



# INCEPTION REPORT (ANNEXES)



*Consolidation of Territorial and Administrative Reform*

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## STAR2 – Consolidation of the Territorial and Administrative Reform

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### Important Disclaimer

STAR2 – Consolidation of the Territorial and Administrative Reform is a project funded by the EU, Sweden, Italy, Switzerland, US(AID), UNDP and the Government of Albania. The direct beneficiary of the project is the Minister of State for Local Issues (MSLI), Albania. The project is being implemented by the United Nations Development Programme (UNDP) Country Office in Albania. Views and comments in this report do not necessarily reflect the views of the abovementioned institutions.

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## Acronyms

AAC	Albanian Association of Communes
AAM	Albanian Association of Municipalities
AITR	Agency for the Implementation of the Territorial Reform
ALA	Association of Local Autonomy
ASPA	Albanian School of Public Administration
CB	Capacity Building
CDR	Combined Delivery Report
CoE	Council of Europe
COFOG	Classification of the functions of government
CS	Civil society
CSL	Civil Service Law
CSO	Civil society organization
DLDP	Decentralization and Local Development Program
DLG	Decentralization and Local Governance
DOPA	Department of Public Administration
e-PAV	Electronic Platform of Local Administration
FIL	Freedom on Information Law
GDA	General Directory of Archives
GDT	General Directorate of Taxes
GoA	Government of Albania
HR	Human resources
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
HRMU	Human Resources Management Unit
IPMG	Integrated Policy Management Group
LGAP	Law on General Administrative Procedures
MoF	Ministry of Finance
MSLI	Minister of State for Local Issues
MTBP	Medium Term Budget Programme
NIM	National Implementation Modality
NPD	National Project Director
NSDI	National Strategy for Integration and Development
OSS	One Stop Shop
PAC	Project Appraisal Committee
PAR	Public Administration Reform
PEFA	Public Expenditure and Financial Accountability

PFM	Public Finance Management
PFP	Project Field Presence
PLGP	USAID's Planning and Local Governance Project in Albania
PM	Project Manager
PMT	Project Management Unit
PPR	Project progress report
PSC	Project Steering Committee
RDF	Regional Development Fund
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee
SDG	Sustainable Development Goal
SOP	Standard Operating Procedures
TA	Technical assistance
TAR	Territorial and Administrative Reform
TNA	Training Needs Assessment

## Annex 1: Consultations with key actors and stakeholders

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
<b>Local Government Units</b>		
61 Municipalities represented by Mayors and high level management staff	<ul style="list-style-type: none"> <li>- to introduce the 2nd phase of STAR project, its objectives and management staff</li> <li>- receive feedback on priority areas for intervention as well as possible approaches and assistance strategies</li> <li>- ensure their commitment, cooperation and support during the project implementation.</li> </ul>	<ul style="list-style-type: none"> <li>- All LGUs are keen to collaborate with STAR 2 and see their administrations capacitated to perform better</li> <li>- Almost all LGUs request capacity building assistance for their administrations as foreseen by STAR 2 assistance packages including OSSHs and archives</li> <li>- A few LGUs have made specific requests to support them to establish municipal websites</li> <li>- 61 Memorandums of Understanding are signed between STAR2, AITR and municipalities to ensure commitment and collaboration</li> </ul>
Municipalities of Tirane, Lezhe, Kurbin, Kuçove, Ura Vajgurore and Berat	<ul style="list-style-type: none"> <li>- to brainstorm and get feedback on the existing experiences with municipal data collection and statistics from municipalities of different sizes. Main topics of discussion:               <ul style="list-style-type: none"> <li>o Type of data municipalities produce</li> <li>o Existing reporting systems / experiences at municipal level</li> <li>o Indicators used to measure service performance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- There is no standard system for data collection / processing</li> <li>- There is no reporting or standards on service performance measurement</li> <li>- Municipalities lack technical capacities to collect, process and make use of data</li> </ul> <p>It is important to note that municipalities are increasingly more aware of the importance of data and are appointing focal points/ responsible for data collection at municipal level.</p>
<b>Ministries</b>		
Ministry of Finance	<ul style="list-style-type: none"> <li>- to get acquainted with Ministry's plans in support to local governments in the context of PFM reform,</li> <li>- to re-iterate the main interventions of STAR2 in the area of local finance</li> <li>- to seek for instruments of coordination and collaboration with the Ministry for ensuring adequate complementarity and synergy among contributing stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Ministry welcomed the idea that STAR2 will be engaged in the field of local revenue management, pursuing and extending the previous assistance given by PLGP.</li> <li>- The Ministry also noted that as PLGP is ending, the Ministry might need more support in the field of property tax, an area that might be considered by STAR2.</li> <li>- Ministry of Finance confirmed the need for coordination in the field of local finances and PFM. The Ministry plans to organize shortly a local finances/PFM coordination group with representatives from organizations and projects that contribute to this sector, including STAR2.</li> <li>- Coordination will consist in exchanging information on the activities undertaken by each stakeholder, avoiding overlaps and providing basic guidelines for the development of curricula, which should ideally be screened by the Ministry for compliance with set principles and national policies before being finalized and used. The Ministry may also assist in the development of some of the curricula.</li> </ul>
Ministry of Interior	To receive information on the plans and progress of delegation of the fire protection and rescue function, problems encountered and	Ministry of Interior confirms that there are curricula for fire protection, but these curricula must be still elaborated due to the complexity of issues related to fire protection. There is also a training plan, but there is no proper polygon for training. Mol will share the curricula and the list of trainers with STAR2.

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	suggestions for follow up and cooperation.	
Ministry of Agriculture, Rural Development and Water Resources	Clarify the status and issues related to delegated functions, the experience, plans, practices, existing knowledge, curricula, resource people and suggestions for follow up in the new context.	<p>Ministry of Agriculture confirmed the existence of curricula's and an available pool of trainers and ongoing projects particularly on irrigation and drainage systems. Some of the curricula are new or being updated with support from a World Bank project. The Ministry of Agriculture will share the curricula with MSLI.</p> <p>It is important to note that there are no curricula for rural development, an area that STAR2 intends to support.</p>
Ministry of Education and Sports (MES)	The general objective of the meeting was to receive information on how the Ministry is handling and monitoring the process of delegation of pre-school education to LGUs, the problems encountered and suggestions for collaboration and support.	<p>Ministry of Education and Sports expressed willingness to cooperate with STAR 2 with regard to the functions delegated to the Municipality in the area of education:</p> <ul style="list-style-type: none"> <li>- school infrastructure,</li> <li>- management and regulation of preschool education system (including kindergartens' education staff),</li> <li>- pre-university education.</li> </ul> <p>The Ministry noted, among other problems/needed actions, the following:</p> <ul style="list-style-type: none"> <li>- Establishment of a system of procedures for the delegated functions</li> </ul> <p>. Experts of the Ministry of Education are ready to offer their assistance</p> <ul style="list-style-type: none"> <li>- Preparation of a clear function task description for the Municipal staff in charge of the new delegated function</li> </ul> <p>STAR 2 might contribute in this regard to draw up detailed job description, following the experience from STAR1, which designed job descriptions for certain functions.</p> <ul style="list-style-type: none"> <li>- Clarification of budget issues for transferred services and relationship with Regional Directory for Education and Education Offices.</li> </ul> <p>STAR2 will consider the partnership with MES in the implementation of assistance related to the re-organization of services in the area of education and sport Collaboration with the line ministry will also require facilitation and support from MSLI and the AITR. This is work in process.</p>
<b>State Agencies</b>		
Commissioner for the Oversight of the Civil Service Law (COCSL)	<p>to discuss on:</p> <ul style="list-style-type: none"> <li>- The role of the Commissioner for the oversight of the CSL</li> <li>- Type of assistance COCSL provides to LGUs</li> </ul>	<ul style="list-style-type: none"> <li>- The COCSL provides ongoing assistance to municipalities on implementation of CSL based on demand. The assistance is provided online, on the job assistance related to concrete cases, and via telephone calls.</li> <li>- COCSL appreciates STAR2 engagement in CSL implementation support</li> <li>- Agreed that COCSL will collaborate with STAR2 by providing regular updates about LGUs in terms of CSL implementation. Based on their monitoring reports STAR2 will identify gaps / needs and design its support.</li> <li>- During implementation, STAR2 will consider ways of involvement of COCSL</li> </ul>
Commissioner for the Right to Information and Protection of Personal Data	<p>The main objective of the meeting was to discuss on:</p> <ul style="list-style-type: none"> <li>- The role of the Commissioner for the Right to Information and Protection of Personal Data</li> </ul>	<ul style="list-style-type: none"> <li>- Commissioner for the Right to Information and Protection of Personal Data informed on their regular monitoring regarding municipal compliance with the two main laws.</li> <li>- Even though the Commissioner has provided trainings (via ASPA) on the Law on Right to Information and Protection of Personal Data in all</li> </ul>

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	<ul style="list-style-type: none"> <li>- Level of implementation of the Law on the Right to Information</li> <li>- Level of implementation of the Law on Notification and Public Consultation</li> <li>- Level of municipal compliance in view of developing Transparency Programs</li> <li>- LGUs' needs and gaps from the perspective of the Commissioner for the Right to Information and Protection of Personal Data</li> </ul>	<p>Municipalities, monitoring reports indicate there is still need to continue with trainings in these areas.</p> <ul style="list-style-type: none"> <li>- Moreover, the Commissioner identifies 2 main problems: <ul style="list-style-type: none"> <li>- 30 Municipalities do not yet have a website</li> <li>- The existing model Transparency Programs is not user friendly</li> <li>- 30 municipalities do not have Transparency Programs and those municipalities that do, do not update them regularly</li> </ul> </li> </ul> <p>It was concluded that:</p> <ul style="list-style-type: none"> <li>- STAR2 will cooperate with the Commissioner and with ASPA to build upon existing training curricula.</li> <li>- STAR2 will develop standardized websites for 30 municipalities (with specific requirements for budget transparency, publication of municipal acts, procurement information, notifications for public consultations, etc.</li> <li>- It was agreed in principle that STAR2, in cooperation with the Commissioner, design a template Transparency Program for replication to 30 municipalities</li> <li>- STAR2 will promote participation and public consultation mechanisms through various awareness and organizational forms</li> </ul>
Department of Public Administration (DoPA)	<p>The main objective of the meeting was to discuss on:</p> <ul style="list-style-type: none"> <li>- The role and activity of DAP to LGU</li> <li>- Capacity building of LGU related to CSL, Labor Code, Code of Administrative Procedures, ethics, accountability &amp; transparency</li> <li>- Curricula and manuals available</li> <li>- Collaboration with STAR2</li> </ul>	<p>As a public body, responsible for implementation &amp; management of Civil service in central level, DAP contributes to the administration of the HRMIS (civil service register) which includes LGUs as well as to provide ongoing assistance on CS law implementation. In cooperation with ASPA, DoPA contributes to the capacity building process for the implementation of local administration.</p> <p>Challenges identified, which at the same time create potential for cooperation between DoPA and STAR 2 include:</p> <ul style="list-style-type: none"> <li>- The need for training on CSL for political leaders and head of departments</li> <li>- The lack of trainings on the implementation of the Labor Code to Local Government Units</li> <li>- The need for training on the Code of Administrative Procedures at local level following on the informative training for the novelty of Code Administrative Procedure already delivered at central level.</li> <li>- Legal department at local level must be the first target to be trained on the Code of Administrative Procedures.</li> <li>- Potential establishment in the DoPA of a structure on analyses of the integrity &amp; ethics of local government.</li> <li>- Curricula on CSL is available, Curricula for Code of Administrative Procedures is in process. The commentary is not yet finalized. There is not any curricula on the Labor Code</li> <li>- DoPA is open to share with STAR2 the curricula for the Code of Administrative Procedures which is under development and the existing curricula on CSL (Civil Servant Law)</li> </ul>
Albanian School of Public	<p>The main objective of the meeting was to discuss the possibility of collaboration with STAR 2 project.</p>	<ul style="list-style-type: none"> <li>- ASPA informed that the approved training plan for 2017, for various reasons, including resources, does not offer trainings for LGUs, except those supported by dldp on waste management.</li> </ul>

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
Administration (ASPA)	<p>The discussion topics were the following:</p> <ul style="list-style-type: none"> <li>- What is the training plan for 2017?</li> <li>- Which are the existing curricula as property of ASPA?</li> <li>- Which are the training standards of the institution?</li> <li>- The pool of trainers for LG issues</li> <li>- Collaboration with other actors</li> <li>- The collaboration of STAR2 with ASPA</li> </ul>	<ul style="list-style-type: none"> <li>- On the other hand, ASPA has a good set of existing curricula, and is in the process of updating a part of them.</li> <li>- Some of ASPA's curricula of relevance to STAR2 focus on the following: Civil Service Law, Local Finance, Local Government Organic Law, Leadership, Human Rights, Anticorruption, Integrated Services at local level, on Code of Administrative Procedures (draft), etc.</li> <li>- In the framework of collaboration with STAR 2, ASPA proposed to collaborate based on a MOU.</li> <li>- However, it remains to be clarified how the cooperation will function in practice as ASPA retains the copyright on curricula and asked for ownership of project training processes in terms of expertise selection, definition of target group, training durations, curricula, review, evaluations of the process &amp; certifications.</li> </ul> <p>Despite the above, which STAR2 envisages to address institutionally, ASPA committed to provide to STAR2:</p> <ul style="list-style-type: none"> <li>- The training plan for 2017</li> <li>- The list of ASPA trainers for LG issues</li> <li>- ASPA training standards.</li> </ul>
Agency for the Delivery of Integrated Services Albania - ADISA	<p>The objective of the meeting was to discuss areas of cooperation and possibilities of adoption of central level developed tools, methodologies, and templates on service delivery to the relevant STAR2 activities related to service delivery at the local level.</p>	<p>Possible areas of cooperation with ADISA on local service delivery are multiple as ADISA is making progress in several fronts as it relates to service delivery modernization at the central level.</p> <ul style="list-style-type: none"> <li>- A first proposed collaboration is that on testing and developing in practice the colocation of central and local government services in municipal one-stop shop offices</li> <li>- Besides that, ADISA understands that support to LGUs' service delivery improvement should make use and comply with tools and templates developed at national level, therefore ADISA will make available the following: <ul style="list-style-type: none"> <li>o Service classification and codification methodology Service passport; ADISA provides the template and the accompanying explanatory note on how to complete it, and validates final product prepared by STAR2 in collaboration with municipalities for compliance with the template; Service application forms; same as with the service passport;</li> <li>o Complaints template and processing model; ADISA provides template and model;</li> <li>o Detailed service forms (process, legal and IT) and Business Process Re-engineering methodology</li> <li>o Standards in service delivery; ADISA provides templates and models on: <ul style="list-style-type: none"> <li>▪ citizen charter;</li> <li>▪ physical one stop shop key user-friendly layout model characteristics and requirements;</li> <li>▪ key performance monitoring indicators and effective monitoring practices;</li> <li>▪ reporting template;</li> </ul> </li> </ul> </li> </ul>

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
		<ul style="list-style-type: none"> <li>▪ citizen feedback;</li> <li>- Training on customer care; ADISA provides the content</li> </ul> <p>Overall, ADISA provides methodology and templates, and validates upon implementation. The cooperation is built upon acknowledgement of customer-care service delivery standards developed by ADISA and a required validation by the Agency if changes are proposed to established templates. Implementation work is carried out by STAR II in collaboration with municipalities recognizing the partnership with ADISA.</p>
General Directorate of Archives – GDA	<p>The objective of the meeting held with the GDA staff was to:</p> <ul style="list-style-type: none"> <li>- Introduce STAR 2 project and the initiative on the improvement of local archives</li> <li>- Ensure cooperation and support on this activity</li> <li>- Discuss on the long-term objectives on digitalization of archives at national level</li> </ul>	<ul style="list-style-type: none"> <li>- GDA informed about the ideas to develop archives digitalization in national level, GDA and RDA.</li> <li>- GDA supports the initiative and expresses willingness to cooperate with STAR2 in the process of local archiving assistance to local government units</li> <li>- GDA confirmed the compatibility of the existing SMD Alfresco with the legal frame on archives.</li> </ul>
INSTAT	<p>The focus of the meeting with INSTAT was on:</p> <ul style="list-style-type: none"> <li>- Data INSTAT produces at municipal level</li> <li>- INSTAT plans on expanding the type of data produced and collected at municipal level</li> </ul>	<ul style="list-style-type: none"> <li>- INSTAT informed that there is no data produced by INSTAT at municipal level.</li> <li>- INSTAT has 46 employees in 12 regional offices, and it publishes data at this level.</li> <li>- In view of the new organization of local government and the reform in the sector, and on the high demand for data at the municipal level, INSTAT is becoming increasingly aware on the urgent need to modify its organization at local level.</li> <li>- INSTAT is willing to collaborate with STAR2 on municipal data and statistics and sees this opportunity as mutually beneficial.</li> <li>- However, there is need to define further the scope of municipal data for STAR2, taking into account other upcoming initiatives supporting the area of local level statistics</li> </ul>
Albanian Development Fund (ADF)	<p>The main objective of the meeting was to discuss on:</p> <ul style="list-style-type: none"> <li>- Type of assistance provided to LGUs</li> <li>- Existing training plans for rural roads maintenance</li> <li>- Existing / developed curricula</li> <li>- Potential areas for cooperation</li> </ul>	<ul style="list-style-type: none"> <li>- ADF informed that they are increasingly focusing on local investments with a focus on rural roads, water and tourism promotion with an investment leverage.</li> <li>- The institution has a solid know how on rural roads and has developed detailed curricula on: <ul style="list-style-type: none"> <li>o Technical Consideration and Implementation Arrangements</li> <li>o Financing Local Road Maintenance</li> <li>o Planning Inspection, Reporting and Monitoring, etc.</li> </ul> </li> <li>- They have also provided training on road maintenance to 12 main municipalities and this capacity building process goes along with their continuous engagement in this sector.</li> <li>- ADF will also engage in a national programme of investment in the water sector, expanding from the current one, which will be accompanied by capacity building capacities.</li> <li>- A third challenging task is that of tourism promotion through the establishment of Destination Marketing Organizations in the southern Albanian regions.</li> <li>- ADF has not developed service standards, except for (rural) roads.</li> </ul>

