



INCEPTION REPORT



STAR2 – Consolidation of the Territorial and Administrative Reform

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	Swiss-funded decentralization and local development program
DLG	Decentralization and Local Governance
DOPA	Department of Public Administration
e-PAV	electronic platform of Local Administration - product of the Swiss CoE project
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



PROJECT SUMMARY

Project Title:	STAR2 – Consolidation of the Territorial and Administrative Reform	
UNDP Project ID:	00097212	
Project Budget: (in US\$)	\$8,168,668	
Contributions:	Original Currency	US\$ Equivalent
European Union	3,500,000 EUR	3,699,320
Sweden	15,000,000 SEK	1,656,424
Italy	1,200,000 EUR	1,272,534
Switzerland	500,000 CHF	493,097
USAID	100,000 USD	100,000
UNDP	100,000 USD	100,000
Government of Albania	30,000,000 ALL	240,288
Total Contributions: ¹		7,561,664
Agreement Signed on	14 – July – 2016	
Official Start/End Dates	15 – July - 2016	31 - December - 2019
	Original	Updated
Duration:	41.5months	41.5 months

Main direct beneficiary	Minister of State for Local Issues (MSLI)
Implementing Agency	United Nations Development Programme in Albania
Partners	<p>Albanian Municipalities</p> <p>Association for Local Autonomy</p> <p>Association of Albanian Municipalities</p> <p>Other regional and local development stakeholders</p> <p>Central Government institutions and agencies:</p> <p>Relevant line ministries: Innovation and Public Administration, Finance, Agriculture, Interior, Urban Development, Environment, etc., ADISA, Agency for the Implementation of Territorial Reform (AITR), Department of Public Administration (DoPA) / Albanian School of Public Administration (ASPA), National Agency for Information Society, INSTAT, General Directorate of Archives, Supreme State Audit, Commissioner for the Oversight of Civil Service, Commissioner for the Right to Information and Protection of Personal Data, various Civil Society Organizations, etc.</p>

¹ UN Rate of Exchange for April 2017. GoA contribution not yet received. Real financial gap around 850,000

Overall Objective	To ensure functionality, recognized by men and women, of the newly established local governments, so that local administrative and service delivery outcomes are effective, qualitative, participatory, and inclusive, and correspond to evolving decentralized competencies and responsibilities.
Specific objectives (Purposes)	<ol style="list-style-type: none"> 1. To strengthen institutional and administrative capacities of LGUs 2. To increase local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women 3. To enhance local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change
Expected Results	<ul style="list-style-type: none"> • Enhanced human resource and administrative management capacities leading to a more professional public administration at local level • Management skills of local senior managers improved • Local public financial and fiscal management capacities enhanced • Delivery of services and their management (including new competencies) improved • A national benchmarking system for key selected administrative/public services established • A one-stop-shop model is defined and scaled up nationwide • A system of digitalization of local government archives adopted nationwide • Status of local governance mapped in all LGUs • Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government
Target Groups	MSLI, municipalities/elected and administrative representatives, local civil society, business and other community representatives exposed or participating in different activities of the Project.
Final Beneficiaries	MSLI, 61 municipalities and their respective administrative units, local communities.

The STAR2 – Consolidation of the Territorial and Administrative Reform Project has been developed as a collaborative work and agreement between the Minister of State for Local Issues and project development partners representing the European Union, development cooperation offices of Italy, Sweden, Switzerland, and USAID and UNDP Albania. The project was conceived in the framework of Government of Albania reforms pertaining to local government and decentralization, following the adoption in practice of the administrative and territorial reform in 2015. The project is designed to run under a pooled fund modality, with UNDP Albania as the fund manager and implementer under the ownership and leadership of the Minister of State for Local Issues, a similar arrangement with its predecessor, STAR1 project.

Mid-July 2016 marked the start of implementation of STAR2 project, following the signature of the project document between the Minister of State for Local Issues and UNDP Albania. By end December 2016, all partner contribution agreements with UNDP have been concluded, securing upfront about 93% of the project's estimated budget (Government pledged cost-sharing included though still a commitment).

The project document objectives and expected results correspond largely to the strategic goals set out in the Crosscutting Decentralization and Local Governance Strategy 2015-2020, especially those related to:

- Enhance the overall efficiency of local government structures
- Strengthen good governance at the local level

within a framework that calls for more efficiency, transparency and inclusiveness.

The main objective of STAR2 project is to ensure functionality, recognized by men and women, of the newly established local governments, so that local administrative and service delivery outcomes are effective, qualitative, participatory, and inclusive, and correspond to evolving decentralized competencies and responsibilities.

Project activities will engage at a practical level many layers of local government administrations from the top down in capacity building activities related to strengthened and improved administrative and operational management, service delivery and greater transparency and accountability towards their constituencies. However, most of activities need to be coordinated among different development stakeholders who work with and provide support to the same local governments through various programmes and projects.

The Project Document defines in some detail the activities the project should carry out in three and a half years in order to achieve the above. The present inception period between November 2016 and April 2017 is a further step in detailing specifications of assumptions, deliverables and timing beyond those presented in the approved project document to fine-tune and make operational the project implementation approach. Information has been mainly gathered from consultations with a high number of central and local level institutions, development partners, ongoing projects and initiatives, and internal discussions.

The Inception Report will describe the outcomes of this process with the purpose:

- to document any changes to the project plan since the finalization and approval/signature of the project document
- to present a concise description and plan of various activities and actions, timing and outputs of the specific tasks for the project
- to ensure a common understanding and ownership by all project partners
- to invite comments and recommendations from the Project Steering Committee
- to adopt the Report as the operational tool for planning, monitoring and evaluating project progress and quality of implementation.

SECTION 1: EXECUTIVE SUMMARY

CONTEXT

The first Monitoring Report² of the Crosscutting Strategy on Decentralization and Local Governance 2015-2020 indicates a satisfactory progress of the overall implementation of the actions foreseen in the strategy. During the first year, 61% of the activities defined in the strategy have started out of 69% planned. Meanwhile, the rate of completion in the first year is 42%. Among the four strategic goals, the major progress relates to the first one: “Enhance the overall efficiency of local government structures”, while the slowest progress is noted in the implementation of activities related to the goal “Strengthening the local finances”, where only 7 activities out of 26 are implemented.

The Monitoring Report also points out the need to focus efforts in the fulfillment of the specific objective: “Strengthening Local Democracy through increased citizens’ participation and strengthening of community structures at local level”.

The Council of Ministers decided on 21 December 2016 on the establishment of the Consultative Council of the Central Government with the Local Government. This new institution was launched officially in January 2017. It will serve as an institutionalized platform for consultation between central government with local and regional authorities, providing the latter with a forum for advocacy and dialogue with the central counterparts. The decision makes provision for a composition of the Consultative Council including 6 members from the Central Government institutions and 6 others representing the three associations of local government units. The Agency for the implementation of Territorial Reform will play the role of Technical Secretariat for the Council.

On 15 March 2016, the Council of Ministers endorsed the draft Law on Local Finances for submission, review and approval by the Parliament. Upon Parliament approval, the Law will enter fully in force on 1 January 2018. This is the culmination of an important Government commitment to address one of the most important and sensitive aspects of local government, equipping fiscal decentralization with the necessary legal framework, though the approval of the law will need to be followed with drafting necessary sub-legal acts.

The recently approved Code of Administrative Procedures is not yet fully ready for implementation because of lack of the secondary laws. A commentary on the Code of Administrative Procedures is in a drafting process with OECD/SIGMA contribution. Parallel to this, there are two CoM Decrees in the drafting process. Nevertheless, an initial informative Training of Trainers is organized by DoPA/ASPA with the participation of central level institutions’ representatives, mainly on the principles of the Code. DoPA/ASPA is targeting for training on CAP around 200 central level officials, however, there are no plans for training public officials at local level.

PROJECT OBJECTIVES

Both, the project overall objective “To ensure functionality, recognized by men and women, of the newly established local governments, so that local administrative and service delivery outcomes are effective, qualitative, participatory, and inclusive, and correspond to evolving decentralized competencies and responsibilities”, as well as the specific objectives:

- To strengthen institutional and administrative capacities of local administrations;
- To increase local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women;
- To enhance local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change

are still relevant and are confirmed during the stakeholders’ consultations.

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http://www.ceshtjetvendore.gov.al/files/pages_files/Raporti_i_Monitorimit_t%C3%AB_Strategjis%C3%AB_p%C3%ABr_Decentralizimin_dhe_Qeverisjen_Vendore_2015-2020_periudha_korrik-gusht_2016.pdf

INSTITUTIONAL SETUP AND ORGANIZATION

The institutional set-up for project implementation remains unchanged as described in the Project Document:

- The Minister of State for Local (MSLI) issues as main direct beneficiary;
- The European Union Delegation in Albania, development cooperation offices of Sweden, Italy and Switzerland and USAID as project steering members;
- The United Nations Development Programme in Albania, as implementing agency.

The institutional responsibility for leading project implementation rests with the Minister of State for Local Issues, who is also the institution accepting the quality of outputs, while the technical responsibility for implementation rests with UNDP.

