

PROJECT DOCUMENT

Project Title: Enhancing the Development of Albanian Maritime Sector through Technical Assistance and Increased Partnership

Implementing Partner: Ministry of Infrastructure and Energy

Brief Description

This project proposal falls under the country-specific priorities of Albania on "Development of the maritime sector". The aim is to enhance the integration of Albanian Maritime Standards in line with the EU requirements, by developing and implementing maritime transport policy framework, improve capacities in the field and encourage the development of a Maritime Clusters in Albania with the relevant stakeholders.

The overall objective is to promote the integration of Albanian Maritime Standards in line with the EU requirements, by developing and implementing maritime transport policy framework, improve capacities in the field and encourage the development of a Maritime Clusters with the relevant stakeholders.

The project will build up in two strong foundations: (i) Norwegian experience, being among the leading maritime nations in Europe and beyond, also considering projects and initiatives implemented in Albania related to Sea mapping and others as well as (ii) EU technical assistance project to the former Ministry of Transport and Industry, as well as other EU regional initiatives.

UNDP Country Programme Document - Outcome 4

Environment and climate change - the fourth priority, deriving from outcome 4 of UNDAF: 'Government and non-government actors adopt and implement innovative, gender-sensitive national and local actions for environmental sustainability, climate change mitigation and adaptation, and disaster risk reduction. This mirrors Strategic Plan outcome 1 and responds to the NSDI objective of sustainable growth and provides the framework for UNDP to support national realization of a broad range of Sustainable Development Goals.

Total resources allocated for the November 2018-December 2021	7,000,000 NOK	
	Donor:	7,000,000 NOK
	Government:	
	In-Kind:	

Agreed by UNDP:

Ms. Limya Eltayeb, UNDP Resident Representative a.i.

Agreed by Ministry of Infrastructure and Energy:

H.E. Damian Gjikhuri, Minister



I. DEVELOPMENT CHALLENGE

The maritime sector is rapidly increasing in the past years, as a source for further economic development and international cooperation. The Government of Albania has made progress in maintenance and infrastructure of port facilities in line with the Sector Strategy, priorities stipulated in the Government Program, the National Transport Plan, the National Strategy for Development and Integration and the Medium-Term Budget Plan.

Supporting data from INSTAT show that in 2017 compared to 2016, the volume of freight loading and unloading in Albanian ports has increasing by 7.1 %, the number of passengers travelling by sea line is increasing by 16.9%, the goods exported by sea represent 62.8 % of the total transport as well as goods imported by sea represent 48.6 %.

Maritime transport is primarily concerned with the transport of freight and passengers by sea. The sector is associated with many other activities such as ship agency, chartering and brokering, maritime labour and education, multimodal and intermodal transport and related services.

Cooperation on various services notably those linked to the capacity building in the public sector and better coordination of planning activities is needed for preparing the ground for better marine and maritime governance and services.

The goal of the project is to promote the integration of Albanian Maritime Standards in line with the EU requirements, by developing and implementing maritime transport policy framework, improve capacities in the field and encourage the development of a Maritime Clusters with the relevant stakeholders.

The specific objectives are:

- (i) To improve the public governance of the maritime sector;
- (ii) To raise institutional capacity and competence to implement policies, standards and regulations;
- (iii) Increase efforts on coordination and competitiveness between four ports and promoting the development of a maritime clusters in Albania with the relevant stakeholders;
- (iv) Improving environmental standards and implementation capabilities in the maritime sector.

II. STRATEGY

The maritime sector is enhanced with competitive professionally staffed presence based on internationally modern legal framework in line with multilateral agreements and EU standards, able to drive economic development in the country.

The favorable geographical position of Albania linked with the Adriatic and Ionian Seas and the Central Mediterranean Sea makes Albania an important country for the development of maritime activities (sailing, fishing, construction and repair of ships, pleasure boating, etc.).

Despite the promising geographic position, the development of maritime sector in Albania is still lagging, behind and not taking advantage of the full potential of this sector in economic development of the country. Economic development of the country requires the promotion and support of the maritime industry. The new maritime economic trends foresee the Albanian maritime area as one of the most important gateway toward east and vice versa, as well as its increasing exploration of the maritime natural resources that should be taking the sustainable approach. In the same time policy formulation and legislation approximation with EU associated with functional governance mechanisms is the paramount for such developments.

The 2018 European Union Report on Albania targets specific challenges for the country. Regarding maritime transport, the reports highlight further efforts needed to follow up on the country's membership application to the Paris Memorandum of Understanding on port state control as well as other important compliance to EU and other multilateral agreements. The project will

support in the area through completion of the legislative gaps and enable the institutional set up to respond to the standards.

Cost-effective and efficient provision services, is one of the criteria by which the competitiveness is determined, and at the same time it is the element of functioning of the sector. An important aspect related to institutional sustainability will be carefully tackled by taking advantage of the Norwegian experience and capacity gaps will be filled with training and exchange like programs/schema targeted at various levels and with specific focus on enhancement of the General Maritime Directorate role as an advisor, driving force, supervisory authority, improving and harmonizing traffic monitoring and management.

Safe and environmentally sustainable maritime development is a strategic goal for Albania sustainable development that can be fulfilled by a coordinated realization of specific objectives from the field of marine environment protection. The project will make sure the prerequisites for maritime economic growth will develop in a safe and sustainable fashion conform to environmental requirements.