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
		Apparently, there is no overlapping with STAR2, on the other hand it seems there is no much commonality for collaboration, although ADF is ready to cooperate and share information with STAR2 on any pertinent matter.
<b>Development Partners</b>		
Swiss Development Cooperation Office (SDC)	The purpose of the meeting was to understand the future plans and focus of Swiss Development Cooperation (SDC and SECO) in the area of local governance as well as points of commonality and division of work with STAR2.	<ul style="list-style-type: none"> <li>- Swiss Development Cooperation is supporting the continuation of its Dldp programme and about to start a new project, “Strong Municipalities”.</li> <li>- Dldp project will continue to provide technical assistance on local finances at central policy level in partnership with the Ministry of Finance and at local level for the aspects of budget planning, budget expenditures and capacity building to LGUs on understanding and internalizing the new Law on Local Finances.</li> <li>- The new “Strong Municipalities” project will focus on (1) municipal data collection and development of a municipal statistical system in accordance with Eurostat standards, (2) support municipal councils to strengthen their representation and oversight functions, and (3) improved municipal services and citizens’ participation in public decision making processes, this latter in complementarity with STAR2, among other considerations.</li> <li>- “Leviz Albania” project is another initiative on enhancing local democracy demand, which STAR2 will complement with support for local democracy supply.</li> <li>- In addition, SECO is formulating a new project in follow up to the identified weaknesses through a PEFA assessment at local level carried out by SECO and USAID earlier this year.</li> </ul> <p>It was agreed that given the SDC advanced or track record in some areas, STAR2 will not deal with LGU capacity building activities related to budget planning and execution, instead STAR2 will focus on areas of revenue and assets management as well as financial control/audit compliance.</p> <p>There is need to coordinate and cooperate in the area of municipal data support activities with SDC/Strong Municipalities project, INSTAT and the LGUs, since STAR2 has also plans to support municipalities and develop a benchmarking system on LGU performance. Coordination is also necessary in the area of capacity building and the OSSs, where exchange of experience, curricula and calendar of activities, especially with Dldp is necessary.</p>
EU Delegation	To understand the content and focus of EU’s new starting project “Municipalities for Europe” and seek avoidance of overlapping and potential for synergies	<p>“Municipalities for Europe” will aim to raise awareness and knowledge among LGUs and local communities on the EU, its policies and programs through various approaches and events, including also through anchoring an EU desk in each of the Albanian municipalities.</p> <p>This initiative overall does not overlap with STAR2 activities, except likely in the area of technical assistance for project development/ preparation, which was originally foreseen in STAR2. This activity is now removed from STAR2, pending further clarification and a re-assessment on whether it is a needed priority.</p>
Italian Cooperation	To discuss about Italian Cooperation plans in support to local government, beyond STAR2 partnership	<ul style="list-style-type: none"> <li>- The Debt Swap programme – IADSA, has consolidated its profile over the last few years, supporting a variety of local development initiatives.</li> <li>- Besides IADSA, Italy promotes also local economic development in the territory through long established field presence in Gjirokastra region (CESVI) and Shkodra region (VIS)</li> <li>- Of relevance to STAR2, Italian Cooperation noted the Italian best practice of integration of municipal services in territory along an</li> </ul>

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		<p>asymmetric decentralization (Emilia-Romagna being the top performer Italian region as well as by European standards), where the most prominent integrated services include: rural development, administrative services, revenue collection, and utilities like waste, water and transport.</p> <ul style="list-style-type: none"> <li>- The Italian Cooperation expressed willingness to facilitate such expertise and know how exchange to STAR2, especially for the activities related to service reorganization and optimization on rural development, though not only.</li> </ul> <p>The latter, deserves further attention as it represents a potential to be explored for best and successful practice.</p>
UN Women	<p>The general objective of the meeting was to discuss on:</p> <ul style="list-style-type: none"> <li>- type of assistance provided to LGUs;</li> <li>- existing Citizens' Scorecard practice;</li> <li>- existing Gender Budgeting practice.</li> </ul>	<p>UN Women informed they have:</p> <ul style="list-style-type: none"> <li>- A good practice of Citizens' scorecard on gender mainstreaming at local level;</li> <li>- A good practice in piloting Gender Budgeting at Local Level.</li> <li>- UN Women shared with STAR2 the Citizens Scorecard practice, which has been consulted during the drafting process of LG Mapping methodology.</li> <li>- STAR 2 will liaison UN Women to consider the gender budgeting practice during the implementation of the third component activity aiming to promote effective participatory budgeting at local level</li> </ul>
UNFPA	<p>The general objective of the meeting was to discuss on relevant activities and plans of UNFPA work at the local level.</p>	<ul style="list-style-type: none"> <li>- UNFPA plans to pilot the establishment of platforms for participatory budgeting with a focus on youth and women in 6 municipalities.</li> <li>- UNFPA has already established and works with a network of local youth &amp; women groups in 17 municipalities. These local groups could be active contributors to the participatory budgeting processes</li> </ul> <p>UNFPA has also a roster of identified experts on youth &amp; women matters who can be mobilized and collaborate in participatory budgeting processes</p> <p>Also, UNFPA is interested to cooperate in the field of municipal capacity building for improved management of social services, especially those on health, as well as support improved health access to the vulnerable.</p> <p>The above indicates a potential for collaboration, more so as UNFPA agrees to select jointly with STAR2 the pilot municipalities and have them included in the wider geographic scope of STAR2 as far as STAR2 participatory budgeting activities are concerned.</p>
<b>LG related programs/projects</b>		
<p>Dldp - Decentralization and Local Governance Programme</p> <p>Supported by: SDC</p> <p>Implemented by: Helvetas</p>	<ul style="list-style-type: none"> <li>- Acquaintance with present and future dldp main areas of intervention and outputs to avoid overlapping, create possible synergies and identify opportunities for STAR2 to advance dldp interventions.</li> </ul>	<ul style="list-style-type: none"> <li>- Dldp confirmed furthering its collaboration with the Ministry of Finance in drafting the necessary sub-laws in the framework of approval of the Law on Local Finances</li> <li>- Dldp will also engage in capacity building for introducing the above Law to all municipalities gradually, though this might be limited to training, while coaching on Law implementation might be the next issue to address.</li> <li>- Dldp will also continue to expand its work on MTBP assistance to LGUs.</li> <li>- In general, dldp assistance will be focused to the aspects of budget execution/expenditures, not covering the revenue management side.</li> <li>- Regarding the OSSh, dldp will gradually phase out its assistance, however, it might conclude with a generic training on OSSh benefiting all municipalities and based on good practices and lessons learned from work in the dldp project areas.</li> </ul>

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
Swiss Intercooperation		<p>In view of these dldp plans, it was agreed that:</p> <ul style="list-style-type: none"> <li>- in the area of PFM, STAR2 project will keep the focus of its activities on local revenue management. Also, STAR2 project can remain on stand-by in case it is necessary to complement assistance for the proper understanding and implementation of the Law on Local Finances, though it will depend on the organizational and financial possibilities of the project further in the implementation.</li> <li>- with regards to the OSShs, since STAR2 is committed to developing them in all the municipalities remaining outside the current assistance, i.e. about 50 municipalities, the initiative of dldp capacity building for the OSShs will be carefully monitored so that messages from both projects do not create confusion among beneficiary municipalities, but create synergy.</li> </ul>
<p>PLGP - Planning and Local Governance Project</p> <p>Supported by: USAID</p> <p>Implemented by: Tetra Tech ARD, Inc.</p>	<p>The objective of the meeting was twofold:</p> <ul style="list-style-type: none"> <li>- to discuss on plgp main areas of intervention and outputs</li> <li>- to identify opportunities for STAR 2 to build upon plgp interventions.</li> </ul>	<p>PLGP will close its activities by end September 2017</p> <ul style="list-style-type: none"> <li>- PLGP has provided extensive assistance in the improvement of tax collection; developed alternative methods to increase own-source revenues; improved management of central government assets under LGU jurisdictions; and ensuring the predictability, accuracy, and transparency of local government budgetary processes</li> <li>- The most important contribution is considered the development of systems related to GIS/TAIS/FAIS/BAIS respectively on territorial planning, taxes, finances and the system of water billing.</li> <li>- Regarding OSSH PLGP has developed them in Korce, Fier, Berat, Sarande, Roskovec and Patos</li> <li>- Tax management software's developed by PLGP are licensed.</li> </ul> <p>It was concluded that PLGP will share with STAR2 project documentation and know-how and products related to:</p> <ul style="list-style-type: none"> <li>- Local tax and revenue management - Manual on tax collection improvement</li> <li>- Training manuals implemented in PLGP municipalities</li> <li>- Tools developed and lessons learned from PLGP work with community structures as well as and good governance and citizens' participation</li> <li>- STAR 2 will consider the engagement of Consultative Councils established from PLGP in the activities aiming to increase the demand of citizens for more participatory and transparent governance, establishment of community structures and participatory budgeting.</li> </ul>
<p>Strengthening Local Government Structures and Cooperation of Local Elected Representatives in Albania project</p> <p>Supported by: SDC / CoE</p> <p>Implemented by: CoE</p>	<p>to discuss on Swiss/CoE project's main areas of intervention and outputs, to avoid overlapping and create synergy between the two initiatives. The main discussion topics include:</p> <ul style="list-style-type: none"> <li>- CoE project engagement in capacity building activities on Human Resource Management at local level (Civil Service Law)</li> <li>- CoE plans, themes, target groups and calendar for 2017</li> </ul>	<ul style="list-style-type: none"> <li>- CoE project and STAR2 can avoid overlapping and be complementary regarding technical assistance on the implementation of CS law at local level.</li> <li>- STAR 2 will build on the existing training modules on CSL developed by the CoE project in collaboration with DoPA/ASPA. Curricula will be updated and tailored to mainly target mayors, deputy mayors and senior managerial staff, who are not targeted by CoE project.</li> <li>- STAR2 activities in this field will be implemented by local experts / NGOs in cooperation with experts from DoPA/CoE help desk.</li> </ul>

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
<p>Lëviz Albania Programe</p> <p>Supported by: SDC</p> <p>Implemented by: a consortium of Albanian CSOs / Foundation for Open Society, Partners Albania and Co-Plan.</p>	<p>to discuss on the support Lëviz Albania programe is providing in view of promoting:</p> <ul style="list-style-type: none"> <li>- Transparency, accountability and citizen participation</li> <li>- Community structures at municipal level</li> <li>- Integrity and ethics in public administration</li> <li>- Small projects implemented in different municipalities</li> </ul>	<ul style="list-style-type: none"> <li>- Lëviz Albania remains available to share information, reports and tools developed by the projects it supports.</li> <li>- Of specific relevance to date are Lëviz Albania projects related citizen participation and citizens' empowerment for a greater transparency and accountability of local administrations</li> <li>- On the other hand, Lëviz Albania has a great interest in the outcomes of the STAR2 LG mapping results.</li> </ul> <p>Both projects will establish regular communication and share relevant information, especially on themes regarding the third STAR2 component on local democracy and participation.</p>
<p>ASPS - Albanian School of Political Studies</p>	<p>to receive information and discuss cooperation on the following:</p> <ul style="list-style-type: none"> <li>- existing technical assistance offered to local government units</li> <li>- type of assistance to be delivered to the new Mayors</li> <li>- existing curricula on local governance</li> </ul>	<ul style="list-style-type: none"> <li>- ASPS informed that it has provided technical assistance to LGUs in the following areas: <ul style="list-style-type: none"> <li>- Training on territorial reform &amp; decentralized functions in view of the Law on Local Self - Governance</li> <li>- How to write project proposals / including EU funds</li> <li>- How to engage in strategic planning</li> <li>- Government &amp; communication</li> <li>- Local development plans</li> </ul> </li> </ul> <p>It was concluded that there is no overlapping with STAR2. ASPS is willing to share the training curricula and pool of trainers with STAR 2.</p>
<p>IADSA Programe</p> <p>Supported by: Italian Development Cooperation</p>	<ul style="list-style-type: none"> <li>- the Debt Swap financing mechanism, focus areas at local level, and capacity building needs for participating local government units.</li> </ul>	<ul style="list-style-type: none"> <li>- STAR2 will focus on good governance and improved service delivery, which are fundamental for the effective functioning of local administrations. On the other hand, IADSA promotes local economic development, on which STAR2 will not give direct assistance. However, there are opportunities for synergy as local administrations that have an improved administrative, financial and service delivery management and adopt participatory decision making approaches, are more likely to identify local development intervention responding to priority local demands and thus having a greater impact.</li> <li>- Thus, with STAR2 project support, municipalities will be better able to succeed in their applications to IADSA or other financing schemes. STAR2 will share relevant and available information and research results to IADSA, if and when required, on specific municipalities and the local governance in general.</li> </ul>

## Annex 2: Update on Outputs and Activities

Outputs & Activities	Original Project Document	Inception Report
Specific Objective 1- Strengthening institutional and administrative capacities of LGUs		
Output 1	Output 1.1 Enhanced human resource management capacities respecting the current laws lead to a more efficient and effective public administration at local level	Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level
Activities	<b>1.1.1 Capacity building of CSL implementation to Mayors and councilors</b> <ul style="list-style-type: none"> <li>- Acquaintance with ongoing and planned assistance, and definition of additional material needed</li> <li>- Develop, by also using existing modules, training packages on Labor Code</li> </ul>	REMOVED
	<b>1.1.2 Support further capacity building on CSL and Labor Code implementation</b> <ul style="list-style-type: none"> <li>- Organize training for at least 120 participants from HR offices on Labor Code</li> <li>- Deliver specific training to mayors on CSL and Labor Code</li> <li>- Deliver training to local top officials, including all women holding vice mayor positions and seeking to reach a women quota of at least 40% of total number of top officials.</li> <li>- Preparing template contracts and other template documents related to labor relationship</li> </ul>	REMOVED
	Partially ex 1.2.2	<b>1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation</b> <ul style="list-style-type: none"> <li>- Adapt training curricula on Code of Administrative Procedures developed by DoPA</li> <li>- Develop and disseminate a User Manual on CAP</li> <li>- Deliver training to municipal and regional councils' officials</li> </ul>
	Partially ex 1.2.2	<b>1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)</b> <ul style="list-style-type: none"> <li>- Review and update the SOPs developed by STAR1 in consultation with LGUs</li> <li>- Introduce SOPs to Municipal officials</li> <li>- Develop and deliver training on SOPs</li> <li>- Facilitate SOP adoption processes</li> </ul>
	Ex 1.2.4	REMOVED
Output 1.2	Output 1.2 Administrative capacities and the integrity of local administrations improved	Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders

Outputs & Activities	Original Project Document	Inception Report
Activities	<p><b>1.2.1. Develop and deliver training curricula on leadership development</b></p> <ul style="list-style-type: none"> <li>- Develop leadership development curricula</li> <li>- Deliver training on leadership development to mayors</li> <li>- Deliver training on leadership development to top local officials and executives</li> </ul>	<p><b>1.2.1. Develop and deliver training on leadership development</b></p> <ul style="list-style-type: none"> <li>- Develop leadership development curricula</li> <li>- Deliver training on leadership development to mayors and top local officials and executives</li> <li>- Ensure equal gender participation in delivered trainings</li> </ul>
	<p><b>1.2.2 Capacity building for the Implementation of the new Code of Administrative Procedures</b></p> <ul style="list-style-type: none"> <li>- Deliver training to 400 civil servants in all municipalities based on DoPA Users' Manual</li> <li>- Publication and dissemination of the User Manual</li> <li>- Fine-tune, in consultation with local stakeholders, internal rules of procedure/Standard Operating Procedures developed by STAR</li> <li>- Follow up municipal adoption of new SOPs</li> <li>- Support training of selected officials for implementation of the SOPs</li> </ul>	Now subdivided in 1.1.3 and 1.1.4
	<p><b>1.2.3. Revise local governments' organizational chart as per typology, context, capacities and compliance with the Code of Administrative Procedures and the Organic Law</b></p> <ul style="list-style-type: none"> <li>- Identify typologies and cluster LGUs for support</li> <li>- Run light functional reviews in all municipalities</li> <li>- Draft, in consultation with local stakeholders, new or fine-tune typological organograms developed by STAR</li> <li>- Conduct introduction workshops per typologies to set the stage</li> </ul>	REMOVED
	<p><b>1.2.4. Capacity building and tools for compliance with the Local Government Organic Law</b></p> <ul style="list-style-type: none"> <li>- Develop manuals/tools for the enforcement and implementation assessment of the Organic Law</li> <li>- Strengthen awareness, understanding and capacities of key staff in each municipality to implement the Law</li> </ul>	REMOVED
	<p><b>1.2.5. Increased local government public ethics and integrity</b></p> <ul style="list-style-type: none"> <li>- Assess the procedures and practices in place to prevent corruption and promote ethics and integrity</li> <li>- Provide training on ethics and transparency to local public administration</li> <li>- Recommend approaches and administrative procedures to ensure accountability and transparency of local governments</li> <li>- Develop, in the context and with stakeholder's participation, the municipal Code of Conduct</li> <li>- Discuss the draft Code of Conduct in local workshops</li> </ul>	Now 3.2.7