The project employs a dual implementation structure, a Project Management Team (PMT) attached or working closely with the MSLI and a Project Coordination Unit established at UNDP and dedicated to support daily the project implementation from the administrative and financial aspects as well as ensuring the role of quality assurance.

STRATEGY

From a technical point of view the project will address a very wide range of subjects. Realistically, it cannot be expected that everything will be achieved at an equal level of impact within a three and a half years' period. Nevertheless, some guiding principles and a correct approach will be the safeguards and a guarantee for strengthened sustainability and further self-development in several intervention areas.

The Project will mostly work with the demand side, i.e. with local government actors and institutions and provide capacity building to them for improved performance and efficiency. Therefore, recipients of assistance will be tangible and permanent institutions. Capacity building activities will be tailored to the possible extent to needs and expectations of beneficiaries, while in the same time it will be attempted to institutionalize a number of project adopted tools and approaches, through their introduction in relevant acts at central or local level, their introduction in local public administration unit's internal procedures, adoption of prepared manuals, guidelines, etc. The project also believes to make an impact in improving local administrations' capacities as the project's capacity building activities will benefit a high number of local stakeholders estimated at around 7,000 people involved in about 330 training settings.

To avoid confusion and duplication, the project will constantly seek to avoid overlaps, but also look for opportunities to scale up best practices and models developed by other partners so that the positive developed knowledge will benefit larger target groups.

The project will establish a practice of checking the availability of existing curricula, tools, methodologies, etc., that partners can make available for replication prior to undertake its activities. This information will enable maximizing the experiences to date. Depending on usage rights of these resources, STAR2 will make them public when it is allowed to do so and create a free access e-library in its web page.

STAR2 will also make use or further develop and tailor to the specific context some products developed by its predecessor STAR1, such as the different typologies of municipal organigrams, the municipal Standard Operating Procedures and the Code of Conduct, etc.

The project will follow a practice whereby it will regularly collect information and feedback from other ongoing projects on needs and issues to address as well as concerns that other projects might identify with regard to local governance processes.

The project geography is national, i.e. it will work with all 61 municipalities; however, for specific activities the project will select clusters of municipalities or pilot ones. Selection criteria will be based on the specificities of single activities, however, some basic criteria to be used include: encompassing all municipal sizes, large and small, balancing the geographical location and political affiliation, identifying best practices worth replicating or with a potential for peer support, but also underperforming areas or municipalities that need support, etc.

Project capacity building activities will be organized mostly outside the capital, with a mixed geography. The project will seek to organize a part of its activities in small municipalities in order to avoid the concentration in the same large municipalities where everything happens always and promote the peculiarities of small municipalities.

A key principle of the project is to make local governance work for the poor, women and vulnerable groups and make the latter part of the consultations and decision-making processes.

STAR2 will promote gender mainstreaming in all its activities throughout the implementation. The gender perspective will not be limited to gender equality considerations, instead it will also feature in the areas of policy making, participation, capacity building and access to services.

Environmental and social concerns will also be an integral part of design and implementation of capacity building, systems development and scaling up activities, especially when they pertain to environmentally or socially sensitive interventions/recommendations, such as in the case of review of various public utility services, or the design of performance indicators.

The project will support the development of municipal data sets for multiple reasons: as a tool for municipal decision makers to take evidence based decisions, as a necessity for measuring change in implementing some of project activities as well as for integrating requirements for data contributing to NSDI and SDG monitoring.

MONITORING

Monitoring will aim primarily to provide the main stakeholders of the project with early indications of the quality, quantity and timeliness of progress towards delivering intended results. Therefore, all project activities will be subject to continuous monitoring (process and impact monitoring) against the indicators defined in the Project Document and the amendments made later in this report. In accordance with UNDP's Financial Rules and Regulations, UNDP will maintain a direct control and monitoring role over progress, quality and financial aspects of the Project.

The sharing of monitoring results, as well as the coordination with partners and stakeholders will be facilitated through the instruments defined and scheduled in the Project Document (coordination meetings, steering committee meetings, quarterly project progress reports, annual project progress reports, mid-term reviews, a project final report and a final evaluation mission).

COORDINATION

A critical determinant for the project success remains however its ability to collaborate with relevant national institutions. On the other hand, several projects and programs are currently involved in local governance support and in the interest of all, many stakeholders agreed to coordinate the initiatives and share the results. Coordination is fundamental when it comes to developing and implementing project activities, to ensure alignment, compliance with national standards and policies, complementarity, scaling up best practices and avoiding waste of resources, duplication and overlapping.

A number of findings and recommendations on how to address these challenges are made in the Project Document and further detailed in the present Inception Report. A further articulation in each specific case will be made during the implementation, taking into account also some of the principles mentioned above.

MAJOR UPDATES/CHANGES FROM ORIGINAL DOCUMENT

The overall project remains unchanged from the original one, maintaining the same overall objective and the three areas of focus on institutional capacity building, service delivery and local democracy. However, a few changes have been suggested and made about some activities as a natural result of inception analysis and findings, following stakeholder consultations as well as further information received from the project surrounding environment and parallel developments.

Due to various circumstances, some of the activities are redefined and due to objective delays the timeline is adjusted.

The activities' update encompasses a more articulated approach, content and implementation details for each of the proposed activity, a re-estimation of target groups and their number, which determines some relative budget changes, a re-organization of activities along the three project components, the removal of some activities that result better covered by other ongoing or forthcoming programmes and projects as well as the

addition of a few new activities that were deemed worth considering from consultations during the inception period.

Further detailing of results indicators took place to make project work more operational and conducive to progress monitoring and evaluation. In this respect, several milestones (deliverables) of the project are defined, and indicators of results are set.



SECTION 2: INCEPTION PROCESS AND CONSULTATIONS

INCEPTION PROCESS

Following the signature and launch of STAR2 project in July 2016 and the recruitment of most key project staff during the following months, the inception phase started around November 2016.

The purpose of the Inception phase was to analyze and assess the project's proposed directions and activities from the substantive, time and cost viewpoints as well as detailing further the content and approach of specific proposed activities in consultation with various relevant stakeholders and based on the context. The process engaged all project team leaders in brainstorming to internalize the project document and explore possibilities for synergies through getting acquainted with other partners' plans and programmes of relevance.

During the recent months, the project team has also been greatly engaged in field visits across the country to communicate with various municipalities in the framework of project presentation, assessment of the local situation, collection of certain data in relation to local administrations, monitoring of governance mapping process, etc., often in collaboration with the Agency for the Implementation of the Territorial Reform.

This exercise has resulted in an update of proposed activities and interventions along with more well defined partnerships, a detailed project implementation action plan, an updated results framework and risk log, a finalized communication strategy and visibility guidance and a revision of the financial allocations across budget lines, all of which are part of the present Inception Report and subject to Steering Committee review and approval.

KEY CONSULTATIONS

As part of the inception process, the project team engaged in several meetings and consultations with local stakeholders as well as with key central institutions and other development partners. The meetings served to validate different elements and activities proposed by the project, identify areas for collaboration, coordination and complementarities as well as those that pose risks for overlapping.

Thus, the project has now a better understanding of the dynamics and developments in the area of local governance and takes note of the following potential synergies and complementarities:

A few local government units are more advanced than the others in adopting innovative practices and establishing good experiences in various fields of management and service delivery. However most of them need assistance in the three proposed directions of STAR2 project, in understanding, applying and enforcing legislation, improving management of human and financial resources, modernizing and optimizing service delivery, strengthening compliance with transparency and accountability requirements and improving communication with their communities. Service delivery standards and monitoring are however lacking. Also, municipal level statistics are very poor and/or inaccurate in most cases and there is need to strengthen this aspect as it is directly related to taking informed and appropriate decisions that respond to the real priorities and needs of the community.

The delegation of new functions to municipalities has not been completed and there are still problems of institutional, legal, technical, financial and organizational nature, exacerbated by a lack of adequate human resources. Also, for many of the functions and services for which local governments are mandated, there is need for a better understanding and compliance with national policies, regulations and guidelines.

A part of the necessary and relevant curricula exists and is up to date with the central institutions, it is, however, necessary to adapt them to specific local target groups; several other curricula need to be developed for more specific topics, building upon local and international experiences.

Several state agencies mandated to provide trainings have limited capacities and will not be able to cover the present needs of various municipal staff within a short time, also considering that many trainings are organized at central level.

In this context, STAR2 will establish specific relations/agreements or collaboration with specific line ministries and state agencies such as ASPA, ADF, ADISA, SSA, INSTAT, etc. To date, a draft MoU is under development

between MSLI and INSTAT, SSA is considering to reflect its collaboration in a specific agreement with UNDP/STAR2, cooperation with ADISA has started through MIPA and UNDP's ISDA programme, etc.

On the other hand, STAR2 project will cooperate closely with the Commissioner for the Oversight of the Civil Service and the Commissioner on the Right to Information and Data Protection, when designing and implementing the relevant curricula and other actions related to their fields of work. STAR2 will also take into consideration the engagement of central institutions' staff in delivering specific trainings to strengthen ties and dialogue between central and local levels.