Through the project intervention the long-term vision for the maritime sector is enhanced with competitive professionally staffed presence based on internationally modern legal framework in line with multilateral agreements and EU standards, able to drive economic development in the country. Maritime Administration, will be capacitated to perform its various responsibilities and tasks in close cooperation with the relevant International Organizations and other Maritime Administration bodies to comply with all obligations deriving from UN and IMO Conventions and EU Maritime Policy.

The long-term result that this intervention envisages is to put Albania on a path of sustainable and equitable growth and increase competitiveness of the maritime sector. The focus of the intervention will be on development of internal, organizational and environment safeguard capacity of the maritime administration to put in place such an ambitious change. More specifically, the project intends to strengthen administrative capacity to ensure compliance and functionality as a requirement for the efficient achievement of the objectives of the growth and competitiveness of the maritime sector.

The change foreseen by this project does not limit to the establishment of a strong, resilient institutional framework able to implement reforms, but also equip with necessary tools to be able to drive important changes in the maritime sector.

The project will make sure the prerequisites for maritime economic growth develop in a safe and sustainable conform to safety requirements. Safe and environmentally sustainable maritime development is a strategic goal for Albania sustainable development that can be fulfilled by a coordinated realization of specific objectives from the field of safety and security, marine environment protection.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project aims to achieve its objective through three project components:

Component 1: Improve governance and institutional capacity of maritime sector to harmonize standards, and regulations through aligned policies

Previous technical assistance provided in the sector from other donors such as EU, analyzed gaps in the legislation for the entire transport sector, marine included, providing recommendations in short, mid and long term was a sizeable step towards the harmonization of the Albanian legislation with that of EU, through technical work and capacity- building.

However, the familiarization of professional staff and broader public with the principles of EU market functioning has been considered as a challenge.

Building upon previous experience, this component will consider issues beyond a mere legal approximation with a view to harnessing Norwegian experiences and operational practices on organizational and practical levels.

Having said this, it must be noted, that the harmonisation of legislation does not and cannot take place in time-wise isolation, but rather should be a continuous, sustainable effort, following the continuous development of the body of European legislation.

In this respect, support to the process of legal approximation and capacity building in Albania will be developed through technical assistance and exchange. An exchange mechanism will be established between the Albanian Maritime Administration and the Norwegian Maritime Administration.

That will provide for building and strengthening institutional capacity and look into issues beyond a mere legal approximation with a view to harnessing European experiences and operational practices on organisational and practical levels. The rationale behind this relates to the capacities and abilities of the local stakeholders to implement and enforce the legislation being approximated, which often lags.

Emphasis will be given to building the capacity, knowledge and staffing-wise, of the local stakeholders, to ensure the effective application of legislation being adopted or approximated. The lack of such capacities may result in delays in the implementation of reforms or the lack of effectiveness thereof.

Outcome 1.1: Strengthen the maritime regulatory framework in accordance to the international maritime practice and EU legislative requirements.

The technical assistance will include support in legislation approximation as per the EU requirements and adopting clearer legal frameworks as per the IMO Conventions, STCW Convention (Manila Amendments) and relevant policies and will also consider other matters, which may not relate directly to *Acquis Communautaire*, but still play a pivotal role in terms of transportation systems as part of broader economies. Such matters include modal shift (from road to marine modes of transport), freight and logistics, green and sustainable transport, etc.

This outcome will result in the following outputs:

Output 1.1 Strengthened policy, legal and regulatory framework in place to support the GoA in maritime sector development.

A sound maritime regulatory framework in accordance to the international maritime practice and EC regulations, will ensure the development of good environmental standards, sustainable use of resources and economic development. In order to strengthen the regulatory framework, the following will be considered as key:

- Support to revision of the existing legislative framework on maritime in compliance with the EU Regulations and Directives.
- Support in the ratification steps of the amendments of MARPOL and SOLAS, including the GHG (MARPOL) and Request on Verification of Container Weight (SOLAS).
- Identification of maritime priorities to be integrated in multi-sectoral strategies and plans
- Enabling environment on the ratification steps of ICZM, IMO EU MRV, regulations and other respective norms.

The main activities to achieve the output are:

- GAP assessment and legal framework mapping and recommendations to fill the legislation gaps in laws/bylaws/regulations.
- Preparing and undertaking a workshop related to the main findings
- Technical expertise to support in achieving compliance with the Regulations and Directives in the field of: (i) Maritime policy (ii) Flag State (iii) Passenger ships (iv) Insurance
- Technical expertise to support in achieving compliance with the MARPOL, STCW and SOLAS convention.
- Identification of maritime priorities to be integrated in multi-sectoral strategies and plans.

- Capacity building of institutions to develop policies and programs to support maritime, ensure public participation, monitoring, assessment and knowledge management.

Output 1.2 Institutional capacity to harmonise standards and regulations through training and exchange programmes

Building upon previous experience, this output will consider issues beyond a mere legal approximation with a view to harnessing European experiences and operational practices on organizational and practical levels. An exchange mechanism between the Albanian Maritime Administration (AMA) with the Norwegian Maritime Authority will provide for building and strengthening institutional capacity.

