading Municipalities ▪ Heading Communes ▪ Heading RC ▪ Administering RC ▪ Board members from local and regional government institutions ▪ Commune and 	232	364		

Municipality Officials /Clerks				
Indirect beneficiaries	No. Women	No. Men	The community creates their vision and outlines projects through a participatory process	The community benefits from the projects (envisioned by all the stakeholders during the strategic planning process) implementation results.
Inhabitants of the territory who are indirectly benefited from the interventions of the Programme. The whole community in Vlora and Shkodra regions	228,762	228,988		
Natural environment			Short term benefits	Medium and long term benefits
<p><i>Description of the situation (weaknesses, strengths) of the natural environment before the interventions.</i></p> <p><i>Strengths:</i></p> <ul style="list-style-type: none"> • <i>Good morphological diversity (high mountains, valleys, plains, sea, lagoons, rivers, springs, urban and anthropized sites), characterized by a high level of diversity (and biodiversity).</i> • <i>Good quality landscapes</i> • <i>Fertile lands in plains, fluvial valleys and on average altitudes.</i> • <i>Fields of good quality clay</i> • <i>Temperate climate</i> • <i>Good climatic diversity</i> <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • <i>Encroachment of building activities that until now determined the devastation of Saranda downtown, and now threatening all the district.</i> • <i>Modifications of lagoon ecosystems in progress.</i> • <i>Lack of organised systems of waste and water management, causing land, water and air pollution.</i> 			Through the Strategic planning process the region of Vlora was able to identify the strengths and weaknesses of their natural environment as well as tackle immediately the latter through various initiatives outlined in the Strategic Plan which focus is “Zero emission territory”.	The environment is well preserved, the region becomes more attractive to tourist and investors and as a result the living standards and incomes are increased throughout the region.

DIALOGUE AND CONSENSUS-BUILDING MECHANISMS : FUNCTIONING AND RESULTS

National level:

National Coordination Committee:

a) National Institutions:

- **Ministry of Interior (in charge of decentralization reforms and local authorities)**
- **Ministry of Tourism, Culture, Youth and Sports**
- **Ministry of Economy, Trade and Energy**
- **Ministry of Education and Science**
- **Ministry of Forests, Environment and Water Administration**

- Ministry of Health
- Ministry of Labour and Social Affairs
- b) **Local Governments:**
 - Regional Councils of Shkodra and Vlora
 - Municipalities in the targeted regions
 - Communes in the target Regions
 - Local Economic Development Agency TEULEDA (Shkodra)
 - Local Economic Development Agency AULEDA (Vlora)
- c) **International Cooperation:**
 - Italian Government
- d) **United Nations Agencies**
 - UNDP Albania
 - UNOPS

Even though the NCC did not organize any formal meetings during 2012 its members were highly involved in the public events organized in the framework of the programme. As a matter of fact during the National Launching of the Strategic Plans they expressed their support and acknowledged the programme's results.

Local level:

Working Groups (or other articulation spaces)

1. **Two County Partnership Council for Strategic Planning (one for each region, Vlora and Shkodra)**
2. **Two Technical Supporting Group of the County Partnership Council (one for each region, Vlora and Shkodra)**

The local working groups have met and have re determined the regional priorities to be implemented.

3 FINANCIAL INFORMATION

3.1 PARTNERS AND RESOURCES MOBILIZATION

Please explain the strategy and actions developed for mobilizing partners and resources: new partners that have joined Programme, new funds mobilizes, challenges confronted, etc. the objective of this chapter is to highlight the achievements of the Programme regarding partners and resources mobilization.

During 2012 the programme established partnership with a new region in Italy i.e. Friuli Venezia Giulia. An agreement was signed for a contribution of 100,000 Euros. In addition the UNDP CO has made a commitment to match this fund with the same amount.