Outputs & Activities	Original Project Document	Inception Report
	<ul style="list-style-type: none"> <li>- Support municipalities to adopt the Code of Conduct</li> <li>- Ensure the Code of Conduct is made public</li> </ul> <p><b>1.2.6. Pilot municipal integrity plans</b></p> <ul style="list-style-type: none"> <li>- Select 6 pilot municipalities to engage on drafting municipal integrity plans</li> <li>- Assess in depth operations and procedures in the six pilots</li> <li>- Determine areas to address and indicators, also referring to possible transposition of requirements of the National Anticorruption Strategy</li> <li>- Develop, in consultations with local stakeholders, draft municipal integrity plans and monitoring frameworks</li> <li>- Disseminate the experience and the product to other municipalities</li> </ul>	Now 3.2.6
<b>Output 1.3</b>	<b>Output 1.3 Local public financial and fiscal management capacities enhanced</b>	<b>No change</b>
Activities	<p><b>1.3.1. Capacity building on MTB process and resource allocation at the local level</b></p> <ul style="list-style-type: none"> <li>- Support standardization and unification of local government budgetary programmes to make them compatible with COFOG and comparable across municipalities, in cooperation with the Ministry of Finance</li> <li>- Develop detailed manuals on MTB programme formulation and governance structure within local governments (group for Strategic Management, Programme Management Teams, and relations with the central level).</li> <li>- Provide on the job training and coaching on development of MTB process and strategic resource allocation at the local level</li> </ul>	REMOVED  Will be implemented by DLDP
	<p>1.3.2. Provide training to 61 municipalities on the requirements of the Local Finance Law expected to be enacted within 2016</p>	REMOVED  Will be implemented by DLDP
	<p><b>1.3.3. Support improvement of local level tax collection and enforcement</b></p> <ul style="list-style-type: none"> <li>- Review the incidence and efficiency of revenue and tax collection and administration as well as best practices in 6 small, medium, and large size municipalities</li> <li>- Support municipalities through work with MoF, GDT and LGUs to facilitate access to cash register data, real time remote access to treasury data</li> <li>- Help LGUs analyze data to improve enforcement efforts</li> </ul>	<p><b>1.3.1 Support improvement of local level tax collection and enforcement</b></p> <ul style="list-style-type: none"> <li>- Review the efficiency of tax collection and administration in 6 best performing municipalities.</li> <li>- Identify other best practices on tax collection and management</li> <li>- Introduce such practices to other municipalities</li> </ul>

Outputs & Activities	Original Project Document	Inception Report
	<p><b>1.3.4. Develop local revenue management action plans for 42 municipalities</b></p> <ul style="list-style-type: none"> <li>- Guide prepared for local tax management of main own source revenues based on analysis under 1.3.3</li> <li>- Capacity building and on the job training for Mayors and senior officials on principles of local finances, management of own revenues from local taxes, fees and charges, asset revenues and borrowing</li> <li>- Develop models on increasing effectiveness of administrative decisions enforcement and collection of fines and penalties</li> <li>- Assist municipalities in identification of public and/or private tax collection agents – pilot models</li> </ul>	<p><b>1.3.2 Develop local revenue management action plans for 30 small and medium municipalities</b></p> <ul style="list-style-type: none"> <li>- Guide for local tax management of main own source revenues based on analysis under 1.3.1</li> <li>- Capacity building and on the job training for Mayors and senior officials on principles of local finances, management of own revenues from local taxes, fees and charges, asset revenues and borrowing</li> <li>- Increase effectiveness of administrative decisions enforcement and collection of fines and penalties</li> <li>- Facilitate the identification of public and/or private tax collection agents</li> </ul> <p><u>Note:</u> Number of municipalities reduced for project budgetary reasons</p>
	<p><b>1.3.5. Expand the implementation of the tax management software</b></p> <ul style="list-style-type: none"> <li>- Implement tax software to include taxpayer registries for businesses and households, produce bills, and track payments.</li> <li>- Provide assistance in creation/consolidation of taxpayer databases (where existing), expand databases to household taxpayers</li> <li>- Assist exchange of information with national tax database and Real Estate Registry Database</li> </ul>	<p>REMOVED</p> <p>This activity will not be implemented because PLGP developed tax and finance systems: TAIS-Tax Administration Information System, FAIS-Finance Administration Information System and BAWIS – Billing and Accounting Water Information System are licenced software.</p>
	<p><b>1.3.6. Enable civil society and interested citizens to be effective participants in the participatory budgeting making process</b></p> <ul style="list-style-type: none"> <li>- Develop, introduce tools for participatory budgeting process</li> <li>- Assist municipalities to conduct participatory budgeting process</li> <li>- Prepare user friendly budget report templates for all municipalities</li> <li>- Assist in design of specific financial information section on municipal websites</li> <li>- Train municipal staff in public outreach activities for local budgets</li> </ul>	<p>REMOVED</p>
	<p>New Activity</p>	<p><b>1.3.3 Capacity building on asset and land management to relevant local government department</b></p> <ul style="list-style-type: none"> <li>- Develop curricula on planning for assets management</li> <li>- Target through training the municipal senior managers (vice mayors, general directors of public services, finance, legal and audit departments and departments of asset and land management)</li> </ul>
	<p>New Activity</p>	<p><b>1.3.5 Compliance with the requirements of Supreme State Audit (SSA)</b></p> <ul style="list-style-type: none"> <li>- Develop tools and guidance for municipalities on Supreme State Auditing</li> <li>- Strengthen municipal capacities to avoid violations and to implement recommendations of supreme state Audit</li> </ul>

Outputs & Activities	Original Project Document	Inception Report
		<ul style="list-style-type: none"> <li>- Support the application of such a system for all municipalities</li> </ul>
<b>Specific Objective 2 - Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women</b>		
Output 2.1	<b>Output 2.1 Delivery of services and their management (including new competencies) improved</b>	No change
	<b>2.1.1. Capacity building for mayors, councilors, and local administrators on their specific roles and competencies to efficiently implement functions and deliver local services to the citizens.</b>	<b>2.1.1 Improve the way services are planned, organized, managed and delivered</b> <ul style="list-style-type: none"> <li>- Acquaintance with the current progress of the national service delivery reform and recent legislation</li> <li>- Introduction to service delivery principles, standards and options of delivery</li> </ul>
	<b>2.1.2. Development of model budget estimates for main functions (i.e. road maintenance,) to assist in improving accuracy of budgets (3 pilot municipalities) for scaling up</b> <ul style="list-style-type: none"> <li>- Develop cost and fee policy for typical local government functions, based on existing models underway</li> <li>- Develop standard guides with practical examples on local service management and cost recovery</li> <li>- Develop guide and deliver trainings on service delivery options and economic feasibility, including in-house delivery, outsourcing, PPPs and concessions</li> </ul>	Integrated in 1.3.1
	<b>2.1.3. Assessment of new services deriving from delegated competencies</b> <ul style="list-style-type: none"> <li>- Review the legislation in force regarding the management of the service and its standards</li> <li>- Review, in collaboration with the relevant central level agencies, the modalities of service transfer and work with the LGUs on identifying the necessary steps for a full take in of the competency</li> <li>- Capacity building assistance for taking over and managing the new competencies</li> <li>- Provision of support in specific circumstances to enable quick improvements of services delivered</li> </ul>	<b>2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions</b> <ul style="list-style-type: none"> <li>- Assessment of new services' transfer problems</li> <li>- Review, in collaboration with the relevant central level agencies, the modalities of service transfer and work with the LGUs on identifying the necessary steps for a full takeover of new functions</li> <li>- Capacity building assistance for taking over and managing the new competencies</li> <li>- Provision of support in specific circumstances to enable quick improvements of services delivered</li> </ul>
	<b>2.1.4. General training on project preparation and project implementation</b> <ul style="list-style-type: none"> <li>- Identification of pools of local officials, in at least 40 medium and large municipalities, dealing with project preparation.</li> <li>- Develop tailored curricula for project preparation and management</li> </ul>	REMOVED  Potentially to be addressed in the framework of the forthcoming EU project "Municipalities for Europe" and other initiatives

Outputs & Activities	Original Project Document	Inception Report
	<ul style="list-style-type: none"> <li>- Deliver training to municipal staff in charge of project development</li> </ul> <p>2.1.5. Development of criteria for selection of 6 pilot municipalities</p> <p>2.1.6. Selection of pilot municipalities</p> <p>2.1.7. Identification of service(s) to be reviewed in each pilot municipality</p> <ul style="list-style-type: none"> <li>- Collection of information about the status of public services at local level (STAR1 inputs to be used as well)</li> <li>- Citizen surveys and formal consultations</li> <li>- Criteria developed for selection of services</li> <li>- Proposal and agreement on service selection</li> </ul> <p>2.1.8. Development of service reorganization options</p> <ul style="list-style-type: none"> <li>- Expert review of optimization possibilities</li> <li>- Cost-benefit analysis of relevant options</li> <li>- Decision and agreement on option to work with</li> </ul> <p>2.1.9. Development of outcomes and indicators</p> <ul style="list-style-type: none"> <li>- Expert assistance and public consultations for determining outcomes, baselines and achievable indicators</li> <li>- Identification of data sources and data collection means</li> <li>- Identification of data gaps to address (related to gender or vulnerability disaggregation, area coverage, etc.)</li> <li>- Training relevant stakeholders/operators on data requirements, collection, indicator monitoring and reporting to decision levels</li> </ul> <p>2.1.10. Adoption of an Action Plan</p> <ul style="list-style-type: none"> <li>- Development of a multi-annual Action Plan with clear actions, targets, deadlines and costs, consulted with municipal departments and with the public</li> <li>- Approval of the Action Plan by the municipal council</li> <li>- Publication of the Action Plan in the municipal website</li> <li>- Support online update of the Action Plan</li> </ul> <p>2.1.11. Dissemination of pilot experience / model to other municipalities</p> <ul style="list-style-type: none"> <li>- Organize a series of information trainings targeting non-participating LGUs for sharing knowhow and anticipate future benefits of structured service reorganization</li> </ul>	<p><b>2.1.3 Assist in re-organization of selected services in terms of efficiency and standards (covering former 2.1.5 – 2.1.11)</b></p> <ul style="list-style-type: none"> <li>- Selection of services and pilot municipalities/municipal clusters</li> <li>- Assessment of selected public services</li> <li>- Review of reorganization/optimization options</li> <li>- Public consultations for determining service outcomes, baselines and indicators</li> <li>- Agreement on restructuring the service</li> <li>- Capacity building for relevant municipal staff during transition</li> <li>- Dissemination of experiences to other municipalities</li> </ul>
Output 2.2	<b>Output 2.2 A national benchmarking system for key selected administrative / public services established</b>	No change

Outputs & Activities	Original Project Document	Inception Report
	<p><b>2.2.1. Support the MSLI to establish a benchmarking system on administrative and public services</b></p> <ul style="list-style-type: none"> <li>- Identify a set of data/parameters/indicators necessary and available for populating the system</li> <li>- Identify adjustments / measures to be taken at local government level and project support to ensure the functioning of an input system</li> <li>- Engage in an awareness campaign with local governments to discuss and promote the benefits of the benchmarking</li> <li>- Identify willing LGUs for the first batch of participation</li> <li>- Develop the IT structure for the benchmarking system</li> <li>- Test the system and then deploy</li> <li>- Based on first batch experience, support joining of other municipalities</li> </ul> <p>2.2.2. Support the MSLI in issuing proper instructions on the forms, sources and method of data collection and reporting</p> <p>2.2.3. Provide on the job training to staff responsible for data entering and reporting</p> <p>2.2.4. Support the MSLI in developing an annual report showing status of performance at local level</p>	<p><b>2.2.1 Establish a national benchmark system on local government administrative and public services (covering former 2.2.1 – 2.2.4)</b></p> <ul style="list-style-type: none"> <li>- Review successful international practices and experiences</li> <li>- Assess in the Albanian context data availability and data utilization practices</li> <li>- Outline, through consultations, a national benchmarking system</li> <li>- Support LGUs and national government to adopt and utilize the system</li> <li>- Assist LGUs rollup and system functionality -Support development of annual report on performance benchmarking</li> </ul>
<b>Output 2.3</b>	<b>A one-stop-shop model is defined and scaled up nationwide</b>	<b>No change</b>
	<p>2.3.1. Identification of OSS model for scaling up</p> <ul style="list-style-type: none"> <li>- Detailed review of functionality of existing OSS models, considering their operation until a given cutoff date</li> <li>- Conclusion on their respective efficiency, expandability, affordability, and sustainability</li> <li>- Selection of the OSS model for scaling up by STAR2</li> </ul> <p>2.3.2. Presentation of the selected model to LGUs and identification of LGUs willing to enroll for such assistance</p> <p>2.3.3. Development of an OSS deployment plan based on identified demand</p> <ul style="list-style-type: none"> <li>- Develop a deployment plan and inform participating LGUs</li> <li>- Make sure participating LGUs could cover the cost of hardware through other non-project sources</li> </ul> <p>2.3.4. Start the deployment as per the plan and upon the satisfaction of the above conditionality</p>	<p><b>2.3.1 Develop ad one – stop – shop model and scale it up nationwide</b></p> <ul style="list-style-type: none"> <li>- Review of the context of OSS usage at local level, inclusive of functionality of existing OSS models and the national legal framework</li> <li>- Develop a replicable model based on above considerations and lessons</li> <li>- Identify local level requirements for receiving support</li> <li>- Test the OSS model in real conditions in one or more selected municipalities</li> <li>- Develop a deployment plan and start replication and local capacity building for the OSS system operation</li> <li>- Ensure monitoring, support and maintenance of the system for the initial period of functionality</li> <li>- Hand over the system to each municipality</li> </ul> <p>Issues to be considered:</p> <ul style="list-style-type: none"> <li>- There is need to define an institutional owner of the proposed solution for handover purposes as well as for ensuring post-project maintenance and support</li> <li>- The introduction of a centralized hardware requires coverage of the hardware costs, which were not foreseen in the original approach. These costs could be</li> </ul>

Outputs & Activities	Original Project Document	Inception Report
	<p>2.3.5. Develop regulations to operate the system as per the law requirements</p> <p>2.3.6. Provide training to relevant municipal staff on using the system and handling cases</p>	<p>absorbed by the project, provided project partners agree as well as if other savings in the project budget are made as a result of project simplification and reduction of some activities.</p> <ul style="list-style-type: none"> <li>- Maintenance will have to be ensured after project completion and will be based on SLA agreements between the service provider and each municipality. The project will only cover the first year maintenance and make an upfront payment. Each municipality is then responsible for managing its own SLA and the institutional owner will have to ensure the service provider honors the contractual commitments.</li> </ul>
Output 2.4	Output 2.4 A standard system of local government archives adopted nationwide	No change
	<p>2.4.1. Develop a deployment plan for the digitalization</p> <p>2.4.2. Develop the user level training manual for archiving including legal requirements</p> <p>2.4.3. Train and assist local staff on archiving system and archiving procedures jointly with the specialists of GAD</p> <p>2.4.4. Support and monitor deployment of the system in all LGUs and administrative units</p>	<p><b>2.4.1 Develop a unique system of local government archiving and adopt it nationwide</b></p> <ul style="list-style-type: none"> <li>- Agreement with specific municipalities on cooperation and engagement</li> <li>- Assessment (update/baseline) of archives and archives' staff status in each municipality</li> <li>- Develop a detailed archiving management plan for the physical archiving</li> <li>- Develop a detailed training plan and topics grouped by typology of users as well as M&amp;E indicators</li> <li>- Documentation of standardized workflows</li> <li>- Train and assist local staff on archiving system and archiving procedures jointly with the specialists of GAD</li> <li>- Issue certificates of knowledge for archives and protocol employees in cooperation with GDA</li> <li>- Support and monitor deployment of the system in all LGUs and administrative units</li> <li>- Provide ongoing monitoring on the physical archiving progress</li> <li>- Provide periodical reports based on the ongoing monitoring</li> <li>- Submit the final descriptive and evidence based report on the process of archives</li> </ul>
<b>Specific Objective 3 - Enhanced local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change</b>		
Output 3.1	Output 3.1 Status of local governance mapped in all LGUs	No change
	<p><b>3.1.1. Develop a governance mapping methodology and content and determine municipal clusters for the assessment</b></p> <ul style="list-style-type: none"> <li>- Review of existing models, including UNDP guidelines and case studies on governance assessment</li> </ul>	<p><b>3.1.1 Conduct Local Governance Mapping (covering former 3.1.1 – 3.1.6)</b></p> <ul style="list-style-type: none"> <li>- Develop LG Mapping methodology</li> <li>- Conduct 1st round of LG mapping</li> <li>- Disseminate findings to national and local authorities and other relevant stakeholders</li> <li>- Use key findings to finetune STAR2 project activities</li> </ul>