Training and capacity building will ensure not only raised capacities in policy development and implementation as per the EU requirement, but also adopt best practices where applicable in the main functions, based on the learning by doing approach and mentoring.

Training programmes and an exchange programme will be developed including one exchange visit, to enhance the GMD role as an advisor, driving force, supervisory authority, and improving and harmonising traffic monitoring and management.

The main activities to achieve the output are:

- Training Needs Assessment
- Training of the trainers (ToT) in:
 - o The role of NMA and AMA in policy implementation and policy making serving as an advising body to the relevant ministry in charge of transport and environment sector.
 - o Encourage the maintenance and development of a strong National flag. Research and innovation for Green Ports approaches, risk assessments and lessons learned from accidents are priorities in term of future planning.
 - o The maritime administration should raise capacities as a supervisory authority pursuant to the Law no. 168/2013 "On Safety of Ships and Ports". The supervision includes:
 - o Certification
 - o Document control
 - o Inspection to ensure compliance with the legislation.
 - o Improving and harmonising traffic monitoring and management, strengthening and securing frequent exchange of information between coastal countries to improve safety and security of maritime traffic in the region.
- One exchange visit between the Marine Authorities.
- Assess mechanisms for gathering and sharing information with the regional and local level.

The project will also support to develop a mechanism for gathering and sharing information between Committee members as well as other relevant institutions at both the local and national levels, including other committees such as the Inter-Ministerial Committee on Climate Change.

Finally, the project will support the development of relevant national capacities through supporting the work of the Committee. The involvement of the Committee members will provide adequate coordinated input on maritime transport, port management, financial management, trade, environment, ICZM, and marine pollution from agricultural pesticide deposits in marine waters, on behalf of their respective institutions to lead the way in developing national policies in sectors relevant to maritime transport.

Cross cutting issues that will be tackled through the project implementation relate to promoting awareness about the macro potential in terms of new technologies, aquaculture and fisheries,

marine protected areas and climate change mitigation and adaptation, as well as the direct contribution to SDG14 and interlinkages of all SDGs. This will benefit the GoA efforts to tackle regional experience for the protection, improvement and integrated management of the sea environment and of cross-border natural resources.

Output 1.3 Strengthening the financial sustainability of the General Marine Directorate

Considering the financial restrictions of GMD, that has no financial autonomy and relies almost entirely on the state's budget, the project will on provide for best experiences practices to support the GMD in achieving a new financial status as a self-financing institution, which will support the increasing of the technical standards, and effectiveness of administration. GMD will be empowered to supplement its budget through projects as well as other legal sources of income such as generating revenue through providing services to third parties.

The main activities are:

- Develop a baseline assessment considering the institutional management analyses and financial analysis of the GMD with reference to:
 - o **Historical Analysis**
 - i. Historical Funding Analysis
 - ii. Historical Funding Trends
 - o **Financial Analysis**
 - i. Operational Budget and Shortfalls
 - ii. Summary Financial Statement
 - o **Functional Areas of Business**
 - i. Facility Operations
 - ii. Management and Administration
- Develop a sound institutional framework providing for best practices and viable options on financial sustainability.
- Enable the environment to support the GMD financial sustainability from viable income generating schema accompanied by a business plan
- Provide initial financial training to finance administration within the GMD.

The above activities are an initial step towards enabling a self-financing status for the institutions, that will pave the way for future activities to enhance the financial sustainability of Maritime system in Albania.

Component 2: Increasing governments efforts on promoting the establishment of maritime cluster and coordination between such clusters

The component will be implemented in Durrës, Lezha, Vlora and Saranda where Albanian ports are located. The development of maritime activities, indication of innovative and modern technologies communication, strengthening coordination network between partners and commitment to implement a common vision, are considered very necessary processes, regionally and nationally to pave the way for the development of a Maritime Clusters in Albania.

Maritime Cluster organizations and their activities would have a significant impact to the Albanian economy.

Albania has made a remarkable progress on upgrading and repairing roads, rail and maritime infrastructure, especially the one linked with the Adriatic-Ionian Corridor and Corridor VIII. Meanwhile, the lack of important Albanian ports is evident in the "List of Sea Ports in the Core and Comprehensive Networks".

The General National Plan 2015 - 2030 highlights the strengthening of capacity and functions of the main existing ports-Shengjin, Durrës, Vlora and Saranda, on the basis of studies that will ensure the differentiation of functions and technical projects for the implementation of adequate conditions.

Implementing maritime policies and developing maritime clusters is in the interest of the European Union as well, mostly because of the significant role that maritime transport and offshore services has in the European economy.

Output 2.1 Stakeholders provide feedback and insights related to maritime sector to further elaborate the role of Maritime Cluster and potential in Albania

In Albania there are no maritime clusters and the government will need to consider the support of different activities under maritime clusters. Mapping of relevant local maritime clusters, incentives and tools to support their development at least at the first steps of their inception should be considered under grants national scheme for economic development programs.

The main activities are:

- A kick off workshop will be will be organized in cooperation with line ministries, Port Authorities.
- Assessment of the potential to develop a Maritime Cluster in Albania considering the following: (i) specialization and perspectives, (ii) gaps in existing national legislation (iii) promotion of research, development and innovation, providing for guidelines to develop at least one maritime cluster (Aquamarine, Tourism, Fishery or Transport)
- Build a permanent database on economic facts and figures with the perspective of maritime cluster and the role in the future.
- Workshop on the role of Maritime Cluster and potentials for Albania.