The programme has established connections with the region of Umbria and Puglia. The latter are assisting the programme in developing a proposal for funding by the Italian – Albanian Debt for Development SWAP Agreement (IADSA) amounting to 500,000 Euros.

3.2 FINANCIAL RESOURCES EXECUTION:

Please fill in the following table including: i) funds executed by ART in columns A and B; and ii) funds executed by partners in the framework of ART (funds that are not channeled by UNDP) in column C (for example: resources mobilized from different actors who have aligned to the Strategic Guidelines for International Cooperation elaborated by Local Working Groups/Local Government and Programme Partners). Please, **do not include** in this table non monetary contributions from partners (for example, the value of the salary of local staff supporting Working Groups, or the value of the offices that a subnational Government provides for work meetings. These contributions must be only included in the table of the next page, not in this one).

FINANCIAL SUMMARY OF THE PROGRAMME IN 2012	(A)	(B)	(C)	(A + B)	(A + B + C)	TOTAL in %
	Funds directly executed by ART in 2012		Funds executed by partners in the framework of ART (funds not channeled through UNDP) in 2012	Sub Total funds executed by ART in 2012	TOTAL Funds executed in the framework of ART (by ART and by its partners) in 2012	
	Channeled through ART Trust Fund	Channeled through UNDP /ART CO				
Partners	USD	USD	USD		USD	USD
National Government from the country partner		\$ 548,386.74		\$ 548,386.74	\$ 548,386.74	60.27%
Subnational Governments from the country partner						%
Private sector, civil society organizations, universities and other partners from the country						%
Bilateral Cooperation (including European Commission)						%
International Decentralized Cooperation						%
UNDP (CO, TTF, other Bureaus)						
Multilateral Cooperation (United Nations System Agencies, World Bank ONE UN)	\$ 152,969.70	\$ 142,023.30	\$ 66,504.76	\$ 294,993.00	\$ 361,497.76	39.73%
TOTAL	\$ 152,969.70	\$690,410.04	\$ 66,504.76	\$843,379.74	\$909,884.50	100%
TOTAL en %	16.81%	75.88%	7.31%	92.69%	100%	

Please, fill the following table showing non monetary contributions from the Programme's partners.

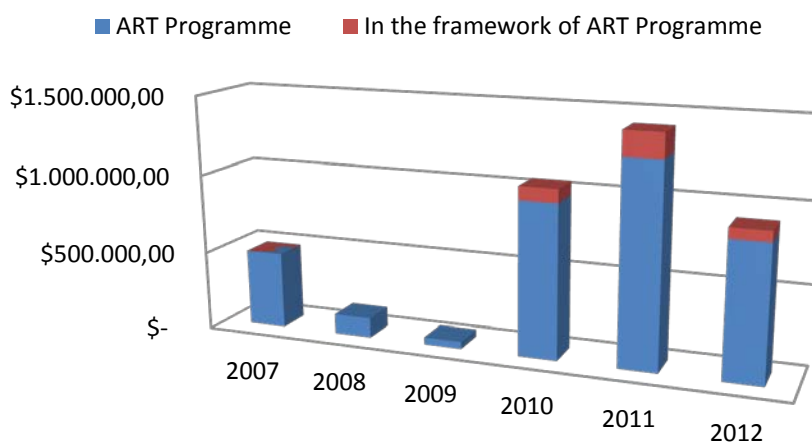
NON MONETARY CONTRIBUTIONS IN THE FRAMEWORK OF THE PROGRAMME IN 2012	Type of contribution
Partners	
National Government from the country partner	-
Subnational Governments from the country partner <i>Example:</i> - Government of the X Province - Municipality Y	<i>-Italian Cooperation meeting with the participation of Mr. Sammartino was held in Vlora in the room offered by the County Partnership Council Vlora.</i> <i>- Two meetings organized by County Partnership Council in the framework of Strategic Planning Priority Evaluation were held in the rooms offered by County of Vlora and County of Shkodra.</i>
Private sector, civil society organizations, universities and other partners from the country	- The Local Economic Development Agency in Shkodra has provided an office and telecommunication facilities for Art Gold 2 local area consultant during the duration of his assignment.