STAR2 also operates in an environment rich of experiences and best practices developed over the years by the technical assistance programs of many partners, also with new developments in recent months after STAR2 approval.

Dldp and PLGP are two key programs in the area of local governance, which have generated a wealth of local experiences and products relevant to STAR2, such as in local service delivery management, different one stop shops approaches, various aspects of capacity building on local finances management, local democracy and citizens' participation, etc. The Council of Europe, through an SDC financing, has made a long way in supporting the establishment of a structured support to monitor the application of the civil service legislation at the local level in collaboration with DoPA. The other SDC financed project Leviz Albania, though this is more recent, has already some experience and lessons to share in the area of local democracy and participation and is recently engaged in promoting and supporting the creation of community structures; so is OSCE. There are also some positive experiences in participatory gender budgeting, applied Community Based Scorecards undertaken by UNDP sister agencies UN Women and UNFPA, which STAR2 plans to consider during the implementation.

STAR2 is also aware of the main features of the forthcoming initiatives supported by SDC "Strong Municipalities" and the EU Delegation "Municipalities for Europe", while it is part of consultations in the current formulation stages of new projects related to local statistics and PEFA induced PFM support at local level (Switzerland) and local service delivery support (World Bank).

In areas, such as the development of local one-stop-shops for service delivery and human resource management at local level, STAR2 will play a complementary role and extend assistance into new municipalities or broaden coverage to include additional target groups.

In the area of local finances, STAR2 sees itself in the aspects of revenue management, a field supported so far by PLGP program that is heading towards completion, as well as the aspects of budget transparency and accountability to financial audit.

The project will collaborate with Leviz Albania and keep itself informed on the initiatives and the geography Leviz Albania is supporting, however, it should be noted that both projects are complementary in that Leviz Albania focuses on the local democracy demand side (civil society) while STAR2 will focus on the supply side (local administrations).

Table No 1 gives more details and summarizes the main stakeholder consultations undertaken during the inception phase, the main subjects discussed and the related findings and conclusions.

Table No 1 – Consultations with key actors and stakeholders

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
Local Government Units		
61 Municipalities represented by Mayors and high level management staff	<ul style="list-style-type: none"> - to introduce the 2nd phase of STAR project, its objectives and management staff - receive feedback on priority areas for intervention as well as possible approaches and assistance strategies - ensure their commitment, 	<ul style="list-style-type: none"> - All LGUs are keen to collaborate with STAR 2 and see their administrations capacitated to perform better - Almost all LGUs request capacity building assistance for their administrations as foreseen by STAR 2 assistance packages including OSSHs and archives digitalization - A few LGUs have made specific requests to support them to establish municipal websites

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	cooperation and support during the project implementation.	<ul style="list-style-type: none"> - 61 Memorandums of Understanding are signed between STAR2, AITR and municipalities to ensure commitment and collaboration <p>Specimen MoUs are annexed to this Inception Report</p>
Municipalities of Tirane, Lezhe, Kurbin, Kuçove, Ura Vajgurore and Berat	<ul style="list-style-type: none"> - 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"> o Type of data municipalities produce o Existing reporting systems / experiences at municipal level o Indicators used to measure service performance 	<ul style="list-style-type: none"> - There is no standard system for data collection / processing - There is no reporting or standards on service performance measurement - Municipalities lack technical capacities to collect, process and make use of data <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>
Line ministries		
Ministry of Finance	<ul style="list-style-type: none"> - to get acquainted with Ministry's plans in support to local governments in the context of PFM reform, - to re-iterate the main interventions of STAR2 in the area of local finance - to seek for instruments of coordination and collaboration with the Ministry for ensuring adequate complementarity and synergy among contributing stakeholders 	<ul style="list-style-type: none"> - 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. - 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. - 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. - 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.
Ministry of Interior	To receive information on the plans and progress of delegation of the fire protection and rescue function, problems encountered and suggestions for follow up and cooperation.	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. MoI will share the curricula and the list of trainers with STAR2.
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	Ministry of Education and Sports expressed willingness to cooperate with STAR 2 during the training and coaching process related to the pre-school function:

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	<p>monitoring the process of delegation of pre-school education to LGUs, the problems encountered and suggestions for collaboration and support.</p>	<ul style="list-style-type: none"> - school infrastructure, - management and regulation of preschool education system (including kindergartens' education staff), - pre-university education. <p>The Ministry noted, among other problems/needed actions, the following:</p> <ul style="list-style-type: none"> - Establishment of a system of procedures for the delegated functions <p>The Ministry believes local governments are not properly informed of what to do specifically. In each municipality, there is staff assigned to deal with pre-university issues, but the staff does not have sufficient information and know how regarding this function. From this viewpoint, it is suggested that STAR2, in cooperation with the Ministry of Education, should provide support to enable LGUs to manage this specific transferred function. Experts of the Ministry of Education are ready to offer their assistance</p> <ul style="list-style-type: none"> - Preparation of a clear function task description for the Municipal staff in charge of the new delegated function <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"> - Clarification of budget issues for transferred services and relationship with Regional Directory for Education and Education Offices. <p>The Ministry will also introduce online modules concerning qualification of pre-education personnel on issues specifically related to the education process and can provide information about projects and organizations contributing in this area.</p> <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>
State Agencies		
<p>Commissioner for the Oversight of the Civil Service Law (COCSL)</p>	<p>to discuss on:</p> <ul style="list-style-type: none"> - The role of the Commissioner for the oversight of the CSL - Type of assistance COCSL provides to LGUs 	<ul style="list-style-type: none"> - 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. - COCSL appreciates STAR2 engagement in CSL implementation support - 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. - During implementation, STAR2 will consider ways of involvement of COCSL
<p>Commissioner for the Right to Information and Protection of Personal Data</p>	<p>The main objective of the meeting was to discuss on:</p> <ul style="list-style-type: none"> - The role of the Commissioner for the Right to Information and Protection of Personal Data - Level of implementation of the Law on the Right to Information - Level of implementation of the 	<ul style="list-style-type: none"> - Commissioner for the Right to Information and Protection of Personal Data informed on their regular monitoring regarding municipal compliance with the two main laws. - Even though the Commissioner has provided trainings (via ASPA) on the Law on Right to Information and Protection of Personal Data in all Municipalities, monitoring reports indicate there is still need to continue with trainings in these areas. - Moreover, the Commissioner identifies 2 main problems:

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	<p>Law on Notification and Public Consultation</p> <ul style="list-style-type: none"> - Level of municipal compliance in view of developing Transparency Programs - LGUs' needs and gaps from the perspective of the Commissioner for the Right to Information and Protection of Personal Data 	<ul style="list-style-type: none"> - 30 Municipalities do not yet have a website - The existing model Transparency Programs is not user friendly - 30 municipalities do not have Transparency Programs and those municipalities that do, do not update them regularly <p>It was concluded that:</p> <ul style="list-style-type: none"> - STAR2 will cooperate with the Commissioner and with ASPA to build upon existing training curricula. - 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. - It was agreed in principle that STAR2, in cooperation with the Commissioner, design a template Transparency Program for replication to 30 municipalities - STAR2 will promote participation and public consultation mechanisms through various awareness and organizational forms
Department of Public Administration (DoPA)	<p>The main objective of the meeting was to discuss on:</p> <ul style="list-style-type: none"> - The role and activity of DAP to LGU - Capacity building of LGU related to CSL, Labor Code, Code of Administrative Procedures, ethics, accountability & transparency - Curricula and manuals available - Collaboration with STAR2 	<p>As a public body responsible for implementation & 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"> - The need for training on CSL for political leaders and head of departments - The lack of trainings on the implementation of the Labor Code to Local Government Units - 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. - Legal department at local level must be the first target to be trained on the Code of Administrative Procedures. - Potential establishment in the DoPA of a structure on analyses of the integrity & ethics of local government. - 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 - 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)
Albanian School of Public Administration (ASPA)	<p>The main objective of the meeting was to discuss the possibility of collaboration with STAR 2 project.</p> <p>The discussion topics were the following:</p> <ul style="list-style-type: none"> - What is the training plan for 2017? - Which are the existing curricula 	<ul style="list-style-type: none"> - 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. - On the other hand, ASPA has a good set of existing curricula, and is in the process of updating a part of them. - 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.

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	<p>as property of ASPA?</p> <ul style="list-style-type: none"> - Which are the training standards of the institution? - The pool of trainers for LG issues - Collaboration with other actors - The collaboration of STAR2 with ASPA 	<ul style="list-style-type: none"> - In the framework of collaboration with STAR 2, ASPA proposed to collaborate based on a MoU. - 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 & certifications. <p>Despite the above, which STAR2 envisages to address institutionally, ASPA committed to provide to STAR2:</p> <ul style="list-style-type: none"> - The training plan for 2017 - The list of ASPA trainers for LG issues - ASPA training standards.
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"> - 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 - 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"> 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; o Complaints template and processing model; ADISA provides template and model; o Detailed service forms (process, legal and IT) and Business Process Re-engineering methodology o Standards in service delivery; ADISA provides templates and models on: <ul style="list-style-type: none"> ▪ citizen charter; ▪ physical one stop shop key user-friendly layout model characteristics and requirements; ▪ key performance monitoring indicators and effective monitoring practices; ▪ reporting template; ▪ citizen feedback; - Training on customer care; ADISA provides the content <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"> - GDA informed about the ideas to develop archives digitalization in national level, GDA and RDA.