Output 2.2 Capacity building of regional & national institutions and other stakeholders (including business, youngsters, NGOs) are improved.

Developing a marine cluster in Albania, is not only important to encourage the cooperation between the representatives from different branches of the maritime industry but also create a relation with the academic sector, the national and local authorities and the NGO's.

In parallel to the government efforts, the focus will be on the capacity development and networking between Small and Medium Enterprises, public entities at local and central level, public and research institutions, universities, which are considered main actors for achieving an added value on maritime cluster.

The long- term aim is for 4 regions/ports to develop as a cluster (mid-term for at least one of them) and to achieve the best financial result such as: port place, expenditure, equipment, operators, information systems, communication services in port area, taxes and government regulation and non-financial: like satisfaction of businesses, market share, trades and sales development. All this factor will be measured during the survey.

The lessons learned from this output will be scaled up through a regional conference involving all stakeholders.

The main activities are:

- Training on Addressing Albanian Maritime cluster development and capacity-building.
- Regional Conference on Maritime Cluster: key strategies and successful factors for developing and making more competitive the maritime sector in Albania.
- Design and publication of a reportage/video will give a panorama of maritime cluster potential in Albania, to guarantee large public information.
- Communication and Awareness activities

Component 3: Piloting maritime solutions and raising public awareness regarding impact on environment and need for response

Tackling the local level actors, knowledge will be enhanced, and solutions provided in line with the GoA efforts to provide for an integrated coastal zone management, and marine litter and port pollution solutions.

Output 3.1 Integrated solutions and awareness raised for maritime and environmental pollution.

The aim is for bodies tasked with active controls and inspections in maritime transport sectors, who are at the forefront of the implementation of legal acts, effectively apply institutional and capacity building in the field of Maritime Safety and Security, achieved through the following main activities:

- Effective application of the institutional capacity building in the field of Maritime Safety and Security in line with the Paris Memorandum of Understanding (Paris MoU);
- Assessment on integrated solutions for prevention and management of marine litter and pollution from ships and port facilities, in line with the ecosystem approach of the Barcelona Convention and ICZM.
- Provide hands on experience on integrated management of marine litter in port facilities.

Effective participation of both men and women will be ensured throughout all the component activities in capacity building and training.

Resources Required to Achieve the Expected Results

In terms of management responsibility for the project, UNDP will be responsible for carrying out all activities under the project. This entails ensuring that results and targets are reached within agreed deadlines. UNDP will also be in charge of carrying out all procurement for services / goods / equipment / works and managing grant award procedures; as well as awarding, signing and executing the resulting procurement.

Primary stakeholders include Ministry of Infrastructure and Energy and General Maritime Directorate, other government entities from the national to regional level, as well as private sector entities that have an interest in the project issues.

The project proposes to reach out to all stakeholder groups and will seek maximum engagement in its activities and will ensure that all stakeholder views are continuously reflected in the planned activities and training opportunities.

Partnerships

The main actors of the intended change will be the Ministry of Infrastructure and Energy and their subordinated bodies, Ministry of Tourism and Environment and the Deputy Prime Minister Office, municipalities, ports and private sector.

The Ministry of Infrastructure and Energy will ensure that the project activities will contribute to achieve national priorities as well as the overall coordination of actions within other ministries and governmental institutions. The donor coordination infrastructure of the government of Albania will be fully utilized in terms of information sharing and coordination of efforts and ensuring synergies especially and building on lessons learned and following up the European Union assistance in the area as well as World Bank and GIZ in project mostly related to coastal zone management and WBIF on infrastructure measures in ports

UNDP will guarantee overall management of activities and backstop support all along the implementation.

Risks and Assumptions

Risk	Probability	Consequence	Risk-reducing measures
Lack of high level political support to monitor and follow up on the policy	Medium	Delays in new policy development and adoption	EU support to the Parliament to fulfil its oversight role and to independent institutions to

making and implementation processes.			strengthen their monitoring role. Implementation of targeted and well-planned communication and visibility activities
Lack of capacities of the local stakeholders, to ensure the effective application of legislation being adopted or approximated	Medium	Delays in the implementation of reforms or the lack of effectiveness thereof.	Mechanisms of enhancing the cooperation and coordination of the primary and secondary beneficiaries will be considered. It is of critical importance to ensure a common understanding among the transport shareholders with respect to the transport policy development and implementation. Emphasis will be given to building the capacity (both knowledge and staffing-wise) of the local stakeholders, to ensure the effective application of legislation being adopted or approximated.
Difficulties in accessing the necessary data from different institutions. However, access to this data has proven to be very difficult, although public bodies are supposed to provide free access to information.	Medium	Delay in training implementation	The project anticipates that there will be an active involvement of the Steering Committee to provide access to data and information in all relevant line ministries. The EU integration process can also serve as a watchdog on this point, as it has its own requirements regarding sustainable policies and regulations

Stakeholder Engagement

MIE (Ministry of Infrastructure and Energy) in charge of the elaboration of transport policies (including maritime transport) and monitoring of their implementation, it supervises the General Maritime Directorate, Port Authorities and works in coordination with other bodies involved in the implementation of maritime and port related strategies.