3.3 LEVERAGE/DYNAMIC EFFECT:

Please include a chart that compares the execution of resources by the Programme and its leverage effect (funds executed by partners in the framework of ART).

Por favor incluir una gráfica como la inferior que refleje la evolución de la ejecución de recursos financieros realizada por el Programa y su efecto multiplicador (es decir, trasladar al gráfico tanto los recursos directamente ejecutados por ART, como aquellos fondos ejecutados/administrados por otros actores en el marco de las acciones del Programa).

Leverage/Dynamic Effect chart 2007 - 2012



4 KNOWLEDGE PRODUCTS. COMMUNICATION AND VISIBILITY.

Please have in mind that knowledge production is part of the Communication Strategy for 2013 and systematization of best practices will be requested.

Best Practices (identify the 3 main Best Practices)

Successful initiatives, processes, activities or projects	Criteria for Best Practices (<i>others can be considered</i>)			
	Integration in the local Government's programmes, services or action lines (institutionalization)	Empowerment of the benefited population	Articulation with other actors	Best Practice formal systematization
Design of the National Catalogue of Human Innovation in close cooperation with relevant national and local authorities focusing on replicable local innovation	No	Yes	Yes	Yes
Integrated approach to sustainable capacity development for local stakeholders in project design i.e. from the creation of a tailored manual, to interactive training and delivery of training outputs such as project fiches and lastly their resource mobilization.	No	Yes	Yes	Yes
Constant technical assistance to LEDAs in gaining ownership of strategic processes and their advocacy at national and international level	No	Yes	Yes	Yes

Fast Facts

Please include two successful histories to include as part of the ART Global Annual Report 2012

Fast Fact 1	Fast Fact 2
<p>Please briefly explain results, partners involved, sustainability of the initiative, etc. Please do not exceed 350 words.</p> <p>Exchanging ART GOLD Initiatives between Albania and Kosovo</p> <p>Cross border cooperation between municipality of Dragash in Kosovo and Zapod in Albania was the purpose of the 3-day study visit to Albania organized by UNDP ART Programmes in both countries from November 19th-22th. Through visits to the municipalities of Shkodra, Bushat, Kavaja, Kamza, Kukes and the border zone with Dragash, Zapod municipality participants shared information and learned good practices with regards to Municipal assembly's, policies and legislations in place.</p>	<p>Please briefly explain results, partners involved, sustainability of the initiative, etc. Please do not exceed 350 words. Please do not exceed 350 words.</p> <p>Strategic Plan of Shkodra Region – The implementation of the first priority projects in Shkodra and Puka has started</p> <p>Children and older people in this small neighborhood of the North Albanian town of Puka are now enjoying a new recreational park made possible through UNDP ART GOLD 2 programme funds and expertise delivered during summer 2012. Another well-received project accomplished in Shkodra, part of the same region, is the lightening of the City Hall Façade and roof next to the pedestrian zone of the historic city centre.</p> <p>Both projects, approved by Shkodra's Regional Partnership</p>

ARTGOLD2, Albania, Local Coordinator for the region of Shkodra, Mr. Spartak Sokoli informed participants on the main activities and the methodology used by the Programme during Strategic Planning Process “Towards Sustainability of Tourism” in collaboration with Regional Council of Shkodra. Kosovo counterparts were interested in the pilot initiative the programme has undertaken, the establishment of the Laboratory for Human Development which aims to bring together professors, students, national and international experts, leaders and representatives of the community, who are supporting the innovative practices of local human development.

Dragash delegation was impressed with Bushati Landfill. The landfill presents a solution of waste disposal for the next 20 years, in line with national and EU standards, for a projected population size of 235,000 inhabitants in northern Albania.