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	<ul style="list-style-type: none"> - Introduce STAR 2 project and the initiative on the digitalization of archives - Ensure cooperation and support on this activity - Discuss on the long-term objectives on digitalization of archives at national level 	<ul style="list-style-type: none"> - GDA support the initiative and express the willing to cooperate with STAR2 in the process of digitalization of archives in local government units - GDA confirmed the compatibility of the existing SMD Alfresco with the legal frame on archives.
INSTAT	<p>The focus of the meeting with INSTAT was on:</p> <ul style="list-style-type: none"> - Data INSTAT produces at municipal level - INSTAT plans on expanding the type of data produced and collected at municipal level 	<ul style="list-style-type: none"> - INSTAT informed that there is no data produced by INSTAT at municipal level. - INSTAT has 46 employees in 12 regional offices, and it publishes data at this level. - 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. - INSTAT is willing to collaborate with STAR2 on municipal data and statistics and sees this opportunity as mutually beneficial. - 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
Albanian Development Fund (ADF)	<p>The main objective of the meeting was to discuss on:</p> <ul style="list-style-type: none"> - Type of assistance provided to LGUs - Existing training plans for rural roads maintenance - Existing / developed curricula - Potential areas for cooperation 	<ul style="list-style-type: none"> - ADF informed that they are increasingly focusing on local investments with a focus on rural roads, water and tourism promotion with an investment leverage. - The institution has a solid know how on rural roads and has developed detailed curricula on: <ul style="list-style-type: none"> o Technical Consideration and Implementation Arrangements o Financing Local Road Maintenance o Planning Inspection, Reporting and Monitoring, etc. - 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. - 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. - A third challenging task is that of tourism promotion through the establishment of Destination Marketing Organizations in the southern Albanian regions. - ADF has not developed service standards, except for (rural) roads. <p>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.</p>
Development Partners		
Swiss Development Cooperation Office (SDC)	<p>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</p>	<ul style="list-style-type: none"> - Swiss Development Cooperation is supporting the continuation of its Dldp programme and about to start a new project, "Strong Municipalities". - Dldp project will continue to provide technical assistance on local finances at central policy level in partnership with the Ministry of Finance

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	points of commonality and division of work with STAR2.	<p>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.</p> <ul style="list-style-type: none"> - 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. - “Leviz Albania” project is another initiative on enhancing local democracy demand, which STAR2 will complement with support for local democracy supply. - 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. <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"> - The Debt Swap programme – IADSA, has consolidated its profile over the last few years, supporting a variety of local development initiatives. - Besides IADSA, Italy promotes also local economic development in the territory through long established field presence in Gjirokastra region (CESVI) and Shkodra region (VIS) - Of relevance to STAR2, Italian Cooperation noted the Italian best practice of integration of municipal services in territory along an 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. - 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. <p>The latter, deserves further attention as it represents a potential to be explored for best and successful practice.</p>
UN Women	The general objective of the	UN Women informed they have:

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	meeting was to discuss on: <ul style="list-style-type: none"> - type of assistance provided to LGUs; - existing Citizens' Scorecard practice; - existing Gender Budgeting practice. 	<ul style="list-style-type: none"> - A good practice of Citizens' scorecard on gender mainstreaming at local level; - A good practice in piloting Gender Budgeting at Local Level. - UN Women shared with STAR2 the Citizens Scorecard practice, which has been consulted during the drafting process of LG Mapping methodology. - 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
UNFPA	The general objective of the meeting was to discuss on relevant activities and plans of UNFPA work at the local level.	<ul style="list-style-type: none"> - UNFPA plans to pilot the establishment of platforms for participatory budgeting with a focus on youth and women in 6 municipalities. - UNFPA has already established and works with a network of local youth & women groups in 17 municipalities. These local groups could be active contributors to the participatory budgeting processes <p>UNFPA has also a roster of identified experts on youth & 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>
LG related programs/projects		
Dldp - Decentralization and Local Governance Programme Supported by: SDC Implemented by: Helvetas Swiss Intercooperation	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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 - 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. - Dldp will also continue to expand its work on MTBP assistance to LGUs. - In general, dldp assistance will be focused to the aspects of budget execution/expenditures, not covering the revenue management side. - 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. <p>In view of these dldp plans, it was agreed that:</p> <ul style="list-style-type: none"> - 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. - 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.

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
<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"> - to discuss on plgp main areas of intervention and outputs - to identify opportunities for STAR 2 to build upon plgp interventions. 	<p>PLGP confirmed the end of the project by June 2017</p> <ul style="list-style-type: none"> - PLGP has provided intensive 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 - The most important contribution is considered the development of systems related to GIS/TAIS/FAIS/B AIS respectively on territorial planning, taxes, finances and the system of water billing. - Regarding OSSH PLGP has developed them in Korce, Fier, Berat, Sarande, Roskovec and Patos - Tax management softwares developed by PLGP are licensed. <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"> - Local tax and revenue management - Manual on tax collection improvement - Training manuals implemented in PLGP municipalities - Tools developed and lessons learned from PLGP work with community structures as well as and good governance and citizens' participation - 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.
<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"> - CoE project engagement in capacity building activities on Human Resource Management at local level (Civil Service Law) - CoE plans, themes, target groups and calendar for 2017 	<ul style="list-style-type: none"> - CoE project and STAR2 can avoid overlapping and be complementary regarding technical assistance on the implementation of CS law at local level. - 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. - STAR2 activities in this field will be implemented by local experts / NGOs in cooperation with experts from DoPA/CoE help desk.
<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"> - Transparency, accountability and citizen participation - Community structures at municipal level - Integrity and ethics in public administration - Small projects implemented in different municipalities 	<ul style="list-style-type: none"> - Lëviz Albania remains available to share information, reports and tools developed by the projects it supports. - Of specific relevance to date are Lëviz Albania projects related to support for the establishment of community structures at municipal level as well as those on citizen participation and citizens' empowerment for a greater transparency and accountability of local administrations - On the other hand, Lëviz Albania has a great interest in the outcomes of the STAR2 LG mapping results. <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"> - existing technical assistance offered to local government 	<ul style="list-style-type: none"> - ASPS informed that it has provided technical assistance to LGUs in the following areas: <ul style="list-style-type: none"> - Training on territorial reform & decentralized functions in view of the Law on Local Self - Governance

Institution / Program	Objective and Topics for discussion	Findings/Results/ Action required
	units - type of assistance to be delivered to the new Mayors - existing curricula on local governance	<ul style="list-style-type: none"> - How to write project proposals / including EU funds - How to engage in strategic planning - Government & communication - Local development plans <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>
IADSA Programe Supported by: Italian Development Cooperation	<ul style="list-style-type: none"> - the Debt Swap financing mechanism, focus areas at local level, and capacity building needs for participating local government units. 	<ul style="list-style-type: none"> - 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. - 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.



SECTION 3: PROJECT DESIGN

OBJECTIVES, RESULTS AND INDICATORS (UPDATE)

The general project design remains unchanged from the original document. The overall objective, specific objectives and expected results of the project are valid. They read again as follows:

Overall objective “To ensure functionality, recognized by men and women, of the newly established local governments, so that local administrative and service delivery outcomes are effective, qualitative, participatory, and inclusive, and correspond to evolving decentralized competencies and responsibilities”.

Specific objectives:

- To strengthen institutional and administrative capacities of local administrations;
- To increase local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women;
- To enhance local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change

ACTIVITIES PLANNED (UPDATE)

Major changes suggested from the inception process relate to project activities. among those changes, the following are worth to mention:

- Introduction of new activities - The new activities introduced during the Inception period are the activity no 1.3.5 on strengthening municipal capacities to meet the transparency and accountability requirements of Supreme State Audit and activity 1.3.4 capacity building on asset and land management.
- Redefining several activities – Some of the activities have been redefined in terms of approach, targeted groups and their numbers. For instance, the activity 2.3.1 on the establishment of One Stop Shops, is still under discussion, mainly with regard to hosting the system locally or centrally; the activity 1.3.2 on the development of local revenue management action plans (the number of targeted municipalities was reduced from 42 to 30 municipalities), the activity 2.1.3 on the re-organization of services (number of targeted services was reduced from 6 to 3 services to be re-organized) for feasibility and budgetary reasons, etc.