The General Maritime Directorate (GMD) in charge with policy implementation and monitoring of maritime activities in conformity with national legislation and ratified international conventions.

GMD was established in 2009 relying almost entirely on the state's budget, and the possibility for self-financing should be further assessed in order for GMD to be able to increase effectiveness of interventions and attract experienced seafarers and maritime professionals to work for the institution.

Port authorities (PA) in Albania operate from 2003 with the objective of ^[1]_{SEP} reforming from a public service model into a landlord port model. Currently, Albania's port system is made of four major port authorities: Durrës, Vlora, Shengjin and Saranda. However, only Durrës Port Authority

operates as a landlord port authority with a full financial autonomy and concession-based terminal operations is a member of the International Association of Ports and Harbors (IAPH). Other ports lack any affiliation, and this deprives the port authorities from national, regional, and international platforms where they can establish industry links, exchange experiences, and learn from global best practice.

The Albanian Coast Guard which is tasked with the monitoring and control of maritime traffic in the territorial waters and coastline of the country, the provision of hydro-navigation and marine signals services, and the operations and management of Maritime Search and Rescue (SAR-M) activities.

The Inter-Institutional Maritime Operational Centre (IMOC) in charge of the coordination, management, and control of the Albanian maritime policies and sector needs. The participating institutions in the IMOC are the Ministry of Interior, the Ministry of Defense, the Ministry of Economy and Finance, the Ministry of Tourism and Environment, the Ministry of Infrastructure and Energy and the Ministry of Agriculture and rural development.

The Ministry of Tourism and Environment is responsible for development tourism and environmental policies sets the standards and requirements for the protection of the environment and monitors the adherence of Albania to relevant international regulations, including on marine environmental protection and integrated coastal zone management (ICZM).

Private sector, companies operating in the port facilities (2 private oil terminal facilities, the oil terminal of Porto Romano (Durrës) and the oil terminal of Vlora Bay (Vlora-1), operate under concession agreements with the GoA for the handling of oil and liquid bulk cargoes); as well as other entities related to maritime transport; aquaculture coastal tourism etc.

Knowledge

The project will develop and follow a structured Communication and Stakeholder Engagement Plan. The Plan will be guided by and respond to project partners' branding policies and requirements, in full recognition of their support and contribution.

Through the Plan, the project intends to raise awareness on project activities, encourage further interaction with local stakeholders and civil society organizations, and disseminate knowledge and information and pressure for more public accountability.

Key visibility outputs are linked to "routine" project activities along the implementation, including:

- (i) National or local level events to launch the project and/or its thematic components;
- (ii) Capacity building workshops and training;
- (iii) Public events involving beneficiaries and main stakeholders;
- (iv) Dissemination of results achieved in the framework of the implementation;
- (v) Utilization of social media to disseminate information on project results;
- (vi) Joint field missions with the Norwegian partners
- (vii) Establishing relations with media to follow and report on project results.

Different type of information will be generated throughout the project duration. Such information includes general information on the project to the project partners and beneficiaries, information to the general public through the activities in the field as well as specific information on specific activities.

All information generated during the program will include details of the project and donor, including donor logo and funding statement. This will apply to printed, electronic or audiovisual types of information.

Sustainability and Scaling Up

Gender equality and women's empowerment: Albania has a total population of around 2.82 million people (2011), of which 49.9% are women. Families in Albania are still based on a traditional patriarchal organization and a stereotypical understanding of gender roles. In the vast majority of

cases, women decide jointly with their husband regarding their use of own money (83%) (by comparison, only 50% of men decide jointly with their wife on how to spend their own cash earnings), as well as decisions regarding health care, household purchases and visits to family or relatives. Girls account for 48.8% of those who complete elementary education, 51% of secondary school graduates, and 64% of university graduates. Women constitute 43.9% of the total number of those employed; the female-to-male employment ratio is thus 0.78 (2012). The employment rate for working age women is 49.5%, whereas for men it is 63.2 %.

The representation of women in decision-making in the public sector shows some signs of improvement. In the National Parliament in 2005, women held a mere 7% of seats, but introduction of quota requirements in Albanian legislation in 2008 almost tripled their representation to 20% in 2013. The Council of Ministers in 2005 only had one-woman Minister out of 14 (7.1%) and 6 Deputy Ministers out of 32 (18.8%); in 2013, women held 30% of Ministers and 34.7% of Deputy Ministers were women. In Local Government, women represent 0% of regional council chairs, 16.6% of the municipal council chairs, and 1.9% of the commune chairs. As of 2010, women held 12.2% of seats in local government councils and headed 7 out of 384 local government units (constituting only 1.82% of mayors). In the judicial system, women represent 22.2% of the Constitutional Court members, and 30.7% of the Supreme Court. The rate of female employment in the public administration is encouraging (58.7%), but the level of women's participation in leadership positions hardly reflects a balanced participation (24.3% of the highest managerial positions).

To ensure that there are no disproportionate negative impacts to women or other disadvantaged or vulnerable groups, appropriate involvement of all social groups will be ensured during the project's implementation.