Outputs & Activities	Original Project Document	Inception Report
	<ul style="list-style-type: none"> <li>- Define assessment areas, data requirements and partnership approach to adopt for the exercise</li> <li>- Develop questionnaires and other tools and sources for collecting information</li> <li>- Determine municipal cluster and a plan of implementation</li> </ul> <p>3.1.2. Run the mapping exercise</p> <ul style="list-style-type: none"> <li>- Conduct surveys for frontline service providers, local officials, user focus groups as well as collect available data</li> <li>- Elaborate results and disseminate</li> <li>- Ensure full public awareness on the findings</li> </ul> <p>3.1.3. Draft a roadmap for follow up actions for each municipality</p> <p>3.1.4. Make use of key findings for further tuning STAR2 project activities</p> <p>3.1.5. Run, towards the end of the project, another round of governance mapping to assess whether and where progress/change has been made</p> <p>3.1.6. Feed such conclusions to the national and local authorities, and feed inputs to the STAR2 project evaluation</p>	<ul style="list-style-type: none"> <li>- Conduct 2nd round of LG mapping</li> <li>- Undertake a comparative analysis against the 1st round of LG mapping to assess likely progress/change</li> <li>- Disseminate findings to national and local authorities and other relevant stakeholders</li> <li>- Feed inputs to the STAR2 project impact assessment</li> </ul>
<b>Output 3.2</b>	<b>Local democracy and citizen participation in local decision making strengthened</b>	<b>Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government</b>
	<p><b>3.2.1. Build capacities for public engagement and consultation</b></p> <ul style="list-style-type: none"> <li>- Develop capacities for the implementation of the legislation the right to information and on public consultations</li> <li>- Develop and promote tools for ensuring, monitoring and evaluating citizens’ participation in local decision-making</li> <li>- Introduce and establish practices and mechanisms for civil society organizations’ support in providing watchdog functions as well as local public services delivery</li> <li>- Introduce practices to strengthen local officials’ responsibility / accountability towards citizens (e.g., open data, progress reports on municipal administrative and financial performance, service delivery, etc.)</li> <li>- Develop and deliver practical training modules for local decision makers</li> <li>- Assist LGUs to establish and make functional the community structures in accordance with the Local Government Organic Law</li> </ul>	<p><b>3.2.1 Build institutional capacity for public engagement and consultation, inclusive of vulnerable and marginalized groups, especially of women, persons with disabilities, Roma and Egyptian communities</b></p> <ul style="list-style-type: none"> <li>- Support for understanding and enforcing legislation on Right to Information and Public Consultation</li> <li>- Develop and promote tools for ensuring, monitoring and evaluating citizens’ participation in local decision-making</li> </ul>
	Partially ex 3.2.1	REMOVED

Outputs & Activities	Original Project Document	Inception Report
	Partially ex 3.2.1	<b>3.2.3 Introduce practices to strengthen local officials' accountability – promote Programs of Transparency</b> <ul style="list-style-type: none"> <li>- Select pilot municipalities for developing Programs of Transparency</li> <li>- Design and promote adoption of Programs of Transparency in pilot municipalities</li> <li>- Replicate the experience in 30 other municipalities</li> <li>- Monitor change</li> </ul>
	Partially ex 3.2.3	<b>3.2.4 Support development and application of systems allowing publication of municipal acts and regulations –</b> <ul style="list-style-type: none"> <li>- Assessment of the extent local governments acts are made public</li> <li>- Review of options to ensure this obligation is satisfied and is made sustainable</li> <li>- Support the application of such a system for all municipalities</li> </ul>
	<b>3.2.2. Pilot virtual participation in council meetings for the public</b> <ul style="list-style-type: none"> <li>- Develop an IT system to support remote participation / live access to council meetings for relevant interest groups or citizens at large in at least two municipalities</li> <li>- Review and recommend regulations allowing e-participation</li> </ul>	REMOVED
	<b>3.2.3. Develop standard websites for new municipalities with features allowing publication of acts and regulations and consultation mechanisms</b> <ul style="list-style-type: none"> <li>- Elaborate the local database template (e-Official Gazette for local government) to enable publication in the municipality website of all acts related to local government and publication of acts and regulations adopted by each municipality</li> <li>- Elaborate special section in the website related to consultation of strategies, development plans and other important documents and regulations, with the possibility of the public to provide electronic feedback;</li> <li>- Provide training to municipal PR teams on communication and consultation activities</li> </ul>	<b>3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff</b> <ul style="list-style-type: none"> <li>- Elaborate content standards for a local government website, based on legislation and best practice</li> <li>- Consult with municipalities the format and content of a model website</li> <li>- Ensure websites include key sections related to consultation of strategies, development plans and other important documents and regulations, with the possibility of the public to provide feedback</li> <li>- Support municipalities to adopt such standards and create their individual websites, ensuring each municipality has its own website</li> <li>- Provide training to municipal PR teams on communication and consultation activities</li> </ul>
	Ex 1.2.5	<b>3.2.7 Increased local government public ethics and integrity</b>

Outputs & Activities	Original Project Document	Inception Report
		<ul style="list-style-type: none"> <li>- Assess the procedures and practices in place to prevent corruption and promote ethics and integrity;</li> <li>- Provide training on ethics and transparency to local public administration</li> <li>- Recommend approaches and administrative procedures to ensure accountability and transparency of local governments</li> <li>- Develop, in the context and with stakeholders' participation, the municipal Code of Conduct</li> <li>- Consult the draft Code of Conduct in local workshops</li> <li>- Support municipalities to adopt the Code of Conduct</li> <li>- Ensure the Code of Conduct is made public</li> </ul>
	Ex 1.2.6	<p><b>3.2.8 Adopt municipal integrity plans</b></p> <ul style="list-style-type: none"> <li>- Selection of pilot municipalities to engage on drafting municipal integrity plans</li> <li>- Assess in depth operations and procedures in the six pilots</li> <li>- Determine areas to address and indicators, also referring to possible transposition of requirements of the National Anticorruption Strategy</li> <li>- Develop, in consultations with local stakeholders, draft municipal integrity plans and monitoring frameworks</li> <li>- Disseminate the experience and the product to other municipalities</li> </ul>

## Annex 3: Action Plan

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<b>OUTPUT 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs</b>		
<b>Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level</b>		
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation		
1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)		
<b>Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders</b>		
1.2.1. Develop and deliver training on leadership development		
<b>Output 1.3 Local public financial and fiscal management capacities enhanced</b>		
1.3.1 Support improvement of local level tax collection and enforcement		
1.3.2 Develop local revenue management action plans for 30 small and medium municipalities		
1.3.4 Capacity building on asset and land management to relevant local government departments		
1.3.5 Compliance with requirements of Supreme State Audit (SSA)		
<b>Output 1.1 Enhanced human resource and administrative management capacities leading to a more efficient and effective public administration at local level</b>		
<b>1.1.3 - Capacity building on Code of Administrative Procedures (CAP) implementation</b>  &  <b>1.1.4 - Capacity building on adopting local government Standard Operating Procedures (SOPs)</b> <ul style="list-style-type: none"> <li>- Assess the existing municipal internal regulations</li> <li>- Review their usefulness and usage levels, and discuss about fine tuning</li> <li>- Decide the level TA to be provided and target municipalities</li> <li>- Develop and deliver a training plan</li> <li>- Facilitate SOP adoption process</li> </ul>	<p>The Law 44/2015 “On the Code of Administrative Procedures (CAP) in the Republic of Albania” was adopted on 30.04.2015. The objective of the law is to ensure the effective implementation of public functions towards citizens and the protection of citizen’s legal rights applying the principle of due process of law.</p> <p>The CAP naturally leads to the adoption of Municipal Standard Operating Procedures (SOP), the latter aiming to create the necessary framework to enable an effective and efficient functioning of the municipal administration. The SOPs are meant to promote professionalism and consistency in the exercise of Municipal functions, in accordance with the principles of legality, accountability and transparency. A first step towards developing and introducing SOPs is made during STAR 1, which drafted for instance models of (1) Policies and procedures of the municipalities, (2) IT Policies and Procedures Manual, and (3) IT Disaster Recovery Plans.</p> <p>The project staff has carried recently a quick verification of the situation with regard to the level of absorption/use of the CAP and the availability of municipal internal regulations or SOPs. It resulted that over 50% of municipalities have in place a SOP, although with differing quality and content.</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: municipal senior staff (120) and dept. directors (5 people/municipality or ca. 300 people). In total 21 trainings</li> <li>3. Coordination: DoPA and ASPA</li> <li>4. Issues to address: This training is highly dependent on each municipality willingness and commitment. As such this activity, might yield different results for each municipality ranging from refusal to engage to adoption of tailored SOPs.</li> <li>5. Implementation: Local experts with expertise on administrative law</li> <li>6. Timeline: October 2017 – October 2018</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>In consideration of the existing experience, the project will aim to assess the relevance, quality, compliance and use of such documents and advise on their optimization and usefulness, indicatively including the following:</p> <ul style="list-style-type: none"> <li>- Assess the existing internal regulations in each municipality</li> <li>- Consult with municipal managerial levels on the SOPs and their acceptance/usefulness, including presentation of generic SOPs, discussions about fine tuning them in the context, development of indicators/progress/compliance metrics and the monitoring framework and the necessary steps to adopt them.</li> <li>- Decide whether to go for a full exercise or a partial one for each municipality</li> <li>- Develop a training plan</li> <li>- Deliver training</li> <li>- Facilitate SOP adoption process</li> </ul> <p>The training curricula will indicatively cover, among others, the following topics:</p> <ul style="list-style-type: none"> <li>- Provide a refresher on the relevance of the Code of Administrative Procedures</li> <li>- Explain administrative procedures in the framework of public administration reform and EU Integration</li> <li>- Discuss principles of good administration (predictability, transparency, accountability, efficiency, control mechanisms, etc.)</li> <li>- Discuss administrative procedures in relation to service delivery, etc.</li> <li>- Identify SOP best practices and models found across municipalities and share them</li> <li>- Provide advice on an optimal SOP content and model.</li> </ul> <p>The capacity building activities on municipal Standard Operating Procedures will aim to benefit all 61 municipalities.</p> <p>Trainings will target the following stakeholders and be delivered along the following clusters:</p> <ul style="list-style-type: none"> <li>- Municipal senior level officials (up to 120 people, training type informative, training length half day). In total 6 trainings</li> <li>- Other municipal officials: municipal department directors (up to 300 people or 5/municipality), training type comprehensive, training length one day. In total 15 trainings.</li> </ul> <p>The maximum estimated number of trainings is about 21 and benefit approximately 5-7 people per municipality for a total number of trainees in the range of 420 people. The above figures might be lower for various reasons including the proposed training approach, which will take into consideration the following elements:</p> <ul style="list-style-type: none"> <li>- The likely existence of procedures in place in some of the municipalities (in this case support will consist in fine tuning those procedures and possibly in introducing new relevant elements)</li> </ul>	

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> <li>- The disagreement on common understanding between various levels of municipal administration and between the municipality and its council representatives.</li> <li>- The likely resistance from some of the municipalities to engage in this exercise, also because of lack of capacities and/or lack of understanding of the benefits of adopting such internal regulations.</li> </ul> <p>The estimated level of effort will be: Local experts 130 days</p> <p><b>Main Deliverables</b></p> <ul style="list-style-type: none"> <li>- Reviewed and updated SOPs.</li> <li>- Training packages developed</li> <li>- 21 consultative workshops &amp; trainings covering 61 municipalities</li> <li>- Reporting</li> </ul>	
<b>Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders</b>		
<p><b>1.2.1. Develop and deliver training on leadership development</b></p> <ul style="list-style-type: none"> <li>- Develop leadership development curricula</li> <li>- Deliver training on leadership development to mayors and top local officials and executives</li> </ul>	<p>Leadership is a skill and an instrument enabling executives to lead and manage complex change, develop ethical and professional responses to address a wide variety of situations, improve effectiveness and efficiency and achieve better outcomes. Improved leadership behavior and organizational capabilities of municipal leaders is one of the STAR 2 project specific objectives.</p> <p>The proposed approach considers the specifics of the target group and proposes alternative ways to contribute to improve leadership and organizational behaviors and capabilities: engagement in STAR2 change management processes, combined with peer to peer exchange through share of best practices among Albanian mayors, complemented with high quality theoretical and practical European models and examples are envisioned to be core elements of the STAR2 assistance in this area.</p> <p>The proposed approach will indicatively unfold in the following activities:</p> <p><i>Activity 1 – Mayors’ commitment meetings (September 2017)</i> Following on the Memorandum of Cooperation between AITR, STAR 2 and 61 municipalities signed during October – December 2016, semi-formal meetings will take place with 61 mayors, in 6 groups. Mayors will be introduced to a simplified STAR2 assistance plan and provided with details on how their municipalities will benefit from the project.</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 150 people, mayors &amp; vice-mayors (150)</li> <li>3. Coordination:</li> <li>4. Implementation: International and national experts</li> <li>5. Timeline: October 2017 – December 2017</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p><i>Activity 2 - Identification of best municipal practices (September – November 2017)</i>            With the support AITR, STAR2 Regional Coordinators and Mayors themselves, the project will engage in Identifying LG best practices, including service delivery, new delegated functions management, administrative services, tax collection, infrastructure building, business and employment encouragement, social services and minorities protection, participatory decision making and transparency mechanisms, etc.</p> <p><i>Activity 3 – National exchange activities - peer to peer exchange among Albanian municipalities (January – June 2018)</i>            The purpose of this activity is to establish a peer to peer exchange “stage”, whereby identified best practices will be shared and communicated to other Mayors but also to the wider group of stakeholders. Envisioned activities will include three meetings in different locations in Albania involving each 20 visiting mayors.</p> <p><i>Activity 4 – International exchange activities (March – June 2018)</i>            Activity 4.1 (May – June 2018) The project will cooperate with CoE, NALAS, UCLG, etc. to identify up to 3 eminent mayors who could share their experience and interact with Albanian mayors. Three meetings will be organized in Tirana or elsewhere in the country with the participation of all Albanian mayors.</p> <p>Activity 4.2 (March – April 2018) - This activity aims to expose Albanian Mayors to LG European best practices especially on public and administrative service delivery, or tax collection and assets management as well as on democracy issues related such as public participation and engagement. Selection criteria will be developed to ensure a fair process of selecting Mayors. This activity will include two study tours to the neighboring countries for about 30-40 mayors to see positive experiences on selected themes.</p>	
<p><b>Output 1.3 Local public financial and fiscal management capacities enhanced</b></p> <p>PFM is a core dimension of governance and essential to ensuring the benefits of decentralization by strengthening financial efficiency and transparency and thus local government accountability to both central government and the local constituencies. It is understood that the ultimate objective of PFM reforms is to achieve transparent, effective and efficient management of government revenues, expenditures and assets, and consequently strengthen fiscal discipline, strategic allocation of resources and, efficient service delivery.</p> <p>The project takes into account several other ongoing initiatives and experiences or new ones that are about to start, including:</p> <ul style="list-style-type: none"> <li>- Assessment of Public Financial Management through the Public Expenditure and Financial Accountability (PEFA) methodology, supported by the Swiss Secretariat for Economic Affairs (SECO) and United States Agency for International Development (USAID), which will lead to a follow up Swiss supported initiative</li> </ul>		