In the same vein, the activity 2.4.1 establishing a system of digitalization of local government archives has been completely revised by emphasizing a more intensive coaching to all municipal archive and protocol staff of in the center and the respective administrative units to internalize physical archiving standards, familiarization and use of the document management software and ensure digital archiving is achieved with a high pace and rate of completion within the project lifetime. A context change in this activity is that while originally, the project was set to develop “the document management software and the technical assistance to rollout and operationalize the system for each municipality”, based on the pilot model developed during STAR1, in reality the DMS software has been finalized with state support and installed in the archiving hardware the government procured at the end of 2016 and already distributed to all 61 municipalities already. Thus, the DMS is functional; however, connectivity between the center municipality and its administrative units is missing and it needs to be fixed for a meaningful central digital archiving.

- Further detailing of Indicators – took place to make the project work more operational and conducive to progress monitoring and evaluation. In this respect, several milestones (deliverables) of the project are defined, and indicators of results are set. The updated set of indicators is presented in the Monitoring and Evaluation Table.

A process of labor division took place aiming to avoid overlapping with other development programs. Taking into account that some of the activities foreseen by STAR2 project in the formulation and approval phase, mainly those related to awareness about the new Law on Local Finances and a few areas pertaining to PFM at the local level, are strongly featuring in the implementation plans of other

development partners (dldp, plgp, Strong Municipalities, Municipalities for Europe, etc.), STAR2 deemed it more appropriate to remove them from its implementation plan. As also reflected in Table No 2 of this Inception Report, these activities were mainly targeting local finance law, midterm budgeting process, resource allocation at local level, implementation of tax management software etc.

As per the changes above, but also due to a more detailed implementation approach and planning (please refer to the plan of activities later in the report) a budget re-adjustment has occurred.

ASSUMPTIONS AND RISKS (UPDATE)

Risks related to the project implementation remain overall valid as presented in the project document. During the inception period, most of the risks have been reviewed for their validity. The main risks and mitigation measures at present are updated as follows:

Lack of institutional and technical capacities at central level to support LG empowerment and coordinate project implementation – still a valid assumption. The project, as per design, provides support for management and coordination capacities to the MSLI. The PMT is set up and involved, inter-alia, in information and data collection on various municipal metrics as well as in summarizing information on developments affecting local government and governance. This task should be further consolidated and structured, especially where project activities entail generation or collection of data, statistics as well as specific assessments.

Lack of national and sub-national government ownership for effective results – still a valid assumption. This is an aspect that requires constant attention and response. The risk is valid and remains in the focus. To date, though no major and substantial project activities have taken place, efforts have been made to establish and keep communication with all municipalities through project staff based in Tirana and the regional coordinators. The Local Government Mapping exercise has been the first national undertaking whereby all municipalities have been involved from the outset to validation of findings. All municipalities have been introduced to the purpose and methodology and the benefits and outcomes of the exercise as well as the requirements for collaboration. This practice will be put in place for all future project activities to strengthen collaboration, trigger demand and tailor responses.

Other donor organizations'/ government initiatives in the same area overlap or contradict with the project - still a valid and critical assumption. The PSC remains the highest level donor coordination instrument overseeing the project plans and progress. This is the first level for addressing coordination issues. The project inception phase has faced this reality and has attempted to define in detail project areas of intervention and activities, especially for those areas receiving multiple assistance. As part of the inception phase, an improved division of labor among various active actors has resulted and reflected in the inception report. The project staff went through an extensive phase of consultations with relevant government and development agencies, programs and projects with the objective to avoid overlapping and create synergy. As a general approach, STAR2 acknowledges and will build upon the existing best practices in several areas of intervention, but also identifies its own areas of contribution. The project proposes a number of measures to prevent duplication, including regular technical meetings among development partners, which should be activated once project activities start, participating in other coordination meetings or groups (such as the envisaged working group on local finance assistance to be instituted by the Ministry of Finance, expanding the PSC membership to include CoE and other relevant partners, make use of best practices, curricula, methodologies developed by other partners/programmes, etc.) The project will attempt to constantly seek for information and evidence on parallel initiatives and activities, even though the effort requires an improved collaboration from all development partners. Also, MSLI is showing an increased interest on inter-institutional coordination and a sensitivity on duplication in communicating with partners and various state institutions and agencies, aiming to improve the complementarity and efficiency of all efforts. This is to be praised but also a challenge that requires the genuine engagement of all actors.

Institutional rigidity and resistance to inter-institutional collaboration - This risk has not yet manifested to date but is still a potential risk. However, it should be noted that STAR2 is treated, as per design, as a national government project, whereby MSLI institutional leverage is critical. The project itself has made some progress in seeking various institutional commitments and is guided by MSLI to seek for further integration and inclusiveness.

Further changes in the local government organizational structures, such as the removal of the legal limitations to maintain the current setup of local administrative units from 2018 onwards – although possible, such changes are not expected to be sizeable and immediate. This risk remains of a low probability.

Performance assessments of LGUs are not conducted in a neutral and objective manner or used politically, thus distorting the purpose – this assumption is considered to be kept to a low probability by ensuring participation and involvement of municipal stakeholders, making use of professional and experienced teams, adopting a strict quality control for the process and the outcomes and anticipate the effects of project results. The first illustration to this effect is the undertaking of the Local Governance Mapping, which was preceded by the development of a unique and consensual technical framework, the introduction of the purpose and description of the process in each municipality, the involvement of local stakeholders, the validation of results in each municipality through low profile events before general elections and the plan to publish detailed and aggregate results only after the elections.

Local communities are not sufficiently encouraged by direct benefits and thus reluctant to adopt behavioral changes needed to achieve goals in the long-term - During the inception phase, STAR2 organized consultation meetings with all 61 Municipalities. In the end, 61 MoU are signed with each Municipality, the MSLI and STAR2 project. However, resistance or low/delayed response is expected to manifest in some cases as, in reality, the level of understanding and importance attached to “soft” topics is uneven and depends on specific working culture and context of each municipality. The project will have to invest in timely planning, introduction and tailored awareness relevant to specific activities and anticipate resistance. Part of the awareness will be the highlight of good performers/best examples and the constant comparison across municipalities

Adequate technical and operational resources mobilized for a timely implementation of activities – this assumption materialized and caused a general delay of the original project plan. The recruitment of the project personnel coincided with the summer period and the introduction for the first time of e-recruitment system in UNDP. As a result, most of the core PMT staff was on board only in late 2016, with some remaining key positions filled in only during January and February 2017. This has contributed to delays in concluding the present Inception Report as originally planned. Nevertheless, the workplan presented in the current Report has still room for flexibility and the realization of the activities within the overall project lifetime is still largely feasible if the plan is followed with diligence.

Timely and sufficient resource mobilization – this assumption is still strongly valid. Indeed, by end 2016, all stated pledges, except Government financial cost-sharing, have been converted into binding contribution agreements, securing about 93% of the total project budget. However, the remaining financial gap of around \$850,000 including Government contribution, which in small part has been created by the recent unfavorable Euro rate of exchange vs. US currency, will increasingly become a concern for project continuity. Hence, it must be addressed at a certain midpoint before the project enters into the impossibility of making further commitments. As per the updated workplan, the current project available resources can be used to make commitments until end September 2017, excluding the following activities scheduled to start from October 2017 onward:

- 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)
- 1.3.3 - Build local government capacities to engage in effective participatory budgeting processes
- 2.2.1 - Development of a national benchmark system on local government administrative and public services
- 3.1.1 - Conduct a Local Governance Mapping
- 3.2.4 - Support development and application of systems allowing publication of municipal acts and regulations and consultation mechanisms
- 3.2.5 - Pilot virtual participation in council meetings for the public
- 3.2.8 - Pilot municipal integrity plans

Gender perspectives are not taken into consideration by local stakeholders - To mitigate this risk, the project has defined a strong focus on gender mainstreaming. Interventions. Training on gender mainstreaming will be integral part of the capacity building provided to local officials. Data collection and analysis will be sex-disaggregated. Project assessments, findings and recommendations will include the gender perspective and an emphasis to highlight the difference of views and status of women and men and whenever applicable indicate actions to address issues.

The fiscal reform may stall or be delayed for various internal and external factors - This assumption has some truth in it, as initially a new legislation on local finances was planned for approval in 2016. Actually, the Law underwent lengthier consultations and was submitted for Parliament approval only recently. The agreement is that the Law enters fully in force on January 2018. The positive side of it is that preparatory work and assistance can already start in 2017. The Law should be understood and internalized by local administrations along with its principles and requirements. A local PEFA assessment undertaken in five representative municipalities in the recent months has also highlighted areas of focus for strengthening local finances management and some support initiatives are being formulated around these themes. In this framework, in consideration of labor division and complementarity, STAR2 will mainly focus on the following PFM areas: budget and fiscal transparency, revenue and tax management, asset management and audit preparedness through assisting all municipalities. Other partners are set to cover areas of budget planning, execution and reporting preliminarily focusing on a limited number of local governments. These measures, attempted to start as soon as possible, are expected to prepare LGUs to improve their local PFM and compliance with the legislation.