In the inception phase of the project all relevant vulnerable groups will be identified, as well as gender equality considerations, to ensure their equitable involvement throughout the project implementation. Both men and women will be invited to every national consultation, workshop and training, and the project implementation team will be gender balanced. Key indicators for gender equality considerations and involvement of vulnerable groups will include their active participation during project implementation, such as: the percentage of women present at stakeholder meetings (especially local meetings that will not take place in the capital Tirana); and the number of women involved in drafting of government documents, public hearings, trainings etc. All documents (national plans, strategies and rehabilitation plans, etc.) developed in all project components will consider gender mainstreaming and inclusion.

The likely mechanisms for gender mainstreaming in the project will be:

- Ensuring gender balance when representing different sectors and conducting activities of the project;
- Optimising entrepreneurial and decision-making opportunities for women through promoting gender parity in recruitment;
- Assessing impacts of the project for men and for women;
- Training to scale up the involvement of women in planning and management of the maritime sector.

Sustainability: Overall, the project will empower stakeholders to take more ownership/responsibility for maritime sector management, for example through clarifying institutional responsibilities among key agencies and improving coordination through the Steering Committee, and by empowering communities and local stakeholders to take part in decision making processes on policy development through participatory processes. The project's design seeks to optimize prospects for achieving sustainability in four key areas: financial, policy and institutional, environmental and social.

Financial sustainability: The assumptions and preconditions for the action whereby national Authorities are committed to invest in upgrading human capacities at the outset of the action provides a good foundation for financial sustainability. Although to be noted that self-sustainability of some of the project results could not be expected soon. For example, the long-term

sustainability of a self-financing GMD will require a full assessment and a clear capitalisation strategy that the government will have to implement.

In the same time the long-term investment triggered by the action in capacities and institutional set up will accelerate Albania compliance with EU and enable access to funding sources for further implementation making use of EU national and regional funds.

Policy and Institutional sustainability: Capacity development activities in a exchange approach with Norway will strengthen and incentivize better public-sector management, partnership and governance among existing institutions especially through introduction of partnership with universities.

At the individual levels, ownership of project outcomes and inclusion of individuals from target institutions in implementation will increase their commitment to integrate innovations and results into their day to day work. The introduction of best practices from Norway and coordination in implementation of Multilateral agreements will benefit long term interventions in the maritime sector, lending policy sustainability by anchoring the action in Albania's EU integration.

Environmental and social sustainability: Throughout the project activities recognize the linkages and interconnectedness between environmental risks, vulnerabilities and climate change and equal participation of men and women in all project activities. The involvement of the Steering Committee members will provide adequate coordinated input on maritime transport, port management, financial management, trade, environment, ICZM, and marine pollution from agricultural pesticide deposits in marine waters, on behalf of their respective institutions to lead the way in developing national policies in sectors relevant to maritime transport.

Communication and visibility plan: The project will develop and follow a structured Communication and Visibility Plan. The Plan will be guided by and respond to project partners' branding policies and requirements, in full recognition of their support and contribution.

Through the Communication and Visibility Plan, the project intends to raise awareness on project activities, encourage further interaction with local stakeholders and civil society organizations, and disseminate knowledge and information and pressure for more public accountability.

Key visibility outputs are linked to "routine" project activities along the implementation, including:

- National or local level events to launch the project and/or its thematic components;
- Capacity building workshops and training;
- Public events involving beneficiaries and main stakeholders;
- Dissemination of results achieved in the framework of the implementation;
- Utilization of social media to disseminate information on project results;
- Joint field missions with the Norwegian partners
- Establishing relations with media to follow and report on project results.

Different type of information will be generated throughout the project duration. Such information includes general information on the project to the project partners and beneficiaries, information to the general public through the activities in the field as well as specific information on specific activities.

All information generated during the program will include details of the project and donor, including donor logo and funding statement. This will apply to printed, electronic or audiovisual types of information.

UNDP has a regular practice of developing publications (currently over 50 different topics including best practices, guidelines and reports) widely accessible for distribution on the best practices in environment to promote learning among projects on protected areas and coastal protection and broaden the scope of impact of individual projects. Communications experts on regional level prepare provide assistance and assist in showcasing national-level stories through regional and

global-level media to further disseminate information on individual project success. This aspect of UNDP's work ensures project visibility, but also will be an important step in promoting the replication of the project successes beyond the scope of Albania.

V. RESULTS FRAMEWORK¹

<i>Enhancing the development Albanian Maritime Sector through technical assistance and increased partnership</i>				
Component 1: Improve governance and institutional capacity of maritime sector to harmonize standards, and regulations through aligned policies				
Outcome (overall objective)	Outputs (results)	Inputs (Activities)	Indicators, Baseline and Targets	Verification
Strengthen the maritime regulatory framework in accordance to the international maritime practice and EU legislative requirements	Strengthened policy, legal and regulatory framework in place to support the GoA in maritime sector development.	<ul style="list-style-type: none"> - GAP assessment and legal framework mapping and recommendations to fill the legislation gaps in laws/bylaws/regulations. - Preparing and undertaking a workshop related to the main findings - Technical expertise to support in achieving compliance with the Regulations and Directives in the field of: (i) Maritime policy (ii) Flag State (iii) Passenger ships (iv) Insurance - Technical expertise to support in achieving compliance with the MARPOL, STCW and SOLAS convention. - Identification of maritime priorities to be integrated in multi-sectoral strategies and plans. - Capacity building of institutions to develop policies and programs to support maritime, ensure public participation, monitoring, assessment and knowledge management 	<ul style="list-style-type: none"> • GAP assessment updated, and recommendations prepared for follow up. • One workshop conducted on main findings. • 1 EU Regulation and 3 EU Directives are adopted into the national legislation. • Amendments of MARPOL, STCW and SOLAS are adopted through 4 legal acts. • 10 technical level staff from the main identified institutions have developed capacities based on the new adopted legislation. 	<p>Enacted legislation and regulations.</p> <p>EU Progress Reports</p> <p>Project reports</p> <p>Donor Reports</p>