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> <li>- The engagement of the Swiss dldp project in cooperation with the Ministry of Finance to further engage in PFM capacity building support for LGUs, especially on the expenditures (budget execution) part, in public awareness and later on the introduction and partial coaching of LGUs on the content of Law no 68/2017 on Local Finances as well as follow up and adaptation to the new legal framework of the capacity building on budget planning and the fine tuning of the dldp developed Financial Planning Tool (FPT).</li> <li>- The previous work and experience built by the USAID plpg programme on tax and revenue management and the fact that the said programme is closing by Sep 2017</li> </ul> <p>In this context, STAR2 will aim to build upon and complement the above initiatives and experiences by mainly focusing on the following PFM areas:</p> <ul style="list-style-type: none"> <li>- Revenue management – tax management</li> <li>- Assets management</li> <li>- External control – audit preparedness</li> </ul> <p>The project, within its possibilities and structure, will also coordinate with dldp in case the latter would require support to ensure replication and LGU coaching in areas of acquaintance with the Law no 68/2017 on Local Finances, the understanding and adoption of the Financial Planning Tool, etc.</p>		
<p><b>1.3.1 Support improvement of local level tax collection and enforcement</b></p> <ul style="list-style-type: none"> <li>- Review the efficiency of tax collection and administration in 6 best performing municipalities.</li> <li>- Identify other best practices on tax collection and management</li> <li>- Introduce such practices to other municipalities</li> </ul>	<p>The objective of this capacity building activity is to equip local officials with the necessary and best knowledge and practical tools to improve the efficiency in local tax collection and management.</p> <p>The exercise will require selection of best performing municipalities based on data and results on local tax collection rates and innovative approaches on local taxes &amp; tariffs setting and revenue management.</p> <p>The activity will address the following indicative topics:</p> <ul style="list-style-type: none"> <li>- Desk review on practices in local tax collection provisions and technical and practical guidance on how to improve the efficiency of assistance in local tax collection</li> <li>- Review of fiscal performance of Albanian municipalities for 2016 and identification of best practices worth for replication.</li> <li>- Develop toolkit on local taxation, practices, options, literature resources, ways to address local tax payment underperformance, identification of revenue sources and alternatives ways to collect local taxes properly, fiscal transparency considerations, etc.</li> <li>- Increase understanding on the legal framework for local tax collection and local tax penalties and enforcement as well as loopholes in the system</li> <li>- Clarify relations and potential cooperation between institutions which are directly involved in the process of tax collection at local level</li> <li>- Identify potential factors for improvement and a strategic approach from problem identification to facilitation of solutions</li> <li>- Develop training curricula to complement the above toolkit and research/studies</li> <li>- Deliver training to relevant municipal top executives and finance officers</li> <li>- Monitor annual changes in tax collection rates for the target municipalities</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: Up to 180 staff of finance and tax departments from 61 municipalities. In total 9 trainings</li> <li>3. Coordination: PLGP (the project is over by September 2017, so STAR2 will benefit from their products and share their experience)</li> <li>4. Implementation: International &amp; national consultant/NGO/ company experienced in the field of tax collection improvement</li> <li>5. Timeline: September 2017 – February 2019</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>Trainings will target LGU finance officers as well as tax department (i.e. dealing with accounting for revenues). The target group will include 2 people for small municipalities and up to 4 for larger ones. It should be noted that relevance of tax management is also lower for smaller municipalities. The total number of targeted stakeholders would be around 180 people.</p> <p>The training length will be minimally 2 days plus 1 day follow up workshop in a few months' time. Between the two workshops, STAR2 staff and its regional coordinators will assist with day-to-day management.</p> <p>This adds up to max 9, two-day long, workshops for 20 people each clustering 6-10 municipalities together depending on size and 9 follow up workshops at a later date. The estimated level of effort will be indicatively the following:</p> <p>International experts – 20 days Local experts - 185 days</p> <p><b>Main deliverables</b></p> <ul style="list-style-type: none"> <li>- Toolkit on local taxation practices, innovation, problem solving</li> <li>- Report on situation of tax collection systems and best practices in top 6 performing municipalities</li> <li>- Training curricula</li> <li>- 9 trainings delivered to all municipalities</li> <li>- Reports</li> <li>- Follow-up on adoption of new practices in individual municipalities</li> </ul>	
<p><b>1.3.2 Develop local revenue management action plans for 30 small and medium municipalities</b></p> <ul style="list-style-type: none"> <li>- Guide for local tax management of main own source revenues based on analysis under 1.3.1</li> <li>- Capacity building and on the job training for senior officials on principles of local finances, management of own revenues from local taxes, fees and charges, asset revenues and borrowing</li> <li>- Increase effectiveness of administrative decisions enforcement and collection of fines and penalties</li> </ul>	<p>This activity will build upon the previous one 1.3.1 as well as the experience of PLGP in this area. The activity will target up to 30 small and medium municipalities not covered by PLGP so as to spread the PLGP experience further.</p> <p>The implementation will require both national and international expertise:</p> <ul style="list-style-type: none"> <li>- Local experts with experience on local tax system will assist municipalities on how to develop action plans for local revenue management.</li> <li>- International expertise will be required for a) inputs into guide/action plans, b) discussion on tax collection agents.</li> </ul> <p>The activity will unfold along the following main lines:</p> <ul style="list-style-type: none"> <li>- Based on the toolkit developed in 1.3.1, prepare dedicated action plans (with roles and responsibilities of each department and timelines) for management of revenues. It should be a simple document, tailor made for the municipality. The level of effort</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 30 municipalities</li> <li>2. Target group and number: Senior officials from finance and tax offices (90 people. In total 6 trainings)</li> <li>3. Coordination:</li> <li>4. Implementation: International and local experts/ NGO / Company</li> <li>5. Timeline: March 2018 – February 2019</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> <li>- Facilitate the identification of public and/or private tax collection agents</li> </ul>	<p>would be relatively low if some of the people engaged under Activity 1.3.1 above are engaged here as well</p> <ul style="list-style-type: none"> <li>- Provide know how on administrative decisions enforcements and the process of application for fines and penalties, including full reference to Law no 68/2017 on Local Finances;</li> <li>- Introduce risk management systems and compliance improvement plans.</li> <li>- Pilot processes will be the identification of private tax collections agents as facilitators of tax collection at local level. This would mean working with water supply companies (typical tax agent), or any other relevant, and municipality on streamlining revenue management procedures and accountability as well as helping municipalities negotiate outsource services. This might not be feasible in all municipalities; it is suggested to pick the highest performing municipalities in the sample of 30.</li> <li>- Link revenue management to the midterm budgeting and strategic planning.</li> <li>- Inform target groups on principles of local finance as indicated by law, taxes, fees charges, assets revenues and borrowing.</li> <li>- Provide follow up assistance for each municipality.</li> </ul> <p>The capacity building will consist in workshops with tax managers on the above. The target group would include at least 2 people from tax office + 1 senior manager in charge (i.e. a Vice mayor). This would translate into 2 days' workshop for 30 municipalities x 3 people/ municipality / 15 people per training or 6 workshops in total</p> <p>The estimated level of effort will be the following</p> <p>International experts - 30 days. Local experts - 150 days</p> <p><b>Main deliverables</b></p> <ul style="list-style-type: none"> <li>- Action plans for tax management for 30 municipalities</li> <li>- Workshop materials on tax procedures/tax management</li> <li>- 6 trainings delivered to about 90 officials</li> <li>- Reporting</li> </ul>	
<p><b>1.3.4 Capacity building on asset and land management to relevant local government departments</b></p> <ul style="list-style-type: none"> <li>- Develop separate training curricula for senior managers and dept. directors</li> <li>- Deliver training &amp; report</li> </ul>	<p>The training curricula will be adapted based on territorial and administrative reform and law no 139/2015 for improvement of revenue management and based on the guidelines of PLGP and OSCE on property transfer.</p> <p>The training curricula will indicatively cover the following topics:</p> <ul style="list-style-type: none"> <li>- General concepts on asset management</li> <li>- Asset management</li> <li>- Inventory of assets</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 120 senior managers and 180 dept. directors in charge (including legal department). In total 15 trainings</li> <li>3. Coordination:</li> <li>4. Implementation: Local experts/NGOs/Company,</li> <li>5. Timeline: September 2017 – November 2018</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> <li>- Critical assets</li> <li>- Full life cycle costs</li> <li>- Funding</li> <li>- Guide on Planning, Administration and Asset Management</li> </ul> <p>The estimated number of trainings is 5 and benefit approximately 3 people per municipality.</p> <p>Trainings are delivered in different formats, along the following broad lines:</p> <ul style="list-style-type: none"> <li>- Training for senior municipal managers (120 people, training type: informative, length: half day, number trainings: 6 trainings comprising participants from clusters of ten municipalities each)</li> <li>- Trainings for other officials, departments' directors (2 days training, 3 participants from each municipality, around 20 participants for each training)</li> </ul> <p>The estimated level of effort will be:</p> <p>Local experts - 90 days</p> <p><b>Main deliverables</b></p> <ul style="list-style-type: none"> <li>- Training curricula</li> <li>- Training delivery and reporting</li> </ul>	
<p><b>1.3.5 Compliance with the requirements of Supreme State Audit</b></p> <ul style="list-style-type: none"> <li>- Desk review of local government auditing results to identify most frequent violations and recommendations as well as their implementation</li> <li>- Prepare a tool / guideline on innovative approaches of auditing of performance and integrity</li> <li>- Develop and deliver training to key municipal officials on auditing processes, recommendations and measures to be undertaken at local level by these department.</li> </ul>	<p>Supreme State Audit (SSA) has an increasing role in good governance and fight against corruption<sup>1</sup>. Its institutional development priorities include support to enhance accountability, transparency and integrity central and local level by fostering better financial reporting and applying innovative forms of auditing such as auditing of performance and auditing of integrity.</p> <p>On the other hand, historically, the reports of Supreme State Audits have shown a problematic situation at local level. This matches also with a demand of municipalities to strengthen their capacities and to improve their performance and to respond to the standards and requirements of SSA.</p> <p>The project will assist municipalities to increase their capacities to be compliant with to the requirements of auditing and to implement the recommendations of the auditing reports as well as to better manage the local assets.</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 180 (Head of Finance Department, Head of Law Department and Internal Control Unit). In total 9 trainings</li> <li>3. Coordination: Supreme State Audit</li> <li>4. Issues to address: N/A</li> <li>5. Implementation: Local expertise / NGO / company</li> <li>6. Timeline: September 2017 – November 2018</li> </ol>

<sup>1</sup> Monitoring Report of the Supreme State Audit (SSA) Institutional Developments Strategy 2016: *Objective No. 5, Increase the contribution of Supreme State Audit in good governance through the fight against corruption.*

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>A comprehensive support is aimed to be provided to municipalities through the following indicative list of actions:</p> <ul style="list-style-type: none"> <li>- Desk review of the SSA reports of local government auditing to identify and group the most frequent violations and the most frequent recommendations.</li> <li>- Verification of the status of the implementation of most common recommendation in different municipalities;</li> <li>- Prepare a tool/ guideline for the auditing from SSA including the classic and innovative approaches of auditing as auditing of performance and auditing of integrity</li> <li>- Deliver training to key municipal officials of 61 municipalities: Head of Finance Department, Head of Law Department and Internal Control Unit. The toolkit produced will serve as bases for the curricula which will aim to transfer knowledge on auditing processes, recommendations and measure to be undertaken at local level by these department.</li> </ul> <p>The training activities will be organized along the following lines:</p> <p>One two-day workshop targeting a mixed group of municipal officials, including Head of Finance Department, Head of Law Department and Internal Control Unit, in total 9 workshops for up to 180 participants or 3 per municipality.</p> <p>This activity will be implemented in close cooperation and consultation with Supreme State Audit.</p> <p>The estimated level of effort will be the following:</p> <p>Local experts - 130 days</p> <p><b>Main deliverables:</b></p> <ul style="list-style-type: none"> <li>- Tool on Supreme State Auditing</li> <li>- Training of Legal, finance and internal control officials in 61 municipalities</li> </ul>	
<p><b>OUTPUT 2 – INCREASED LOCAL SERVICE DELIVERY, EFFICIENCY, QUALITY, COVERAGE, ACCESSIBILITY AND INCLUSIVENESS FOR MEN AND WOMEN</b></p>		
<p><b>Output 2.1 Delivery of services and their management (including new competencies) improved</b></p> <p>2.1.1 Improve the way services are planned, organized, managed and delivered</p> <p>2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions</p> <p>2.1.3 Assist in re-organization of selected services in terms of efficiency and standards</p> <p><b>Output 2.2 A national benchmarking system for key selected administrative/public services established</b></p> <p>2.2.1 Establish a national benchmark system on local government administrative and public services</p>		

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p><b>Output 2.3 A one-stop-shop model is defined and scaled up nationwide</b> 2.3.1 Develop a one-stop-shop model and scale it up nationwide</p> <p><b>Output 2.4 A system of local government archives adopted nationwide</b> 2.4.1 Develop a unique system of local government archiving and adopt it nationwide</p>		
<b>Output 2.1 Delivery of services and their management (including new competencies) improved</b>		
<p><b>2.1.1 Improve the way services are planned, organized, managed and delivered</b></p> <ul style="list-style-type: none"> <li>- Introduce to local service delivery providers of the current progress of the national service delivery reform and recent legislation</li> <li>- Introduction of service delivery principles, standards and options of delivery</li> </ul>	<p>A general capacity building support will be provided to technical municipal staff to improve the way services are planned, organized, managed and delivered, in a way that considers the required technical quality as well as relevant socio-economic considerations.</p> <p>The assistance will aim to make known at the local level the principles and definition of the concept of public service, the service delivery standards and the necessity for a continuous search for innovation to better serve the citizen, also in connection with the national public service reform led by the Ministry of Innovation and Public Administration and implemented by ADISA.</p> <p>The training will indicatively cover the following topics:</p> <ul style="list-style-type: none"> <li>- Central government service delivery reform and the legislation in force</li> <li>- Potential linkages between the two streams of service delivery and the future mutual benefits</li> <li>- Principles of citizen-centric service delivery</li> <li>- Principles and core values for service delivery</li> <li>- Principles of quality of service delivery</li> <li>- Professional standards – skills of human resources at the forefront of public service delivery</li> <li>- Technical standards – as it refers to technical requirements for products or services.</li> <li>- Process standards – business processes or procedures for delivering/access a service</li> <li>- Service coverage and accessibility, including location, hours of operations, convenience and options for obtaining services</li> <li>- Benefits of collaboration and interaction between public, private sector, and civil society for service delivery</li> <li>- Innovations in service delivery: resources, experiences, options</li> <li>- Effective budgeting for service delivery</li> <li>- The importance of monitoring and performance management in terms of output and citizens’ satisfaction, etc.</li> <li>- Within the principles of modernization of service delivery, the application of the OSSH might be included as well.</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 300 technical municipal staff. In total 12 trainings</li> <li>3. Coordination: ADISA</li> <li>4. Implementation: Local experts / NGOs / ADISA support</li> <li>5. Timeline: June 2017 – September 2018</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>The assistance will be delivered through 12 trainings which will target about 300 technical level municipal staff working directly with service planning or delivery and/or from finance departments.</p> <p>The estimated level of effort will be the following:</p> <p>Local expertise - 125 days</p> <p><b>Main deliverables</b></p> <ul style="list-style-type: none"> <li>- Brochure on service delivery principles, standards, reform objectives.</li> <li>- Training curricula on service delivery</li> <li>- Training delivery and reporting</li> </ul>	
<p><b>2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions</b></p> <ul style="list-style-type: none"> <li>- Assessment of new services' transfer problems</li> <li>- Review, in collaboration with the relevant central level agencies, the modalities of service transfer and work with the LGUs on identifying the necessary steps for a full takeover of new functions</li> <li>- Capacity building assistance for taking over and managing the new competencies</li> <li>- Provision of support in specific circumstances to enable quick improvements of services delivered<sup>2</sup></li> </ul>	<p>Six new functions have been transferred to the local government in 2016 in accordance with the Law on Local Governance, including staffing of preschool and secondary education, forest and pasture management, rural roads management, secondary irrigation and drainage infrastructure management, social services management and fire protection and rescue.</p> <p>The transfer has not been smooth. The process did not happen instantly and it is still ongoing for some functions. Issues exist around the completion of the legal framework for the transfer, there are remaining institutional problems to solve, there is need for local capacities to deal with the new functions and a proper planning for managing those functions effectively.</p> <p>Although this is an area of work for the Agency for the Implementation of the Territorial Reform, what the Agency does is mainly identifying the problems and institutional bottlenecks and attempting to facilitate institutional collaboration. The project will aim to complement these efforts through working with the municipalities to:</p> <ul style="list-style-type: none"> <li>- Identify specific challenges and issues each municipality faces about the new functions (with support from project coordinators and AITR staff) and identify problem patterns</li> <li>- Identify best experiences and promote a peer to peer support for know-how /experience exchange</li> <li>- Generalize actions to advise municipalities on how to tackle and manage these new functions</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 300 staff in charge of the new competencies. In total 15 trainings</li> <li>3. Coordination: Relevant line ministries, AITR</li> <li>4. Issues to address: N/A</li> <li>5. Implementation: Local experts/ NGOs/ Companies</li> <li>6. Timeline: October 2017 – September 2018</li> </ol>

<sup>2</sup>One example might be supporting the procurement of basic communication and IT means for the fire protection service to reach and connect with remote rural areas, or promotion and delivery of training for community volunteers on basic knowledge and response to fire emergencies.