Delays in solving institutional problems for a full transfer of delegated competencies - The issues among central institutions and the LGUs with regard to the new delegated competencies is still valid. Whilst MSLI and the AITR is considering existing institutional bottlenecks, delays create confusion and uncertainty of who does what and in a final account the citizens are not adequately served. The project will focus in assisting LGUs to take over and manage the already transferred new competencies through adoption of good management practices, advising on how such competencies may be reorganized and administered in the territory and build the knowledge and capacity for translating such competencies in efficient and responsive services for the citizens.

LGUs' views and needs are not considered - For a fact, attention was paid during the design phase to develop a proposal that responds to aggregate priorities of most LGUs in the post-territorial reform stage, in full consideration of the existing strategic, legal and institutional framework, the development context and the information about the local situation through field level contacts. This has resulted in the identification and agreement on a set of capacity building and intervention activities along three main project objectives. It is understood that what the project will offer is a rich, yet a confined list of activities. There are many other areas where LGUs needs support, which the present project will not support. On the other hand, a first activity of the Project was the undertaking of the Governance Mapping, which results will be available in May. The preliminary findings confirm already many governance issues that the STAR2 project is set to address. For more details, the project will maintain a flexibility in choosing areas, services, and themes and has the institutional instrument, the PSC, to decide and endorse changes.

LINKAGE TO OTHER ONGOING INITIATIVES (UPDATE)

There are several ongoing projects and initiatives to which STAR2 project will have to develop strong linkages and collaboration.

Swiss Development Cooperation is preparing to launch a new project, "Strong Municipalities", to strengthen local governments' capacities in delivering their key functions and making their governance systems more efficient, effective, responsive and accountable to citizens. The project will target all 61 Municipalities and is expected to achieve the following three main outcomes: (1) improved municipal data collection and analysis and development of a municipal statistical system in accordance with Eurostat standards, through collaboration between INSTAT and Swiss Federal Statistics Office, (2) support municipal councils to strengthen their representation and oversight function over local administrations and fulfill their role as key institutions of local democracy, and (3) improved municipal services and citizens' participation in public decision making processes for service provision (this outcome will be detailed further once STAR2 interventions are determined). The new project foresees an eight years' time span, tentatively starting from June 2017.

The EU Delegation is about to launch a new initiative supporting local governments to get acquainted with the EU and the EU integration process: Municipalities for Europe. The tender for engaging the technical assistance is already launched in January 2017. Municipalities for Europe aims to strengthen the municipalities' EU related governance capacities and reach out to Albanian citizens and local administrations with information about the EU, its policies and programs by assisting the establishment of an effective interface between the EU and Albania ("EU desks") in all Albanian Municipalities. The main activities will be organized and implemented under four main clusters: 1) trainings, 2) e-communication and 3) info materials dissemination and 4) public events to

increase public awareness on EU related issues. The project will have a time-frame of 18 months (with a possible extension), tentatively commencing in June 2017. Albanian government authorities are already aware and engaged to cooperate and a Memorandum of Understanding is signed by the Minister of State for Local Issues, Minister for EU Integration, and the chairpersons of the Association for Local Autonomy and the Association of Municipalities.

The Swiss Secretariat for Economic Affairs (SECO) and United States Agency for International Development (USAID) have undertaken PEFA (Public Expenditure and Financial Accountability) assessments in five Municipalities, Tirana, Berat, Tropoja, Fier and Kuçova. The objective of conducting for the first time a subnational PEFA was to gain a better understanding of the strengths and weaknesses of PFM at local level in Albania. Main PEFA assessment findings, shared to a wide audience in March 2017, include:

- Credibility and transparency of public budget - due fiscal information to the elected councils and the public
- Ambiguity in the assets inventory, ownership, use and valuation of assets.
- Medium-term budgets are challenged by inadequate revenue collection and uncertainty of central government transfers; municipal councils are given little time to consider the budget and little involvement in investments' decisions.
- Accounting and Reporting - Annual financial reporting is not made on the same basis as the initial budget; detailed financial statements are neither published nor submitted for audit, audit reports are not reviewed by the municipal councils
- Fiscal discipline - There is little effort to improve the revenue systems, collect arrears and inform citizens about their dues, exacerbated by unreliable data and a lack of integration of revenues in the budget planning and execution.
- Service delivery: There is uncertainty on how to execute the new delegated functions and there are no indicators to evaluate municipal services.
- There is no measure yet to address medium-term unpredictability of transfers from the state budget as well as preparing realistic revenue plans and public reporting on municipal budgets' performance.

SECO will follow up with a new project formulation to address some of the identified weaknesses and improve PFM at municipal level.

USAID's PLGP is closing in June 2017. It leaves behind a wealth of good practices related to tax, finance and service management systems, ICT based platforms for transparency on budget and expenditures, establishment and functioning of Consultative Commissions of Citizens, local systems of one stop shops for municipal service delivery, and many others. There will be no immediate follow up to PLGP, the likely next USAID assistance to local governance will be part of the new country programme under formulation.

OSCE, in partnership with the Council of Europe, is engaged in supporting the functioning of the National Consultative Council; an interactive web page is already designed to serve as an e-platform for consultations among central and local stakeholders. The NCC will be supported until June 2017 and there is no indication on follow up plans. OSCE is also piloting models for the organization and functioning of Community Structures in four 4 municipalities: Gjirokaster, Fier, Malesi e Madhe and Vau i Dejes. Draft regulations are available for replication. In addition, OSCE provides assistance in addressing systemic issues related to the processes of property transfer and management at local level.

UPDATE ON OUTPUTS AND ACTIVITIES

Table No. 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	<p>1.1.1 Capacity building of CSL implementation to Mayors and councilors</p> <ul style="list-style-type: none"> - Acquaintance with ongoing and planned assistance, and definition of additional material needed - Develop, by also using existing modules, training packages on Labor Code 	<p>1.1.1 Capacity building on Civil Service Law (CSL) implementation</p> <ul style="list-style-type: none"> - Review existing CoE/ DoPA training curricula and relevant planned technical assistance - Develop/adapt, training packages on CSL - Deliver training to municipal staff on CSL
	<p>1.1.2 Support further capacity building on CSL and Labor Code implementation</p> <ul style="list-style-type: none"> - Organize training for at least 120 participants from HR offices on Labor Code - Deliver specific training to mayors on CSL and Labor Code - 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. - Preparing template contracts and other template documents related to labor relationship 	<p>1.1.2 Capacity building on Labor Code (LC) implementation</p> <ul style="list-style-type: none"> - Develop training curricula on Labor Code - Develop/ adapt, training packages on Labor Code in view of Training of Trainers (ToT) and regular modules - Develop quick guide on Labor Code requirements, employee rights and duties - Prepare template contracts and other template documents related to labor relationship - Deliver training
	Partially ex 1.2.2	<p>1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation</p> <ul style="list-style-type: none"> - Adapt training curricula on Code of Administrative Procedures developed by DoPA - Develop and disseminate a User Manual on CAP - Deliver training to municipal and regional councils' officials
	Partially ex 1.2.2	<p>1.1.4 Capacity building on adopting local government Standard Operating Procedures (SOPs)</p> <ul style="list-style-type: none"> - Review and update the SOPs developed by STAR1 in consultation with LGUs - Introduce SOPs to Municipal officials - Develop and deliver training on SOPs - Facilitate SOP adoption processes
	Ex 1.2.4	<p>1.1.5 Capacity building for compliance with the Local Government Organic Law</p> <ul style="list-style-type: none"> - Undertake needs assessment on the level of knowledge of the Law

Outputs & Activities	Original Project Document	Inception Report
		<ul style="list-style-type: none"> - Review appropriateness of local governments' administrative organization to comply with and respond to Law requirements - Identify typologies and cluster LGUs for support - Tailor training curricula on increasing awareness, understanding and capacities of key municipal staff to implement the Law - Develop new or fine-tune typological municipal organograms developed by STAR1 for discussion with cluster municipalities - Deliver training and support municipalities expressing readiness for change
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
Activities	<p>1.2.1. Develop and deliver training curricula on leadership development</p> <ul style="list-style-type: none"> - Develop leadership development curricula - Deliver training on leadership development to mayors - Deliver training on leadership development to top local officials and executives 	<p>1.2.1. Develop and deliver training on leadership development</p> <ul style="list-style-type: none"> - Develop leadership development curricula - Deliver training on leadership development to mayors and top local officials and executives
	<p>1.2.2 Capacity building for the Implementation of the new Code of Administrative Procedures</p> <ul style="list-style-type: none"> - Deliver training to 400 civil servants in all municipalities based on DoPA Users' Manual - Publication and dissemination of the User Manual - Fine-tune, in consultation with local stakeholders, internal rules of procedure/Standard Operating Procedures developed by STAR - Follow up municipal adoption of new SOPs - Support training of selected officials for implementation of the SOPs 	Now subdivided in 1.1.3 and 1.1.4
	<p>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</p> <ul style="list-style-type: none"> - Identify typologies and cluster LGUs for support - Run light functional reviews in all municipalities - Draft, in consultation with local stakeholders, new or fine-tune typological organograms developed by STAR - Conduct introduction workshops per typologies to set the stage 	Now part of 1.1.5
	<p>1.2.4. Capacity building and tools for compliance with the Local Government Organic Law</p> <ul style="list-style-type: none"> - Develop manuals/tools for the enforcement and implementation assessment of the Organic Law 	Now 1.1.5