¹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	<p>Institutional capacity to harmonise standards and regulations through training and exchange programmes</p>	<ul style="list-style-type: none"> - Training Needs Assessment - Training of the trainers (ToT) in: <ul style="list-style-type: none"> o The role of NMA and AMA in policy implementation and policy making serving as an advising body to the relevant ministry in charge of transport and environment sector. o Encourage the maintenance and development of a strong National flag. Research and innovation for Green Ports approaches, risk assessments and lessons learned from accidents are priorities in term of future planning. o The maritime administration should raise capacities as a supervisory authority. The supervision includes: (i) Certification (ii) Document control (iii) Inspection to ensure compliance with the legislation. o Improving and harmonising traffic monitoring and management, strengthening and securing frequent exchange of information between coastal countries to improve safety and security of maritime traffic in the region. - One exchange visits between the NMA and AMA. - Assess mechanisms for gathering and sharing information with the regional and local level. 	<ul style="list-style-type: none"> • A TNA and training modules are developed. • Four Training of Trainers (ToT) conducted for at least 50 staff of the MIE and GMD. • One exchange/ field visit organized between AMA and NMA. • One workshop conducted to share lessons learned. • Mechanisms for gathering and sharing information are assessed and recommendations provided. 	<p>Training modules</p> <p>List of participants</p> <p>Minutes of the meetings</p> <p>Project reports</p> <p>Donor reports</p>
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Strengthening the financial sustainability of the General Marine Directorate	<ul style="list-style-type: none"> - Develop a baseline assessment considering the institutional management analyses and financial analysis of the GMD with reference to: <ul style="list-style-type: none"> o Historical Analysis <ul style="list-style-type: none"> iii. Historical Funding/Incomes Analysis iv. Historical Funding/Incomes Trends o Financial Analysis <ul style="list-style-type: none"> iii. Operational Budget and Shortfalls iv. Summary Financial Statement o Functional Areas of Organization <ul style="list-style-type: none"> iii. Facility Operations iv. Management and Administration - Develop a sound institutional framework providing for best practices and viable options on financial sustainability. - Enable the environment to support the GMD financial sustainability from viable income generating schema accompanied by a business plan - Provide initial financial training to finance administration within the GMD. 	<ul style="list-style-type: none"> • Baseline assessment report finalized and discussed with the GMD and MIE. • DCM accompanied by a business plan developed to support the GMD in self-financing. • At least 8 staff from GMD trained on financial mechanisms.
Component 2: Increasing governments efforts on promoting the establishment of maritime cluster and coordination between such clusters		

Government has increase efforts on coordination and achieving an added value to maritime cluster.	Stakeholders provide feedback and insights related to maritime sector to further elaborate the role of Maritime Cluster and potential in Albania	<ul style="list-style-type: none">- Kick off workshop will be organized in cooperation with line ministries, Port Authorities.- Assessment of the potential to develop a Maritime Cluster in Albania considering the following: (i) specialization and perspectives, (ii) gaps in existing national legislation (iii) promotion of research, development and innovation, providing for guidelines to develop at least one maritime cluster (Aquamarine, Tourism, Fishery or Transport).- Build a permanent database on economic facts and figures with the perspective of maritime cluster and the role in the future.- Workshop on the role of Maritime Cluster and potentials for Albania	<ul style="list-style-type: none">• At least 50 participants in the kick off workshop.• % of stakeholders providing input to the SA• Study Analyzes (SA) on of the potential to develop a Maritime Cluster in Albania is drafted.• One potential cluster screened and consulted• A network platform is set for stakeholder following the workshop.	Kick off meeting Project reports Minutes of the workshop List of participants Donor reports
Capacity of building regional & national institution and other stakeholders (including business, younger, NGOs are improved	<ul style="list-style-type: none">- Training on "Addressing Albanian Maritime cluster development and capacity-building".- Regional Conference on Maritime Cluster: key strategies and successful factors for developing and making more competitive the maritime sector in Albania.- Design and publication of a reportage/video will give a panorama of maritime cluster potential in Albania, in order to guarantee large public information.- Communication and Awareness activities	<ul style="list-style-type: none">• At least 45 persons trained by the project and use their capacities• Regional Conference conducted.• Video reportage aired on social media and social channels.	Training modules List of participants Minutes of the meetings Project reports Donor reports Video reportage Social media outreach	