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> <li>- Develop, through consultations, options to deal with each of the new delegated functions in consideration of the legislation and existing best practices</li> <li>- Develop modular training curricula in consultation with relevant central institutions for strengthening the professionalism and management of the new functions by the local governments' personnel in charge</li> <li>- Deliver trainings to around 300 municipal staff in charge of these functions by also engaging central government experts as well as staff from good performing municipalities.</li> </ul> <p>The estimated level of effort will be the following:</p> <p>Local experts – 300 days</p> <p><b>Main Deliverables</b></p> <ul style="list-style-type: none"> <li>- Assessment on the current situation of transfer of new functions for each municipality</li> <li>- Document on function specific actions</li> <li>- Training curricula for the management of the new services</li> <li>- Training delivery and reporting</li> </ul>	
<p><b>2.1.3 Assist in re-organization of selected services in terms of efficiency and standards</b></p> <ul style="list-style-type: none"> <li>- Selection of services and pilot municipalities/municipal clusters</li> <li>- Assessment of selected public services</li> <li>- Review of reorganization/ optimization options</li> <li>- Public consultations for determining service outcomes, baselines and indicators</li> <li>- Agreement on restructuring the service</li> <li>- Capacity building for relevant municipal staff during transition</li> <li>- Dissemination of experiences to other municipalities</li> </ul>	<p>The project proposes to develop methodologies for reorganizing selected services. All new municipalities have had their boundaries extended and are faced with a similar challenge of the need to deliver services also to new areas or reorganize existing services in the enlarged territories and to perform new functions</p> <p>Two options will be considered, working with a municipality or a cluster of municipalities, depending on the service and efficiency gains. A possible menu of services to consider is that deriving from the transfer of new functions (excluding forests and pastures management which will be addressed by another programme of assistance) or any of the traditional services (excluding water supply and waste management). Some services might be more municipal specific such as fire protection and rescue, cleaning, public transport, preschool education, etc., while some other services might be more appropriate to address across municipalities such as rural development (which might encompass also irrigation and drainage management and rural roads management).</p> <p>The selection of services will be made on the basis of criteria to be determined in cooperation with the MSLI, conclusions drawn from the Local Governance Mapping, consultations with municipal stakeholders and other relevant triggers.</p> <p>The reorganization will aim at the same time to restructure the service, that is redefine the service purpose and its standards, i.e. the quality of service, targets for key aspects of service, accessibility, complaints and redress mechanisms, monitorability, etc.</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: up to 3 municipalities / municipal clusters</li> <li>2. Target group and number: 3 selected services</li> <li>3. Coordination: This activity will be done in cooperation with MSLI-AITR but synergies with other international partners will be sought might drive a better coverage and replicate it to other municipalities</li> <li>4. Issues to address:</li> <li>5. Implementation: NGOs/Companies</li> <li>6. Timeline: November 2017 – January 2019</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>The activity will unfold along the following lines:</p> <ul style="list-style-type: none"> <li>- Selection of services and pilot municipalities/municipal clusters</li> <li>- Technical assistance to identify reorganization/optimization options and structure the selected service, including: <ul style="list-style-type: none"> <li>o Assessment of current situation (quality, availability, coverage, cost, resources, data, etc.)</li> <li>o Review service definition in terms of focus, target, indicators</li> <li>o Determine service standards, access criteria, service delivery points</li> <li>o Consider potential options for reorganizing the service in the territory, based on efficiency, scale, best practices, innovation, etc.</li> <li>o Undertake a cost-benefit analysis of considered options, inclusive of ways of delivering the service (direct provision or partnerships), the required basic infrastructure, staffing levels, user fees, budgetary provisions and revenue projections</li> <li>o Identify options for performance monitoring</li> </ul> </li> <li>- Public consultations for introducing viable options and fine tuning targets, baselines and indicators of performance as well as performance monitoring mechanisms</li> <li>- Agreement on reorganization and technical support throughout transition</li> <li>- Dissemination of experiences to other municipalities</li> </ul> <p>A combination of international and local expertise will be necessary. It is assumed that work with a municipality/cluster of municipalities will engage a TA for about 6 months for the development of a restructured service and about another 6 months to support the transition, therefore, a minimum of 12 months would be required. As there is no further detail developed at present to accurately cost this activity, the cost is still a lump sum at the range of \$130,000 per service, including in average: international expertise 100 days, local expertise 250 days and 5 workshops.</p> <p><b>Main deliverables</b></p> <ul style="list-style-type: none"> <li>- Up to 3 local public services reorganized and structured in 3 municipalities/ municipal clusters, based on best practices, efficiency and innovation and serve as models for replication</li> </ul>	
<b>Output 2.2 A national benchmarking system for key selected administrative/public services established</b>		
<b>2.2.1 Establish a national benchmark system on local government administrative and public services</b>	The project proposes to develop and establish a national benchmarking system by using a set of indicators for key local services for which data are easily made available. The aim of establishing such a system is to use it as an incentive for municipalities to outperform each	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: to be specified</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> <li>- Review successful international practices and experiences</li> <li>- Assess in the Albanian context data availability and data utilization practices</li> <li>- Outline, through consultations, a national benchmarking system</li> <li>- Support LGUs and national government to adopt and utilize the system</li> <li>- Assist LGUs rollup and system functionality -Support development of annual report on performance benchmarking</li> </ul>	<p>other; besides inter-municipality comparisons, benchmarking will also enable the national government to compare results across municipalities and potentially make informed decisions about where and what to provide assistance for. This practice is widely used in some countries including some neighboring ones and serves also as a trigger for strengthening data collection and analysis on local government operations.</p> <p>The work will involve wide consultations with various local and central stakeholders on existing performance measurement practices, data availability, the possibility of expanding reasonably data collection and the required infrastructure and/or reorganization, the review of possible options and data/indicator sets, the establishment of a culture of evidence-based decision making, exposure to international practices, etc. While LGUs will be the main interlocutors, other main stakeholders and forums will include INSTAT (its current practices and data availability, future plans and needs for additional support), municipal associations for their leverage and support, various central public institutions and civil society organization with experience in local data collection and analysis, etc.</p> <p>The work will entail several steps, including development and decision on the set of indicators as well as the establishment of the physical system/software for containing and handle data:</p> <ul style="list-style-type: none"> <li>- Assessment of existing data collection practices and possible indicator sets at local level or regarding the local level</li> <li>- In consideration of successful international practices and experiences delving into municipal performance measurement, identify a set of relevant and realistic indicators, in close consultation with LGUs, INSTAT, other relevant institutions and partners, here including also the future Swiss relevant project in support to INSTAT for strengthening local government statistics</li> <li>- Identify data gaps and possible ways to fill in these gaps</li> <li>- Outline a national system of capturing local government data and engage in consultations for building it up</li> <li>- Develop an input system making use of or adapting to the current systems in use at the LGU level</li> <li>- Assist LGUs to take necessary measures to ensure the functioning of the system</li> <li>- Test and calibrate the system for full functionality</li> <li>- Support official adoption of the system by all LGUs</li> <li>- Support LGUs on rollup and data population</li> <li>- Assist in data analysis and usage of the system</li> <li>- Support MSLI in developing an annual report showing status of performance at local level</li> </ul> <p>The level of effort will indicatively require the following:</p> <ul style="list-style-type: none"> <li>- International expertise – 150 days</li> </ul>	<ol style="list-style-type: none"> <li>3. Coordination: INSTAT and other central institutions in charge of data collection, such as Ministry of Finance/Treasury, other sector ministries, Swiss and Sweden cooperation offices, etc.</li> <li>4. Issues to address: N/A</li> <li>5. Implementation: Contract for software services including international expertise</li> <li>6. Timeline: July 2017 – July 2019</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> <li>- Local expertise – 400 days</li> <li>- Workshops - around 10</li> <li>- Rounded cost \$300,000</li> </ul> <p>The above might constitute a unique contract for services</p> <p><b>Main deliverables:</b></p> <ul style="list-style-type: none"> <li>- Development and adoption of a set of performance indicators for local government</li> <li>- Design and develop a national benchmarking system</li> <li>- First annual report on LG Benchmarking</li> <li>- Draft DCM on the creation and functioning of the benchmarking system</li> </ul>	
<b>Output 2.3 Development and deployment of an OSS system for delivery of local administrative services</b>		
<p><b>2.3.1 Develop a one-stop-shop model and scaled it up nationwide</b></p> <ul style="list-style-type: none"> <li>- Review of the context of OSS usage at local level, inclusive of functionality of existing OSS models and the national legal framework</li> <li>- Develop a replicable model based on above considerations and lessons</li> <li>- Identify local level requirements for receiving support</li> <li>- Test the OSS model in real conditions in one or more selected municipalities</li> <li>- Develop a deployment plan and start replication and local capacity building for the OSS system operation</li> <li>- Ensure monitoring, support and maintenance of the system for the initial period of functionality</li> <li>- Hand over the system to each municipality</li> </ul>	<p>The objective is the establishment of functional one stop shops for administrative service delivery in about 50 municipalities and their administrative units. This coverage will close the gap and ensure all 61 municipalities have an OSS system in place, where, in the remaining municipalities OSS systems are already functional or planned for implementation by other parallel assistance.</p> <p>The development of the OSS model will seek to combine features from other models in operation developed by Swiss dldp and USAID plgp programmes in the municipalities, Shkodra, Lezha, Korca, etc. and the pilot experiences developed by STAR1 in 2016, tested in Elbasan- Bradashesh and Durres-Ishem. However, the new model, as it is a full scale up at national level, will have to bear specific features.</p> <p>To date, a technical assessment of the existing models and a general approach on tackling the national demand has been developed with international expertise and extensive consultations with various national and international stakeholders.</p> <p>The proposed model includes a solution shall run on the centralized hardware, instead of separate data center installation per each LGU. The later solution brings uncontrolled risks to the project implementation, is more expensive to maintain and has ephemeral benefits for LGUs. The centralized data center shall be placed in NAIS (AKSHI), where high availability and reliable service continuity will be provided.</p> <p>A Business analysis phase, aiming to consolidate the targeted LGU’s e-services shall be included in the project. Such analysis goes beyond requirement analysis, covering legal aspect, process engineering and harmonization of the different processes. The result of the phase shall be a consolidated catalogue of services, with its formal services cards and a baseline workflow. A baseline workflow for a service will serve as a reference point for each</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 50 municipalities</li> <li>2. Target group and number:</li> <li>3. Coordination: DLDP, ADISA, NAIS</li> <li>4. Issues to address: Clarify scope and content of the DLDP planned training on OSS</li> <li>5. Implementation: Contract for services</li> <li>6. Timeline: July 2017 – September 2019</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>LGU and then may be adopted accordingly to local organizational structure and other specifics.</p> <p>An implementation with a two-phased approach is introduced. The developed and configured solution would be first deployed in 2-3 municipalities. Then during stabilization period (approx. one month), an extensive support and issue resolution shall take place. By the end of the month major issues are expected to be identified and their resolution plan agreed. The improved system will be retested and deployed in the rest of the LGUs.</p> <p>Collaboration with ADISA and NAIS will be sought during the implementation to respond to the Government vision of adopting the OSS model also for the delivery of several central government administrative services and/or integrating service delivery with other optional e-government tools/portals as well as localizing service delivery through ADISA regional OSS offices and possibilities of colocation of central-local OSS service points at local level.</p> <p>Issues to be considered:</p> <ul style="list-style-type: none"> <li>- There is need to define an institutional owner of the proposed solution for handover purposes as well as for ensuring post-project maintenance and support</li> <li>- The introduction of a centralized hardware requires coverage of the hardware costs, which were not foreseen in the original approach. These costs could be absorbed by the project, provided project partners agree as well as if other savings in the project budget are made as a result of project simplification and reduction of some activities.</li> <li>- Maintenance will have to be ensured after project completion and will be based on SLA agreements between the service provider and each municipality. The project will only cover the first year maintenance and make an upfront payment. Each municipality is then responsible for managing its own SLA and the institutional owner will have to ensure the service provider honors the contractual commitments.</li> </ul> <p>This activity will be delivered through a contract for services, implemented by a qualified and experienced service provider resulting from an international open competitive procedure.</p> <p>It is important to note that the estimated cost of the activity is based on inputs received during the development of the STAR1 OSS model and it remains a challenge to prove that the competition outcome will result in a cost approximate to the estimation.</p>	
<p><b>Output 2.4 A unique system of local government archives adopted nationwide</b></p>		

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p><b>2.4.1 Develop a unique system of local government archiving and adopt it nationwide</b></p> <ul style="list-style-type: none"> <li>- Develop the user level training manual for archiving including legal requirements</li> <li>- Train and assist local staff on archiving system and archiving procedures jointly with the specialists of GAD</li> <li>- Support and monitor deployment of the system in all LGUs and administrative units</li> <li>- Provide ongoing monitoring on the physical archiving progress</li> <li>- Provide periodical reports based on the ongoing monitoring</li> <li>- Submit the final descriptive and evidence based report on the process of archives</li> </ul>	<p>The objective of this effort is to enable all 61 municipalities and their 323 administrative units to adopt a unique archiving approach for local archives in compliance with the legislation on archives as well as the creation of an electronic archive through a procedural capturing of local administrative records</p> <p>The basis for this assistance will be implementation of the Law 9154, 2003 “On Archives” and the Document Management System (DMS) developed by STAR1 and AITR in Rrashbull commune in 2015. The system has two components: digital archives and digital protocol and correspondence and was developed in collaboration with the General Directorate of Archives (GDA). STAR2 will work only on the physical archiving, whilst AITR will address the digital archiving.</p> <p>This activity attempts to respond to the poor situation of local archives, which status as of April 2016, and not much changed by today, is one where organization of archives in most cases is not done according to the law, archiving municipal staff lacks technical capacity or is insufficient, archive facilities are often below minimal standards and stocks in hard copy of tens and sometimes hundreds of linear meters of documents are disorderly kept in hard copy and need to be organized.</p> <p>STAR2 assistance envisages to engage in the following activities:</p> <ul style="list-style-type: none"> <li>- Development of an operational plan for archiving</li> <li>- Training of municipal archiving staff in each municipality and administrative unit on the legal framework, norms and procedures of physical archiving</li> <li>- Training of IT specialists in each municipality on archives and protocol responsibilities</li> <li>- Provision of professional materials for physical archiving (folders and boxes)</li> <li>- Supervision and assistance in each municipality for the start of archiving per established procedures for physical archiving</li> <li>- Reporting progress, problems, deviation from procedures and providing assistance and instructions to concerned municipalities to return to normal working condition</li> <li>- Ensure each municipality gets the process under control and demonstrates it has gained the appropriate capacities to continue the archiving process sustainably.</li> <li>- By the end of the project assistance, report on the overall progress and likelihood of completing the physical archiving process for each municipality, considering the remaining volume of local archives, the number of engaged archiving staff and the normal archiving rates.</li> </ul> <p>This activity will be delivered through a contract for services, implemented by a qualified and experienced service provider resulting from an international open competitive procedure. As such, the cost estimate is still largely indicative, though might include the following, based on approximate calculations:</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 500 municipal staff or archives and protocol</li> <li>3. Coordination: GDA, AITR</li> <li>4. Implementation: Contract for services</li> <li>5. Timeline: July 2017 – October 2018</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>The estimated level of effort for this activity is the following:</p> <ul style="list-style-type: none"> <li>- Local expertise – 2200 working days (including a frequency of monitoring of at least once every two weeks in each municipality for a period of 10 months)</li> <li>- Local travel – 2000 days</li> <li>- Boxes and files - \$170,000</li> <li>- Training– for about 500 local archivists and protocol people, 5 trainings, 20 participants each, which results in about 100 training days and 300 expert days.</li> <li>- Total 2500 expert days</li> </ul> <p>The assistance is complementary to other stakeholders’ efforts whereby:</p> <p>Government (AITR)</p> <ul style="list-style-type: none"> <li>- Procurement of the necessary hardware to use the DMS system and the DMS system itself are already secured for all municipalities.</li> <li>- The hardware is distributed at municipal level the DMS Software is installed on all computers and a preliminary training is provided by the software developer</li> <li>- Undertake and complete the digital archiving at local level</li> </ul> <p>Local Government</p> <ul style="list-style-type: none"> <li>- In charge of providing the necessary archiving staff and the physical premises complying with archiving standards</li> </ul> <p>General Directorate of Archives</p> <ul style="list-style-type: none"> <li>- Provision of technical and legal expertise during the implementation.</li> </ul> <p>Issues to be considered</p> <ul style="list-style-type: none"> <li>- It should be noted that project assistance is finite, therefore the assistance will end at a certain point in time, the archiving process should continue by each municipality in accordance with the law.</li> </ul>	
<p><b>OUTPUT 3- ENHANCED LOCAL DEMOCRACY THROUGH FOSTERING CITIZEN-ORIENTED GOVERNANCE AND PARTICIPATORY DECISION-MAKING, LEVERAGING THE ROLES OF WOMEN AS ACTORS OF CHANGE</b></p> <p><b>Output 3.1 Status of local governance mapped in all LGUs</b></p> <p>3.1.1 Conduct a Local Governance Mapping</p> <p><b>Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government Participation</b></p>		