Outputs & Activities	Original Project Document	Inception Report
	<ul style="list-style-type: none"> - Strengthen awareness, understanding and capacities of key staff in each municipality to implement the Law 	
	<p>1.2.5. Increased local government public ethics and integrity</p> <ul style="list-style-type: none"> - Assess the procedures and practices in place to prevent corruption and promote ethics and integrity - Provide training on ethics and transparency to local public administration - Recommend approaches and administrative procedures to ensure accountability and transparency of local governments - Develop, in the context and with stakeholder's participation, the municipal Code of Conduct - Discuss the draft Code of Conduct in local workshops - Support municipalities to adopt the Code of Conduct - Ensure the Code of Conduct is made public 	Now 3.2.7
	<p>1.2.6. Pilot municipal integrity plans</p> <ul style="list-style-type: none"> - Select 6 pilot municipalities to engage on drafting municipal integrity plans - Assess in depth operations and procedures in the six pilots - Determine areas to address and indicators, also referring to possible transposition of requirements of the National Anticorruption Strategy - Develop, in consultations with local stakeholders, draft municipal integrity plans and monitoring frameworks - Disseminate the experience and the product to other municipalities 	Now 3.2.8
Output 1.3	Output 1.3 Local public financial and fiscal management capacities enhanced	No change
Activities	<p>1.3.1. Capacity building on MTB process and resource allocation at the local level</p> <ul style="list-style-type: none"> - 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 - 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). 	<p>REMOVED</p> <p>Will be implemented by DLDP</p>

Outputs & Activities	Original Project Document	Inception Report
	<ul style="list-style-type: none"> - Provide on the job training and coaching on development of MTB process and strategic resource allocation at the local level 	
	<p>1.3.2. Provide training to 61 municipalities on the requirements of the Local Finance Law expected to be enacted within 2016</p>	<p>REMOVED</p> <p>Will be implemented by DLDP</p>
	<p>1.3.3. Support improvement of local level tax collection and enforcement</p> <ul style="list-style-type: none"> - 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 - Support municipalities through work with MoF, GDT and LGUs to facilitate access to cash register data, real time remote access to treasury data - Help LGUs analyze data to improve enforcement efforts 	<p>1.3.1 Support improvement of local level tax collection and enforcement</p> <ul style="list-style-type: none"> - Review the efficiency of tax collection and administration in 6 best performing municipalities. - Identify other best practices on tax collection and management - Introduce such practices to other municipalities
	<p>1.3.4. Develop local revenue management action plans for 42 municipalities</p> <ul style="list-style-type: none"> - Guide prepared for local tax management of main own source revenues based on analysis under 1.3.3 - 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 - Develop models on increasing effectiveness of administrative decisions enforcement and collection of fines and penalties - Assist municipalities in identification of public and/or private tax collection agents – pilot models 	<p>1.3.2 Develop local revenue management action plans for 30 small and medium municipalities</p> <ul style="list-style-type: none"> - Guide for local tax management of main own source revenues based on analysis under 1.3.1 - 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 - Increase effectiveness of administrative decisions enforcement and collection of fines and penalties - Facilitate the identification of public and/or private tax collection agents <p><u>Note:</u> Number of municipalities reduced for project budgetary reasons</p>
	<p>1.3.5. Expand the implementation of the tax management software</p> <ul style="list-style-type: none"> - Implement tax software to include taxpayer registries for businesses and households, produce bills, and track payments. - Provide assistance in creation/consolidation of taxpayer databases (where existing), expand databases to household taxpayers - Assist exchange of information with national tax database and Real Estate Registry Database 	<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>1.3.6. Enable civil society and interested citizens to be effective participants in the participatory budgeting making process</p> <ul style="list-style-type: none"> - Develop, introduce tools for participatory budgeting process - Assist municipalities to conduct participatory budgeting process 	<p>1.3.3 Build local government capacities to engage in effective participatory budgeting processes, including vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities</p> <ul style="list-style-type: none"> - Adapt/develop and introduce tools for participatory budgeting process - Assist municipalities to conduct participatory budgeting process

Outputs & Activities	Original Project Document	Inception Report
	<ul style="list-style-type: none"> - Prepare user friendly budget report templates for all municipalities - Assist in design of specific financial information section on municipal websites - Train municipal staff in public outreach activities for local budgets 	<ul style="list-style-type: none"> - Prepare user friendly budget report templates for all municipalities - Assist development of internal guidelines for council scrutiny of the budget - Assist in design of specific financial information section on municipal websites - Train municipal staff in public outreach activities for local budgets
	New Activity	1.3.4 Capacity building on asset and land management <ul style="list-style-type: none"> - Develop curricula on planning for assets management - 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)
	New Activity	1.3.5 Strengthen municipal capacities to meet the transparency and accountability requirements of Supreme State Audit <ul style="list-style-type: none"> - Develop tools and guidance for municipalities on Supreme State Auditing - Strengthen municipal capacities to avoid violations and to implement recommendations of supreme state Audit - Support the application of such a system for all municipalities
Specific Objective 2 - Increased local service delivery efficiency, quality, coverage, accessibility and inclusiveness for men and women		
Output 2.1	Output 2.1 Delivery of services and their management (including new competencies) improved	No change
	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.	2.1.1 Capacity building for local service providers on their specific roles and duties to efficiently implement the existing and new functions and deliver local services to the citizens <ul style="list-style-type: none"> - Acquaintance with the current progress of the national service delivery reform and recent legislation - Introduction to service delivery principles, standards and options of delivery
	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 <ul style="list-style-type: none"> - Develop cost and fee policy for typical local government functions, based on existing models underway - Develop standard guides with practical examples on local service management and cost recovery - Develop guide and deliver trainings on service 	Integrated in 1.3.1

Outputs & Activities	Original Project Document	Inception Report
	<p>delivery options and economic feasibility, including in-house delivery, outsourcing, PPPs and concessions</p>	
	<p>2.1.3. Assessment of new services deriving from delegated competencies</p> <ul style="list-style-type: none"> - Review the legislation in force regarding the management of the service and its standards - 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 - Capacity building assistance for taking over and managing the new competencies - Provision of support in specific circumstances to enable quick improvements of services delivered 	<p>2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions</p> <ul style="list-style-type: none"> - Assessment of new services' transfer problems - 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 - Capacity building assistance for taking over and managing the new competencies - Provision of support in specific circumstances to enable quick improvements of services delivered
	<p>2.1.4. General training on project preparation and project implementation</p> <ul style="list-style-type: none"> - Identification of pools of local officials, in at least 40 medium and large municipalities, dealing with project preparation. - Develop tailored curricula for project preparation and management - Deliver training to municipal staff in charge of project development 	<p>REMOVED</p> <p>Potentially to be addressed in the framework of the forthcoming EU project "Municipalities for Europe" and other initiatives</p>
	<p>2.1.5. Development of criteria for selection of 6 pilot municipalities</p>	<p>2.1.3 Piloting service reorganization (covering former 2.1.5 – 2.1.11)</p> <ul style="list-style-type: none"> - Selection of services and pilot municipalities/municipal clusters
	<p>2.1.6. Selection of pilot municipalities</p>	<ul style="list-style-type: none"> - Assessment of selected public services - Review of reorganization/optimization options
	<p>2.1.7. Identification of service(s) to be reviewed in each pilot municipality</p> <ul style="list-style-type: none"> - Collection of information about the status of public services at local level (STAR1 inputs to be used as well) - Citizen surveys and formal consultations - Criteria developed for selection of services - Proposal and agreement on service selection 	<ul style="list-style-type: none"> - Public consultations for determining service outcomes, baselines and indicators - Agreement on restructuring the service - Capacity building for relevant municipal staff during transition - Dissemination of experiences to other municipalities
	<p>2.1.8. Development of service reorganization options</p> <ul style="list-style-type: none"> - Expert review of optimization possibilities - Cost-benefit analysis of relevant options - Decision and agreement on option to work with 	