During the meetings and field visits, Kosovo delegation learned a lot and got a comprehensive understanding of the programme activities, democratic participatory process established in the areas, and they found very interesting and important the establishment of territorial partnerships between all actors in the field contributing to the sustainable development of the areas.

As result of the study visit, an effective partnership has been established and the initial core of further cross border cooperation has been recognized. This study visit is complementing a series of exchanging initiatives between ART GOLD programmes in both countries.

Council, were selected after a series of discussions and consultations with local and regional authorities, groups of interests and experts from Shkodra and Puka municipalities.

This process, carried out in the framework of the Regional Strategic Planning “Towards Sustainability of Tourism”, and supported by ART GOLD 2, is only the first step of the programme’s support towards the implementation of the Regional Plan. ART GOLD 2 is financing and monitoring the implementation of a number of project initiatives identified and prioritized with the participation of regional and local stakeholders aiming at emphasizing the tourist potential and improving the quality of inhabitants’ life in these areas.

The first project, dealing with the infrastructural rehabilitation of a public space in the town of Puka, will be benefiting for a considerable number of inhabitants. The current intervention, besides cleaning, flattening and asphaltting of an existing deteriorated non-functional square, includes the construction of new sidewalks and stone paths inside the freshly green areas, the installation of wooden benches and children’s playground as well as landscaping and tree planting.

The City Hall of Shkodra, one of the most valuable historical buildings of the whole region has become an attraction not only in daylight, but also by night with its newly lit façade and roof. The installation of a brand new wiring system is now completed and the fresh-looking building will be available to citizens and tourists for the celebration of the 100th Anniversary of the Independence of Albania on November 28th.

The Programme supports the Government of Albania to achieve the Millenium Development Goals (MDGs) and meet the requirements of EU accession through the promotion of partnership with regional councils, in line with the Albanian National Strategy for Decentralisation and Local Governance.

Knowledge Products (*Studies, evaluations, systematizations*)

Title	Year
Albanian Catalogue of Innovations for Human Development	2012
Manual on Project Design, Management and Monitoring	2012
Strategic Plan of Vlora region: “The Zero Emission Territory”	2012
“Towards the Sustainability of Tourism	2012

Communication and visibility of the Programme

	Theme	Type of material/Means of Communication	Level (national/territorial)
Press releases issues	The launching ceremony of the Strategic Plans for Vlora and Shkodra Region	TV Stations, newspapers & online publications	National and Territorial
Programme features in the media	Articles on Albanian daily papers as well as TV stories featured on national and local TV Stations with regards to the launching of the SPs with the participation of UN Resident Coordinator and UNDP Resident Representative Ms. Zineb Touimi-Benjelloun and the Albanian Deputy Minister of Interior Mr. Ferdinand Pone. The media highlighted the fact that this initiative, supported by UNDP ART GOLD 2 Programme, is a good practice and instruments which are harmonious with the Albanian Government priorities.	Articled in newspapers and TV clips featured on Albanian Public Television and other private national stations	National
Participation of Goodwill ambassadors and celebrities			
Visibility materials (dissemination brochures, merchandise in diverse formats, etc.)	ART GOLD 2 Programme Brochure	Electronic and hand delivered	National and territorial
	Websites	http://vlora-regionstrategicplanning.eu/en/ http://www.shkodra-regionstrategicplanning.eu/en/	National and territorial
	Branded Files (National Conference)	hand delivered	National and territorial
	Banner, Posters	hand delivered	
Advocacy Campaigns			

Please include the documents as Annexes

5 CONCLUSION. CHALLENGUES CONFRONTED AND LESSONS LEARNED

Challenges confronted:

The decentralization process in Albania has been a long and difficult process and has not yet achieved the expected results. In fact, the latest European Commission report “Albania 2012 progress report” dated 10/10/2012 has pointed out that “the decentralization of state responsibilities has not been matched by appropriate transfers in administrative and financial resources from central to local level. The existence of two separate local government associations is not conducive to improving the institutional relations between central and local government in view of a successful and transparent decentralization process”. Art Gold Albania has tackled some of the aforementioned issues throughout 2012 in two regions in Albania i.e. Vlora and Shkodra through the adoption of a participatory

scheme in the design of Strategic Plans by bringing together and increasing synergies between regional and local governments units. The final result of these exercise are two formal strategic plans, approved by both regional and local authorities, as well as their current implementation by relevant local actors.