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p>3.2.1 Build institutional capacity for public engagement and consultation, including vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities</p> <p><b>Transparency</b></p> <p>3.2.3 Introduce practices to strengthen local officials’ accountability – Promote Programs of Transparency</p> <p>3.2.4 Support development and application of systems allowing publication of municipal acts and regulations</p> <p>3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff</p> <p><b>Ethics and Integrity</b></p> <p>3.2.7 Increase local government public ethics and integrity</p> <p>3.2.8 Pilot municipal integrity plans</p>		
<p><b>3.1.1 Conduct a Local Governance Mapping</b></p> <ul style="list-style-type: none"> <li>- Develop LG Mapping methodology</li> <li>- Conduct 1<sup>st</sup> round of LG mapping</li> <li>- Disseminate findings to national and local authorities and other relevant stakeholders</li> <li>- Use key findings to finetune STAR2 project activities</li> <li>- Conduct 2<sup>nd</sup> round of LG mapping</li> <li>- Undertake a comparative analysis against the 1<sup>st</sup> round of LG mapping to assess likely progress/change</li> <li>- Disseminate findings to national and local authorities and other relevant stakeholders</li> <li>- Feed inputs to the STAR2 project impact assessment</li> </ul>	<p>The Local Governance Mapping will assess local governance as seen from both perspectives (LG officials and citizens), aiming to identify gaps and areas / issues to be addressed, in terms of:</p> <ul style="list-style-type: none"> <li>- Availability of governance related data</li> <li>- Existence of evidence based policy and decision making</li> <li>- Existence of institutional arrangements for civic engagement</li> <li>- Existence and use of accountability mechanisms</li> <li>- Equity and social inclusion etc.</li> </ul> <p>The methodology for the LG mapping is developed based on the Local Governance Barometer, Citizen Score Cards and on previous similar UNDP experience.</p> <p>The exercise comprises all 61 Municipalities of Albania and is implemented by national experts/NGOs supported initially by international experts.</p> <p>The process will unfold along a determined sequence and contain the following main activities:</p> <ul style="list-style-type: none"> <li>- Develop methodology and the analytical framework</li> <li>- Undertake desk review and conduct field work in the three Municipal clusters (CSC interviews, semi-structured interviews, focus groups, community dialogues) and data collection</li> <li>- Data analysis &amp; processing</li> <li>- Draft reports on findings for each municipality and review by UNDP</li> <li>- Validate the findings through a last round of consultations with each municipality</li> <li>- Finalize individual municipal reports</li> <li>- Establish an online – web-based platform</li> <li>- Publish Key findings in an online web-based platform for all municipalities together with electronic versions of the reports</li> <li>- Draft, finalize and print a consolidated national LGU mapping report, and present it in a public event</li> <li>- Conduct the 2<sup>nd</sup> round of LG Mapping at the end of the project and assess the progress and changes in local governance and feed conclusions to the national authorities and STAR2 project evaluation</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: Approximately 12 500 citizens and local public officials involved.</li> <li>3. Coordination: Among three implementing organizations to ensure a uniform output.</li> <li>4. Issues to address: N/A</li> <li>5. Implementation: International expertise working jointly with the local experts for conceptualizing the contextual model for LG Mapping, followed by field implementation simultaneously in three municipal clusters, including respectively 20-20-21 Municipalities.</li> <li>6. Timeline: Nov 2016 – May 2017 &amp; end 2019</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p><b>Main deliverables</b></p> <ul style="list-style-type: none"> <li>- Methodology of LG Mapping</li> <li>- Individual Municipal Reports with key findings (2 x 61 reports)</li> <li>- Online web-based platform with municipal data</li> <li>- Aggregated Report of 61 Municipalities (2 x 1 reports)</li> </ul>	
<p><b>Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government</b></p> <p>Strictly speaking, the concepts of participation, ethics, integrity, and transparency are interrelated and there are no clear-cut boundaries between them. They altogether contribute to strengthen institutional effectiveness, building a healthy anticorruption framework and increase citizens’ trust in institutions. The project will assist local governments in the four dimensions through a mix of tools and approaches reaching different and relevant local stakeholders’ groups.</p>		
<p><b>PARTICIPATION</b></p>		
<p><b>3.2.1 Build institutional capacity for public engagement and consultation, inclusive of vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities</b></p> <ul style="list-style-type: none"> <li>- Support for understanding and enforcing legislation on Right to Information and Public Consultation</li> <li>- Develop and promote tools for ensuring, monitoring and evaluating citizens’ participation in local decision-making</li> </ul>	<p>There are two sides to public engagement - the readiness of involved institutional actors and the involvement of the public. The project will focus on the institutions’ role in the process, given that public involvement is an area already being assisted by other ongoing initiatives such as the Swiss programme “Leviz Albania”.</p> <p>At the institutional level, besides the legislation and the appointment by several municipalities of dedicated coordinators on the Right to Information and/or Notification and Consultations, it is important to assess and develop a set of principles and systems and have the LGU senior management committed to comply with the legal requirements and beyond.</p> <p>The assistance will be multi-faceted and target different levels of stakeholders. An indicative list of actions and outputs would include:</p> <ul style="list-style-type: none"> <li>- Conduct a desk review of the current situation on public engagement and consultation, including findings from the Local Governance Mapping exercise and information from other institutional stakeholders such as the respective Commissioners, other ongoing projects, etc. (for all municipalities)</li> <li>- Undertake a situational update, through collection of secondary data from municipalities, with the help of the projects’ regional coordinators (for all municipalities)</li> <li>- Select a few municipalities to work with for the development of specific training modules and other public engagement tools</li> <li>- Develop training modules for understanding and enforcing the relevant legislation on Right to Information and Notification and Public Consultation (in consultation with the selected municipalities above)</li> <li>- Develop methodologies / tools for public engagement and consultation (inclusive of principles, standards, planning, organizational measures and monitoring system as well as support for establishing structured institutional relations with the respective Commissioners - in consultation with the selected municipalities and the Commissioners)</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 720 people, including vice mayors and municipal councilors (Chair and Deputy), and up to 300 municipal managers as well as Coordinators on the Right to Information and Coordinators on the Consultation and Participation. In total 30 trainings</li> <li>3. Coordination: Commissioner on the Right to Information and the Protection of Personal Data, ASPA. ASPA will be consulted regarding the standards for drafting process of the curricula. In addition, the curricula will be handed over to ASPA by the completion of the project lifetime.</li> <li>4. Issues to address: N/A</li> <li>5. Implementation: Local experts/NGOs</li> <li>6. Timeline: September 2017 – October 2018</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> <li>- Prepare a training plan</li> <li>- Implement the training plan, tailored specifically to each municipality (calling in support the institution of the Commissioner as well as making use to a peer-to-peer approach through engaging local stakeholders who can bring positive experiences)</li> </ul> <p>The training activities will be organized along the following lines:</p> <ul style="list-style-type: none"> <li>- One one-day informative workshop targeting a mixed group of elected officials, including vice mayors and municipal councilors (Chairs and Deputy Chairs.), as well as Coordinators on the Right to Information and Coordinators on Notification and Public Consultation, in total 300 participants in 12 workshops. These workshops will seek the political commitment to move forward.</li> <li>- One one-day workshops with the Coordinators on the Right to Information and Coordinators on Notification and Public Consultation, for the discussion and fine tuning of methodologies (up to 120 people). Documents for discussion have been drafted in a participatory way and will be reviewed for finalization.</li> <li>- Municipal level one day training, involving a mix of municipal managers (in average 5 / municipality, i.e. 300 people) in 12 trainings taking place in each qark.</li> </ul> <p>The indicative level of effort is the following:</p> <p>Local experts - 170 days</p> <p><b>Main deliverables:</b></p> <ul style="list-style-type: none"> <li>- Training modules</li> <li>- Methodologies for public engagement</li> <li>- Training delivery</li> <li>- Reports</li> </ul>	

**TRANSPARENCY AND ACCOUNTABILITY**

In the spirit of increasing local government transparency and accountability, the project will promote this dimension with all municipalities. Transparent governance means that government officials act openly, citizens affected by administrative decisions are aware about the resulting facts and figures (such as budgets, awards, acts, performance) and about the processes that resulted in those decisions. Transparency also requires a strong dose of political will at the highest levels of leadership, a culture of information sharing as well as an ethic of public service and integrity in all local government systems. In addition, the creation of mechanisms to enable citizens to provide input to and receive feedback, therefore, systems of public engagement and participatory decision-making, is a critical component of transparency. The tools for addressing local government transparency include an adequate information flow and standards and regulations to promote and to keep such system updated. The following activities will contribute to this aim:

- 3.2.1 Introduce practices to strengthen local officials’ accountability towards citizens
- 3.2.3 Support development and application of systems allowing publication of municipal acts and regulations and consultation mechanisms
- 3.2.4 Pilot virtual participation in council meetings for the public
- 3.2.6 Develop standard municipal websites

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p><b>3.2.3 Introduce practices to strengthen local officials' accountability – promote Programs of Transparency</b></p> <ul style="list-style-type: none"> <li>- Select pilot municipalities for developing Programs of Transparency</li> <li>- Design and promote adoption of Programs of Transparency in pilot municipalities</li> <li>- Replicate the experience in other municipalities</li> <li>- Monitor change</li> </ul>	<p>The project will promote the development of municipal Programs of Transparency, in line with the requirement of the Law 119/2014 on the Right to Information and facilitate the process of adoption in the selected municipalities. The work will include designing and adapting templates/ models of regulation for the public information and processes requiring consultation for those municipalities (i.e. calendar of consultations, types of open data, progress reports on municipal administrative and financial performance, etc.)</p> <p>A quick assessment made by the project during the Inception phase indicated that about 40 LGUs have Programs of Transparency, though most of them are generic and do not reflect in full the Law requirements.</p> <p>The approach will be piloted in 5-6 municipalities and then promoted for wider application in other municipalities.</p> <p>Indicative sub-activities will include the following:</p> <ul style="list-style-type: none"> <li>- Define criteria for selection of pilot municipalities and select pilots</li> <li>- Conduct an assessment on the status of information and data publication in the selected municipalities</li> <li>- Identify gaps and requirement for information qualified of public interest and municipal obligations to comply with the Law, in coordination with the Commissioner for the Right to Information</li> <li>- Engage in consultations/training workshops with pilot municipalities for the development/improvement of Programs of Transparency</li> </ul> <p>Workshops will indicatively be organized with the following structure:</p> <ul style="list-style-type: none"> <li>o Around 5 people/municipality - mayor /vice mayor (1), senior municipal managers (2) and municipal councilors (2)</li> <li>o Three workshops focusing respectively on introduction, development, and finalization of Programs of Transparency, for the pilot municipalities. This is 3 workshops in total involving about 30 people.</li> <li>o Replicate the workshops for other 50 municipalities in a shorter format (two days). The estimated number of workshops is 10 (5 municipalities per workshop, 5 people per municipality, around 25 people per workshop).</li> </ul> <p>The level of effort for this activity will indicatively require the following:</p> <p>Local expertise - 140 days</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 6 and up to 30, involving around 300 people</li> <li>2. Target group and number: Mayors &amp; vice mayors, councilors, senior municipal managers, and Coordinator on Right to Information (275 people and about 13 trainings)</li> <li>3. Coordination: Commissioner on the Right to Information and personal data protection</li> <li>4. Issues to address: N/A</li> <li>5. Implementation: Local expertise / NGOs / Companies</li> <li>6. Timeline: October 2017 – November 2018</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p><b>Main Deliverables:</b></p> <ul style="list-style-type: none"> <li>- At least 30 Municipal Programs of Transparency developed and adopted</li> <li>- Positive change in open data for more than 50% of engaged municipalities (monitored by project staff and other means)</li> <li>- About 13 trainings delivered and benefiting 275 participants</li> </ul>	
<p><b>3.2.4 Support development and application of systems allowing publication of municipal acts and regulations</b></p> <ul style="list-style-type: none"> <li>- Assessment of the extent local governments acts are made public</li> <li>- Review of options to ensure this obligation is satisfied and is made sustainable</li> <li>- Support the application of such a system for all municipalities</li> </ul>	<p>The publication of local government acts is a basic service and the embodiment of good practice in the obligation for transparency and information sharing. The publication of local governments' acts is an obligation arising from the Law "On Local Self-Government" (Articles 18 and 55).</p> <p>Currently, there is a practice in place developed by a local NGO, INFOCIP, which promotes and enables the publication of Municipal Council Acts in a unique website, vendime.al, hosted by the NGO itself. The municipal acts database residing in the NGO repository is growing over the years and many municipalities are using it directly and regularly to upload their acts. The platform is freely accessible for all and enables stakeholders interested to monitor the activities of the municipal councils.</p> <p>To date, through this initiative and website, 19 Municipalities do publish regularly their municipal decisions, and some additional ten municipalities are about to join. STAR2 project is contemplating the possibility of closing the gap and supporting the remaining 31 municipalities to participate. A sustainable solution will also include the discussion over the future hosting and maintenance of this database, which carries a wealth of administrative data.</p> <p>This activity will very likely require sub-contracting to cover the remaining municipalities and complete the work. Required services will include support to municipalities to understand the system, coaching on how to handle documents, digitize and upload them in the database as well as in the specific municipal website, etc. The estimated cost of this activity is in average \$5,000 / municipality or \$150,000 in total.</p> <p><b>Main deliverable:</b></p> <ul style="list-style-type: none"> <li>- Scanned municipal councils' legal acts since 2015 for about 31 municipalities</li> <li>- Updated national e-platform</li> </ul>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 31 municipalities</li> <li>2. Target group and number: 31 municipal councils</li> <li>3. Coordination: Commissioner on the Right to Information and Protection of Personal Data</li> <li>4. Issues to address: Future sustainability and ownership of the supported system</li> <li>5. Implementation: Subcontracted service provider, local expertise</li> <li>6. Timeline: August 2017 – March 2019</li> </ol>
<p><b>3.2.6 Develop standard municipal websites or improve them and increase capacities of PR staff</b></p>	<p>During June 2017, STAR2 officially contacted all the Municipalities asking them whether they have a website or if they would like to receive assistance in updating their existing webpage to meet all the requirements stipulated by Laws. As of now, at last 11 municipalities need assistance to design their webpage from scratch and 37 need to improve their existing ones.</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 Municipalities, 60 municipal PR persons</li> <li>2. Target group and number: 30 - 40 municipalities (WEB design), 61 Municipalities for the template and training</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> <li>- Elaborate content standards for a local government website, based on legislation and best practice</li> <li>- Consult with municipalities the format and content of a model website</li> <li>- Ensure websites include key sections related to consultation of strategies, development plans and other important documents and regulations, with the possibility of the public to provide feedback</li> <li>- Support municipalities to adopt such standards and create their individual websites, ensuring each municipality has its own website</li> <li>- Provide training to municipal PR teams on communication and consultation activities</li> </ul>	<p>The project will aim to design content standards and a checklist for digital information to be provided as well as a system with sufficient features easily organized, readable, understandable and usable by the citizens. The standardization has several benefits including supporting those local governments with limited resource or skills, advocating for some type of information that deserve being made public, and improving the quality of content and focusing on users. The standard will bring together good and existing practice from Albania and other local governments, yet with a degree of flexibility to reflect the context of each municipality.</p> <p>The process will entail a review of existing good examples from Albania, answering the question “What do the best existing local government websites have in common?”. It will also entail a review of legislation requirements in consultation with different institutional stakeholders such as the Commissioner for the Right to Information, the Commissioner for the Protection of Personal Data, the National Agency for Information Society, etc.</p> <p>These will be the basis for finalizing the website and installing it in each of the identified municipalities, followed by a training on feeding and using the system, the role and responsibilities of various local departments, the role and duties of municipal PR staff to organize the information, manage sections of social media, produce the official e-Gazette, etc.</p> <p>The activity will require the indicative level of resources:  A core module hosted centrally and serving all participating municipalities – \$40,000  Single website adoption and installation – ca. \$1,000 x 30 municipalities (a proxy) – totaling \$30,000  Improvement of existing websites – ca. \$800 x 10 municipalities (a proxy) – totaling \$8,000</p> <p>Additional local expertise - 130 days</p> <p><b>Main Deliverables:</b></p> <ul style="list-style-type: none"> <li>- The web page template model</li> <li>- 30 - 40 developed/improved web pages</li> <li>- 60 Municipal PR staff trained</li> </ul>	<ol style="list-style-type: none"> <li>3. Coordination: Ministry of Innovation (AKSHI), Commissioner for the Right to Information and Protection of Personal Data</li> <li>4. Implementation: Subcontracted service, local expertise</li> <li>5. Timeline: June 2017 – August 2018</li> </ol>
<p><b>ETHICS AND INTEGRITY</b></p> <p>3.2.7 Increase local government public ethics and integrity</p> <p>3.2.8 Adopt municipal integrity plans</p>		