Component 3: Piloting maritime solutions and raising public awareness regarding impact on environment and need for response				
Strengthen the capacities and awareness on integrated coastal zone management.	Integrated solutions and awareness raised for maritime and environmental pollution.	<ul style="list-style-type: none"> - Effective application of the institutional capacity building in the field of Maritime Safety and Security in line with the Paris Memorandum of Understanding (Paris MoU); - Assessment on integrated solutions for prevention and management of marine litter and pollution from ships and port facilities, in line with the ecosystem approach of the Barcelona Convention and ICZM. - Provide hands on experience on integrated management of marine litter in port facilities. 	<ul style="list-style-type: none"> • At least 20 people trained on Paris MoU • Study prepared and presented in a national workshop on integrated solutions for waste management in ports. • Immediate, short-term, medium-term and long-term waste management measures developed. 	List of participants Minutes of the meetings Waste management measures endorsed Project reports Donor reports

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Progress will be followed and measured by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified before the commencement of the project and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. A Monitoring Schedule Plan shall be activated and updated to track key management actions/events.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions and broader as applicable.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation	Annually, and at the end of the project (final report)	As stipulated also in the Cost share agreement with the donor

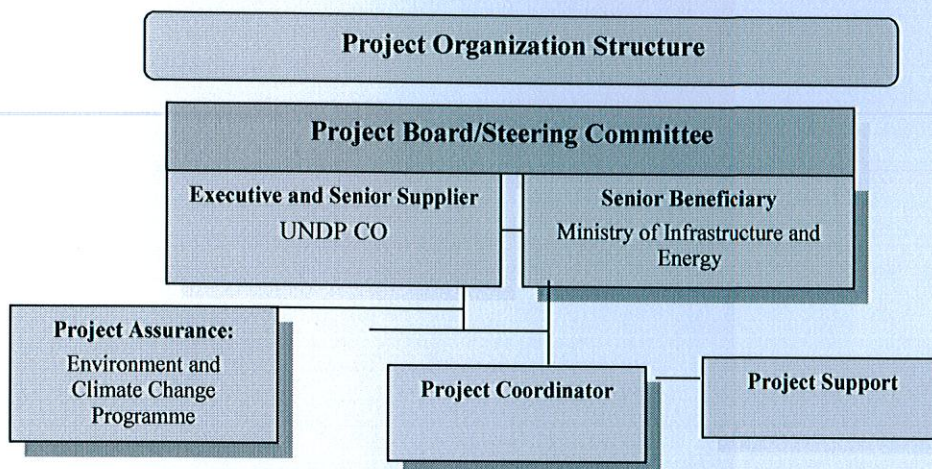
	measures, and any evaluation or review reports prepared over the period.			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually		Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

VII. MULTI-YEAR BUDGET²

No	Budget item	[Year 1]				[Year 2]				[Year 3]				Total
		No	Unit	Unit cost	Cost	No	Unit	Unit cost	Cost	No	Unit	Unit cost	Cost	
	Grant applicant, total													
1	Personnel costs				42,000				42,000				42,000	126,000
	Project coordinator	12	month	1,500	18,000	12	month	1,500	18,000	12	month	1,500	18,000	54,000
	Project assistant (finance and admin part time)	12	month	1,000	12,000	12	month	1,000	12,000	12	month	1,000	12,000	36,000
	Technical expert	12	month	1,000	12,000	12	month	1,000	12,000	12	month	1,000	12,000	36,000
2	Travel				4,450				4,525				5,450	14,425
	International experts travel (per diem)	15	days	130	1,950	15	days	130	1,950	15	days	130	1,950	5,850
	Flight expenses	2	no flights		2,000	2	no flights		2,075	2	flights		2,000	6,075
	Local experts travel (per diem)	10	days	50	500	10	days	50	500	30	days	50	1,500	2,500
3	Specific project-related costs													
3.1	Component 1				256,957				101,000				115,800	473,757
3.1.1	International Consultants	60	days	600	36,000	60	days	600	36,000	100	days	600	60,000	132,000
3.1.2	Local Consultants	##	days	200	24,000	120	days	200	24,000	109	days	200	21,800	69,800
	Contractual services													
3.2.3	Companies	4	unit		188,957	2	unit		35,000	1		10,000	10,000	233,957
3.1.4	Conference & events	1	workshops		6,000	1	workshop	1,000	5,000	2	trainings	10,000	20,000	31,000
3.1.5	Communic & Audio Visual Equip	1	w/shop materials	2,000	2,000	1	w/shop materials	1,000	1,000	1	publication	4,000	4,000	7,000

² Budget calculations are done using the exchange rate 7.829 NOK-USD of the application date provided by Norwegian Government

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The **Project Board** (also called Project Steering Committee) is responsible for making by consensus, management decisions when guidance is required approval of project annual workplans. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project progress report, including the quality assessment rating report; make recommendations for the workplan.

Senior Beneficiary: Ministry of Infrastructure and Energy's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiary.

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary monitors progress against targets and quality criteria.

Executive and Senior Supplier: UNDP is ultimately responsible for the project. The role of UNDP is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes.

The **Project Coordinator** will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The **project assurance** role will be provided by the UNDP Country Office/*Environment and Climate Change Portfolio*. The quality assurance role supports the Project Board and Project Coordination unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

IX. LEGAL CONTEXT

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

The project will be executed through Direct Implementation (DIM) whereby UNDP takes the role of Implementing Partner and assumes the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. Accordingly, UNDP must follow all policies and procedures established for its own operations.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
 2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
 3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
 5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
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