In the same report of the European Commission it is stated that “the Law on Territorial Planning was adopted in 2009 but implementation is slow. Significant additional efforts are needed to strengthen both the administrative efficiency and the financial sustainability of municipalities. Particular attention is needed in the areas of strategic planning, human resources management and financial control”. Art Gold Albania has tackled some of the aforementioned issues through continuous trainings with regional and local servants especially as pertains strategic planning, project design, budgeting and local innovations. In close cooperation with the national, regional and municipal actors it has been possible the completion of five priority infrastructure interventions in the regions of Vlora and Shkodra.

Based on the 2012 EC report “very little progress has been made on implementation of policies targeting Roma inclusion, partly due to the lack of financial and human resources allocated at the level of local government units. Sufficient financial and human resources are lacking at central and local government levels leading to slow implementation of the 2011- 2015 national strategy on gender equality”. Art Gold has supported a Guarantee fund at the regional level that assist business start up thus generates jobs especially targeted to women and the marginalized. Art Gold Albania has built capacities and supported the women led Local Economic Development Agencies (LEDA) in Vlora and Shkodra region (the only ones existing in the country) as separate agencies that can propel local development especially targeting the most marginalized.

Lessons Learned:

During 2012 the programme continued the advocate LEDAs role in propelling local economic development at larger and relevant audiences. However there is still much work to be done in terms of their institutionalization even though LEDAs have proved to be effective local development agencies. There is a general consensus and momentum built in acknowledging their role however the relevant national institutions must take practical steps for their institutionalization and replication in other regions.

There is a strong interest in applying the Art methodology in other Albanian regions i.e. Kukes region especially considering its proximity with the Shkdora region where the programme has already built strong connections and produced results. However resource mobilization has become more difficult in lieu of financial crises.

The Programme Structures such as NCC, Working Groups, etc, have created important outputs however it has been noticed that local structures are not yet 100% ready to take full ownership of the aforementioned groups hence Art Gold 2 Albania has been a major catalyst/push factor for their well-functioning. That was one of the main reasons why the programme conducted continuous trainings in two regions Vlora and Shkodra throughout 2012.

6 ANNEXES

Annex 1: Financial Report. ⁴ (Please see the template)

⁴ Financial Reporting

Financial reporting and control mechanisms that are used to monitor finances are:

- The Combined Delivery Report (CDR) reflects all disbursements made by the project in a certain period. The final CDR at the end of the year must be signed by the designated Project Manager within the UNDP Office and certified by the Resident Representative in the CO (or by the designated Project Manager in case of regional projects).

The CDR constitutes the official report of expenditures/obligations of the project for the period. Therefore, the CDR issued at the end of the year will contain all valid transactions of the project for the closed year. The expenditures/obligations there reflected are considered as final for that year, and consequently the re-phasing of the remaining budget to the following year(s) of the project will be done based on this information.

- The Expenditures detail must also be used to monitor the correctness of the recorded expenditures, and to provide detailed financial information to the projects.
- Country offices should maintain records locally to reflect accumulated expenditures per budget line, budget balances and outstanding obligations. These records serve to monitor the project’s financial situation and to share financial information with other stakeholders. (See attached)

- Annex 2: Communication and visibility materials
- Annex 3: List of Partners
- Annex 4: Capacity Building on project design
- Annex 5: Knowledge Products