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p><b>3.2.7 Increase local government public ethics and integrity</b></p> <ul style="list-style-type: none"> <li>- Assess the procedures and practices in place to prevent corruption and promote ethics and integrity;</li> <li>- Provide training on ethics and transparency to local public administration</li> <li>- Recommend approaches and administrative procedures to ensure accountability and transparency of local governments</li> <li>- Develop, in the context and with stakeholders' participation, the municipal Code of Conduct</li> <li>- Consult the draft Code of Conduct in local workshops</li> <li>- Support municipalities to adopt the Code of Conduct</li> <li>- Ensure the Code of Conduct is made public</li> </ul>	<p>The adoption of structured ethical standards by local governments, although via implementing legislation, is an ostensibly lacking element of local administration. The existence of such a system, on the other hand, is a useful tool in support to day-to-day decision making, guiding employees on how to deal with ethical dilemmas and "grey areas" of work, encourages high standards of behavior by public officials, increases public trust in the institutions and constitutes the first building blocks of local governments' integrity. The need for filling in this vacuum was also identified by STAR1, which towards its end developed a draft ethical code of conduct for the locally elected.</p> <p>The project will revisit this theme with a new depth, fully aware that ethical procedures alone are not sufficient but complementary to legal and integrity measures for effectively addressing local government efficiency and protection against corruption.</p> <p>The process of adopting and implementing a value-based ethics code will involve discussions, commitment and implementation and review. The task is not simply to adopt a code, but to build an organizational culture where ethics are given due importance.</p> <p>Initially, an assessment in all municipalities is necessary to identify the state-of-affairs and practices in place related to ethics and integrity of local officials.</p> <p>The assessment will be followed by an introductory training on ethics and integrity, which will address themes such as:</p> <ul style="list-style-type: none"> <li>- Introduction to relevant legislation on public administration ethics and anticorruption</li> <li>- The promotion of an ethic of public service.</li> <li>- The benefits of developing and adopting ethical standards and a code of ethics for public officials</li> <li>- Integrity in local government systems</li> <li>- Types, risks, and consequences of corruption at the local level</li> <li>- Strategies and tools for preventing corruption at the local level</li> </ul> <p>The introductory training should target elected public officials, senior public officials in management or sensitive positions and as well as HR staff. In this respect, this training will indicatively target 120 mayors &amp; vice mayors and 300 other senior public officials. This level of effort will require the organization of around 18 two-day trainings across the country. A key result of these introductory trainings will be to secure local government commitment to engage in further activities.</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 61 municipalities</li> <li>2. Target group and number: 720 trainees</li> <li>3. Coordination: The Commissioner on the Right to Information and Protection of Personal Data</li> <li>4. Implementation: Local experts</li> <li>5. Timeline: October 2017 – November 2018</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>A follow up assistance focusing on advocating for and facilitating the development and adoption of a Code of Ethics will ensue. The process will entail the following indicative steps:</p> <ul style="list-style-type: none"> <li>- Prepare and disseminate a draft Code of Ethics for review, feedback and inputs by all municipalities</li> <li>- Prepare training modules based on the above feedback</li> <li>- Deliver tailored trainings in each municipality to discuss: <ul style="list-style-type: none"> <li>o The relevance of a Code of Ethics – what it is, what it can and cannot achieve and the process of adopting one.</li> <li>o Identify the mechanisms by which inputs in the process could be solicited</li> <li>o Tailor the Code to the specifics and needs of each municipality</li> <li>o Discuss and seek agreement on implementation strategies and timelines</li> </ul> </li> </ul> <p>These trainings will involve a working group of up to five people from each municipality, for a total of 300 trainees, who will undergo through 12 two-days training and report to their respective municipalities.</p> <p>The next activities will then focus on:</p> <ul style="list-style-type: none"> <li>- Support finalization of draft Codes</li> <li>- Facilitate, monitor adoption of the Code</li> <li>- Monitor implementation</li> </ul> <p><u>Note:</u> During the above trainings, the intention of the project to support piloting of integrity plans will be promoted, with the aim to identify a list of municipalities willing to go through selection process to pilot the integrity plan.</p> <p>The level of effort will require 270 local expert days</p> <p><b>Main deliverables:</b></p> <ul style="list-style-type: none"> <li>- Assessment on municipal status on Ethics and Integrity</li> <li>- Training delivery</li> <li>- Codes of Conduct developed</li> <li>- Reporting</li> </ul>	
<p><b>3.2.8 Adopt municipal integrity plans</b></p> <ul style="list-style-type: none"> <li>- Selection of pilot municipalities to engage on drafting municipal integrity plans</li> <li>- Assess in depth operations and procedures in the six pilots</li> </ul>	<p>Municipal integrity planning is a proven positive experience in the countries of the region and beyond widely practiced by UNDP in the Balkans (Kosovo and Macedonia for instance). The tool provides for increased knowledge and built capacities of local leaders on the mechanisms and forms to decrease vulnerabilities to corruption and corruptive practices and strengthen transparency and accountability in local government.</p>	<ol style="list-style-type: none"> <li>1. Municipal coverage: 6 municipalities</li> <li>2. Target group and number: 6 municipalities; mayors, senior management and councilors. Up to 100 people</li> <li>3. Coordination: Commissioner on the Right to Information; National Coordinator Against Corruption</li> </ol>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> <li>- Determine areas to address and indicators, also referring to possible transposition of requirements of the National Anticorruption Strategy</li> <li>- Develop, in consultations with local stakeholders, draft municipal integrity plans and monitoring frameworks</li> <li>- Disseminate the experience and the product to other municipalities</li> </ul>	<p>The activity will be a logical continuation of the previous assistance on ethics and integrity. The selection of municipalities will be primarily based on the municipal willingness to engage in, which will be assessed and identified earlier as well as following criteria of fair geographic distribution and political representation.</p> <p>The activity will be implemented by local experts with initial international technical support on the concept, approach and tools. The process will unfold along these lines:</p> <ul style="list-style-type: none"> <li>- Conduct desk review of the previous work including results of the LG Mapping, other potential assessments from different actors as it relates to the selected municipal pilots.</li> <li>- Undertake in depth analysis of operations and procedures of each pilot municipality encompassing interviews with local government officials and discussions with representatives of local administrations and the community</li> <li>- Develop contextual methodologies for drafting integrity plans</li> <li>- Develop municipal integrity plan through a participatory approach involving municipal officials, local stakeholders and representatives of the community.</li> <li>- Organize awareness-raising activities and facilitate institutionalization of the methodology and the municipal plan</li> <li>- Promote the integrity plans and the implemented methodology as good practices for the other municipalities.</li> </ul> <p>Around 5 trainings/workshops gathering the following relevant stakeholders: 12 mayors &amp; vice mayors, 30 senior management officials, and 20 municipal councilors. This would translate into the following organization:</p> <ul style="list-style-type: none"> <li>- 1 introductory workshop for each municipality, including mayors, senior management (40 people)</li> <li>- One workshops per municipality including mayors, senior management, and councilors (60 people)</li> </ul> <p>The work will indicatively require the following level of effort:</p> <ul style="list-style-type: none"> <li>- International expertise – 30 working days</li> <li>- Local expertise - 260 working days</li> </ul> <p><b>Main deliverables:</b></p> <ul style="list-style-type: none"> <li>- Contextual methodology for municipal integrity plans</li> <li>- 6 municipal integrity plans</li> <li>- Support for adoption of MIPs</li> </ul>	<ol style="list-style-type: none"> <li>4. Issues to address: N/A</li> <li>5. Implementation: Local expertise / NGO / company</li> <li>6. Timeline: April 2018 – March 2019</li> </ol>

## Annex 4: Monitoring and Evaluation Framework

<b>SPECIFIC OBJECTIVE 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs</b>					
<b>BASELINE</b>					
<ul style="list-style-type: none"> <li>• The tax revenue collection in national level is increased from 38% (2015) to 51% (2016);</li> <li>• PEFA assessment indicates lack of Human and institutional capacities in tax revenue collection especially for overdue taxes and debt management;</li> <li>• Guidelines on developing Standard Operating Procedures are developed during STAR1. STAR2 will contribute to the actual development and adaptation of SOPs in line with the changed legal context with approval of the Code of Administrative Procedures;</li> <li>• PEFA assessment concludes that there is no Supreme State Audit annual auditing of the financial tables – only bi-annual auditing. Auditing reports are published, however are not taken into consideration by the Municipal Councils. The Municipal administration responds to the Auditing Reports;</li> <li>• Based on the current decentralization strategy the process of transfer of immovable property to the local units is still ongoing. Currently, the inventory process of public properties is completed in 373 LGUs. Preliminary lists of inventories for transfer of property have been approved for 265 local units, while the final transfer has been carried out only to 166 local units. All water companies have been already transferred to local government units in the form of shares of shareholder companies. The process of transferring the ownership of forests and pastures has been completed for 317 local units.</li> </ul> <p>Guidelines on asset valuation at municipal level and asset valuation model for Tirana municipality are prepared during STAR1. STAR2 will follow up and provide capacity building on assets management and replication of the Tirana valuation model.</p>					
			<b>Means of verification (planned)</b>	<b>Time of evaluation / data collection</b>	<b>Assumptions / Risks</b>
Indicators and Target value per Goal Note: The value targets will be revisited and revised against LG mapping no: 1 final data.	2019	By the end of 2019, the effectiveness and efficiency of the institutional and administrative capacity of LGU is increased by 20%.	LG Mapping (2 <sup>nd</sup> round	End 2019	
Indicators and Target Value per Outputs	2017-2019	Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level <ul style="list-style-type: none"> <li>- 80% (about 48) of municipalities have in place Standard Operating Procedures (approved by the Municipal Council) by 2019;</li> </ul>	Questionnaires / interviews / Surveys  LG Mapping (2 <sup>nd</sup> ) round	Midterm review (2018)  End of 2019	Lack of political will to adopt new models of procedures and templates

		<ul style="list-style-type: none"> <li>- The extent to which, citizens report that the Municipality enforces local laws and regulations impartially is increased by 20% by 2019.</li> </ul> <p>Output 1.2 Management skills of local senior managers improved</p> <ul style="list-style-type: none"> <li>- Mayors and Deputy Mayors report to have increased their knowledge on specific Municipal management skills by end of 2018;</li> <li>- In 50% of LGUs, Municipal staff reports an improved culture of top – management by the end of 2019.</li> </ul> <p>Output 1.3 Local public financial and fiscal management capacities enhanced</p> <ul style="list-style-type: none"> <li>- In at least 30 Municipalities (small and medium) increase of tax collection rate at local level governance by 15 %;</li> <li>- In each of the 6 pilot municipalities who apply participatory budgeting, at least 1 proposal coming from the community structures is included in the upcoming municipal budget;</li> <li>- 80% of participants report an increased knowledge on land and asset management by end of 2019</li> <li>- Number of Supreme State Audit recommendations fulfilled accordingly and on time by Municipalities is increased with 1/3.</li> </ul>	<p>COCS 2019 annual report</p> <p>Results under Effectiveness &amp; Efficiency, Vision and plans</p> <p>Financial and tax Management, cooperation with third parties</p> <p>Google form developed to asses improved managerial capabilities by municipalities staff</p> <p>Reports from the Supreme State Audit, General Directorate of Taxes</p> <p>Municipal Reports</p> <p>Reports from the Supreme State Audit</p>		<p>Low level of commitment from Municipalities</p> <p>The local election period 2019 can influence the local staff performance in tax collection under political pressure of mayor</p>
Indicators and Target Value per Activities	2017-2019	<ul style="list-style-type: none"> <li>- Number of trainings initiated/contracted - (61)</li> <li>- Number of trainees targeted in total - (1000)</li> <li>- Manuals / guidelines / toolkits developed - (11)</li> </ul>	<p>Reports</p> <p>List of participants</p> <p>Photos</p>	<p>Pre / Post event evaluation</p> <p>Midterm review / end of project</p>	<p>Low levels of / irregular attendance of municipal staff participating in the trainings</p>
Achievements vs Targets Activities	2017	To be completed beginning of 2018			
	2018	To be completed beginning of 2019			
	2019	To be completed end of project			
Achievements vs Targets Outputs					

Achievements vs Targets Goal					

## B. Monitoring of Activities

SPECIFIC OBJECTIVE 2 - INCREASED LOCAL SERVICE DELIVERY, EFFICIENCY, QUALITY, COVERAGE, ACCESSIBILITY AND INCLUSIVENESS FOR MEN AND WOMEN					
Baseline					
<ul style="list-style-type: none"> <li>• There is limited know-how and expertise on service delivery methodologies, approach and management in response to the decentralization and TA Reforms;</li> <li>• The LG mapping exercise will provide the baseline for the actual situation on local service delivery related to the effectiveness, efficiency, access, satisfaction/quality and gender balanced access;</li> <li>• There is no Benchmarking System in place for local governance at a National level;</li> <li>• There are 49 Municipalities which do not have OSSH implemented;</li> <li>• Local physical archiving has not started yet;</li> </ul>					
			Means of verification (planned)	Time of evaluation / data collection	Assumptions / Risks
Indicators and Target value per Goal  Note: The value targets will be revisited and revised against LG mapping no: 1 final data.		<ul style="list-style-type: none"> <li>– By end of 2019, there is an increased level of citizen satisfaction from local service delivery, coverage, accessibility and inclusiveness for men and women by 40%</li> <li>– By end of 2019, there is an increased of citizen satisfaction towards the efficiency and quality of service provision by 50%</li> </ul>	LG Mapping (2 <sup>nd</sup> round)	End 2019	
Indicators and Target value per Outputs		Output 2.1 - Delivery of services and their management (including new competencies) improved <ul style="list-style-type: none"> <li>– 61 Municipalities have increased their capacities, knowledge and skills in service provision (existing and new) by 50%</li> <li>– 49 Municipalities adopt new model of service provision by 2019</li> </ul>	Project reports LG Mapping (2 <sup>nd</sup> round)	Mid 2018	Lack of IT infrastructure for Ones stop shops (networking, servers, hardware)  Precondition to Upgrade the Document

		<ul style="list-style-type: none"> <li>- At least 3 services in 3 (Municipalities / 3 Clusters Municipalities have improved due to re-engineering with 20%</li> <li>- The extent to which the citizens are satisfied with the quality of service delivery in their municipality increases by 20%</li> <li>- The extent to which citizen's report to have equal access to local government services increases by 20% in their municipality</li> <li>- The extent to which the citizens report that the process of obtaining municipal administrative services in their municipality (permits, licenses, certifications, different documents is simplified by 30%</li> </ul> <p>Output 2.2 - A national benchmarking system for key selected administrative/public services established</p> <ul style="list-style-type: none"> <li>- Informed decision making on LG policies due to LG data collection improved.</li> <li>- Informed decision making due to data collection and management has improved in at least 1/3 of Municipalities</li> <li>- The extent to which, citizens report they have access to information about the performance of the local services, is increased by 20% in 2019.</li> </ul> <p>Output 2.3 - A one-stop-shop model is defined and scaled up nationwide</p> <ul style="list-style-type: none"> <li>- At least 49 municipalities have in place one stop shop system encompassing at least 60 services</li> </ul> <p>Output 2.4 - A system of physical of local government archives adopted nationwide</p> <ul style="list-style-type: none"> <li>- 61 Municipalities have in place and carry physical archiving conform laws and regulations</li> </ul>		End 2019	<p>Management System (DMS)</p> <p>Precondition to ensure maintenance of DMS</p>
Indicators and Target value per Activities	2017 - 2019	<ul style="list-style-type: none"> <li>• Number of trainings initiated/contracted (32)</li> <li>• Number of trainees targeted in total (1100)</li> <li>• Manuals / guidelines / toolkits developed (7)</li> </ul>	<p>Reports</p> <p>List of participants</p> <p>Photos</p>	<p>Post event evaluation</p> <p>Annual evaluation</p>	

Achievements vs Annual Targets Activities	2017	To be completed beginning of 2018			
	2018	To be completed beginning of 2019			
	2019	To be completed end of project			
Achievements vs Targets per Output					
Achievements vs Targets per Goal					

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

**Baseline:**

- Adoption of the new Laws “On the Right to Information” and “On Public Participation and Consultation” has been assessed as the most important step towards transparency and accountability, bringing Albanian legislation closer to the best international standards. Despite the improvements introduced by the new legal framework, its practical implementation encounters many challenges;
- At national level an e-platform (<http://pyetshtetin.al>) is launched by the Commissioner on the Right to Information with the aim to help citizens to access easily public information from all central and public authorities produced from all public authorities in compliance with the law 119/2014 “On the Right to Information”;
- The national platform “[konsultimi publik / public consultation](#)” is functional as of April 2017;
- Even though, at municipal level, there is manifested a limited culture and implementation of good governance principles as efficiency, transparency and rule of law, accountability, participation and citizen engagement as well as gender;
- In 2016 data reveals that: - 50 Municipalities have nominated the Coordinator on the Right to Information; Up to date 50% of Municipalities have the web page; 18 Municipalities have a Transparency Plan; while 13 Municipalities have a Registry of the Requests and Replays of citizens, even though the legal deadline for these obligations expired / Report of the Commissioner for the Right to Information and Protection of Personal Data;
- The Monitoring Report of Balkan Investigative Reporting Network (CSO) “Local Governance in the lenses of the Right to Information the overall transparency level at local level is 43%, which comes as an average of the following measured scores: 50% for the right to information, internal organization 41%, Legislation38%, Municipal Council 48%, financial transparency 36%, public consultation 39% and other information 45%;
- Transparency International ranks Albania 83/176 with a score of public corruption perception 36/100;
- Following the 1<sup>st</sup> round of LG mapping, in September 2017 the project will review the baseline indicators including transparency and rule of law, citizen’s participation and engagement, LG responsiveness, informed decision making, per the results of the measured state of good governance dimensions.
- There is no national standardized system in place to provide the basis for informed decision making on decentralization and Local Governance.

			<b>Means of verification (planned)</b>	<b>Time of evaluation / data collection</b>	<b>Assumptions / Risks</b>
Indicators and Target Value per Goal <b>Note:</b> The value targets will be revisited and revised against LG mapping no: 1 final data.	2019	By end of 2019, there is an increased good governance at local level across country by 20%.	LG Mapping (2 <sup>nd</sup> round)	End 2019	

Indicators and Target Value per Outputs		<p>Output 3.1 - Status of local governance mapped in all LGUs</p> <ul style="list-style-type: none"> <li>- 61 Municipalities have available data on the state of governance in terms of efficiency, transparency and rule of law, accountability, participation and citizen engagement as well as gender published in a national e-platform by end of 2017 and end of 2019</li> <li>- All 61 Municipalities have available data on trends of efficiency, transparency and rule of law, accountability, participation and citizen engagement as well as gender within their Municipality and against national trends.</li> <li>- Municipal decision making based on reliable statistics and up to date information is increased by 20 % compared to 2017.</li> </ul> <p>Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government</p> <p>By the end of 2019, all 61 Municipalities have increased their participatory decision making by 20%;</p> <ul style="list-style-type: none"> <li>- By the end of 2019, all 61 Municipalities have increased their levels of transparency by 50%;</li> <li>- By the end of 2019, citizen perception of levels of corruption at local level have decreased by 15% at national level</li> <li>- Extend to which, citizens report that the function of the Coordinator of public consultation and notification at the municipality is effective is increased by 20%</li> </ul>	Questionnaires / interviews / LG Mapping (2 <sup>nd</sup> round)	Mid 2018  End 2019	<p>Municipalities will adopt and make easily accessible to the public, citizen oriented tools and techniques in providing transparency, accountability and citizen engagement</p> <p>Lack of political will to apply principles of good governance</p>
Indicators and Target Value per Activity	2017-2019	<ul style="list-style-type: none"> <li>• Number of trainings initiated/contracted (85)</li> <li>• Number of trainees targeted in total (2000)</li> <li>• Manuals / guidelines / toolkits developed (13)</li> </ul>	Reports List of participants Photos	Post event evaluation End of 2017	
	2017	To be completed beginning of 2018			

Achievements vs Targets Activities	2018	To be completed beginning of 2019			
	2019	To be completed end of project			
Achievements vs Targets Outputs					
Achievements vs Targets Goal					