Outputs & Activities	Original Project Document	Inception Report
	<p>2.1.9. Development of outcomes and indicators</p> <ul style="list-style-type: none"> - Expert assistance and public consultations for determining outcomes, baselines and achievable indicators - Identification of data sources and data collection means - Identification of data gaps to address (related to gender or vulnerability disaggregation, area coverage, etc.) - Training relevant stakeholders/operators on data requirements, collection, indicator monitoring and reporting to decision levels <p>2.1.10. Adoption of an Action Plan</p> <ul style="list-style-type: none"> - Development of a multi-annual Action Plan with clear actions, targets, deadlines and costs, consulted with municipal departments and with the public - Approval of the Action Plan by the municipal council - Publication of the Action Plan in the municipal website - Support online update of the Action Plan <p>2.1.11. Dissemination of pilot experience / model to other municipalities</p> <ul style="list-style-type: none"> - Organize a series of information trainings targeting non-participating LGUs for sharing knowhow and anticipate future benefits of structured service reorganization 	
Output 2.2	Output 2.2 A national benchmarking system for key selected administrative / public services established	No change
	<p>2.2.1. Support the MSLI to establish a benchmarking system on administrative and public services</p> <ul style="list-style-type: none"> - Identify a set of data/parameters/indicators necessary and available for populating the system - Identify adjustments / measures to be taken at local government level and project support to ensure the functioning of an input system - Engage in an awareness campaign with local governments to discuss and promote the benefits of the benchmarking - Identify willing LGUs for the first batch of participation - Develop the IT structure for the benchmarking system 	<p>2.2.1 Development of a national benchmark system on local government administrative and public services (covering former 2.2.1 – 2.2.4)</p> <ul style="list-style-type: none"> - Review successful international practices and experiences - Assess in the Albanian context data availability and data utilization practices - Outline, through consultations, a national benchmarking system - Support LGUs and national government to adopt and utilize the system - Assist LGUs rollup and system functionality -Support development of annual report on performance benchmarking

Outputs & Activities	Original Project Document	Inception Report
	<ul style="list-style-type: none"> - Test the system and then deploy - Based on first batch experience, support joining of other municipalities <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>	
Output 2.3	A one-stop-shop model is defined and scaled up nationwide	No change
	<p>2.3.1. Identification of OSS model for scaling up</p> <ul style="list-style-type: none"> - Detailed review of functionality of existing OSS models, considering their operation until a given cutoff date - Conclusion on their respective efficiency, expandability, affordability, and sustainability - Selection of the OSS model for scaling up by STAR2 <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"> - Develop a deployment plan and inform participating LGUs - Make sure participating LGUs could cover the cost of hardware through other non-project sources <p>2.3.4. Start the deployment as per the plan and upon the satisfaction of the above conditionality</p> <p>2.3.5. Develop regulations to operate the system as per</p>	<p>2.3.1 A one-stop-shop model is defined and scaled up nationwide (covering former 2.3.1-2.3.6)</p> <ul style="list-style-type: none"> - Review of the context of OSS usage at local level, inclusive of functionality of existing OSS models and the national legal framework - Develop a replicable model based on above considerations and lessons - Identify local level requirements for receiving support - Test the OSS model in real conditions in one or more selected municipalities - Develop a deployment plan and start replication and local capacity building for the OSS system operation - Ensure monitoring, support and maintenance of the system for the initial period of functionality - Hand over the system to each municipality

Outputs & Activities	Original Project Document	Inception Report
	<p>the law requirements</p> <p>2.3.6. Provide training to relevant municipal staff on using the system and handling cases</p>	
Output 2.4	Output 2.4 A system of digitalization of local government archives adopted nationwide	No change
	<p>2.4.1. Develop a deployment plan for the digitalization</p>	<p>2.4.1 A system of digitalization of local government archives adopted nationwide (covering former 2.4.1 – 2.4.4)</p> <ul style="list-style-type: none"> - Develop a deployment plan for the digitalization - Develop the user level training manual for archiving including legal requirements - Train and assist local staff on archiving system and archiving procedures jointly with the specialists of GAD - Support and monitor deployment of the system in all LGUs and administrative units - Provide ongoing monitoring on the physical and electronic archiving progress - Provide periodical reports based on the ongoing monitoring - Submit the final descriptive and evidence based report on the process of archives
	2.4.2. Develop the user level training manual for archiving including legal requirements	
	2.4.3. Train and assist local staff on archiving system and archiving procedures jointly with the specialists of GAD	
	2.4.4. Support and monitor deployment of the system in all LGUs and administrative units	
Specific Objective 3 - Enhanced local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the roles of women as actors of change		
Output 3.1	Output 3.1 Status of local governance mapped in all LGUs	No change
	<p>3.1.1. Develop a governance mapping methodology and content and determine municipal clusters for the assessment</p> <ul style="list-style-type: none"> - Review of existing models, including UNDP guidelines and case studies on governance assessment - Define assessment areas, data requirements and 	<p>3.1.1 Conduct Local Governance Mapping (covering former 3.1.1 – 3.1.6)</p> <ul style="list-style-type: none"> - Develop LG Mapping methodology - Conduct 1st round of LG mapping - Disseminate findings to national and local authorities and other relevant stakeholders

Outputs & Activities	Original Project Document	Inception Report
	partnership approach to adopt for the exercise <ul style="list-style-type: none"> - Develop questionnaires and other tools and sources for collecting information - Determine municipal cluster and a plan of implementation 	<ul style="list-style-type: none"> - Use key findings to finetune STAR2 project activities - Conduct 2nd round of LG mapping - Undertake a comparative analysis against the 1st round of LG mapping to assess likely progress/change - Disseminate findings to national and local authorities and other relevant stakeholders - Feed inputs to the STAR2 project impact assessment
	3.1.2. Run the mapping exercise <ul style="list-style-type: none"> - Conduct surveys for frontline service providers, local officials, user focus groups as well as collect available data - Elaborate results and disseminate - Ensure full public awareness on the findings 	
	3.1.3. Draft a roadmap for follow up actions for each municipality	
	3.1.4. Make use of key findings for further tuning STAR2 project activities	
	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	
	3.1.6. Feed such conclusions to the national and local authorities, and feed inputs to the STAR2 project evaluation	
Output 3.2	Local democracy and citizen participation in local decision making strengthened	Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government
	3.2.1. Build capacities for public engagement and consultation <ul style="list-style-type: none"> - Develop capacities for the implementation of the legislation the right to information and on public consultations - Develop and promote tools for ensuring, monitoring and evaluating citizens’ participation in local decision-making - Introduce and establish practices and mechanisms for civil society organizations’ support in providing watchdog functions as well as local public services delivery - Introduce practices to strengthen local officials’ responsibility / accountability towards citizens (e.g., 	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 <ul style="list-style-type: none"> - Support for understanding and enforcing legislation on Right to Information and Public Consultation - Develop and promote tools for ensuring, monitoring and evaluating citizens’ participation in local decision-making

Outputs & Activities	Original Project Document	Inception Report
	<p>open data, progress reports on municipal administrative and financial performance, service delivery, etc.)</p> <ul style="list-style-type: none"> - Develop and deliver practical training modules for local decision makers - Assist LGUs to establish and make functional the community structures in accordance with the Local Government Organic Law 	
	Partially ex 3.2.1	<p>3.2.2 Assist LGUs to establish and make functional the community structures in accordance with the Local Government Organic Law</p> <ul style="list-style-type: none"> - Assessment of the situation and selection of pilot municipalities - Awareness raising of the community - Design and promotion of regulatory framework for the Community Structures - Support the establishment of the community structures
	Partially ex 3.2.1	<p>3.2.3 Introduce practices to strengthen local officials' accountability towards citizens</p> <ul style="list-style-type: none"> - Select pilot municipalities for developing Programs of Transparency - Design and promote adoption of Programs of Transparency in pilot municipalities - Replicate the experience in 30 other municipalities - Monitor change
	Partially ex 3.2.3	<p>3.2.4 Support development and application of systems allowing publication of municipal acts and regulations and consultation mechanisms</p> <ul style="list-style-type: none"> - Assessment of the extent local governments acts are made public - Review of options to ensure this obligation is satisfied and is made sustainable - Support the application of such a system for all municipalities
	<p>3.2.2. Pilot virtual participation in council meetings for the public</p> <ul style="list-style-type: none"> - 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 - Review and recommend regulations allowing e-participation 	<p>3.2.5 Pilot virtual participation in council meetings for the public</p> <ul style="list-style-type: none"> - 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 - Review and recommend regulations allowing e-participation at local level - Conduct monitoring and assessment of the piloted municipalities - Feed into redesigning and recommend a model / regulation to enable e-participation at local level.

Outputs & Activities	Original Project Document	Inception Report
	<p>3.2.3. Develop standard websites for new municipalities with features allowing publication of acts and regulations and consultation mechanisms</p> <ul style="list-style-type: none"> - 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 - 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; - Provide training to municipal PR teams on communication and consultation activities 	<p>3.2.6 Develop standard websites for new municipalities</p> <ul style="list-style-type: none"> - Elaborate content standards for a local government website, based on legislation and best practice - Consult with municipalities the format and content of a model website - 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 - Support municipalities to adopt such standards and create their individual websites, ensuring each municipality has its own website - Provide training to municipal PR teams on communication and consultation activities
	Ex 1.2.5	<p>3.2.7 Increased local government public ethics and integrity</p> <ul style="list-style-type: none"> - Assess the procedures and practices in place to prevent corruption and promote ethics and integrity; - Provide training on ethics and transparency to local public administration - Recommend approaches and administrative procedures to ensure accountability and transparency of local governments - Develop, in the context and with stakeholders' participation, the municipal Code of Conduct - Consult the draft Code of Conduct in local workshops - Support municipalities to adopt the Code of Conduct - Ensure the Code of Conduct is made public
	Ex 1.2.6	<p>3.2.8 Pilot municipal integrity plans</p> <ul style="list-style-type: none"> - Selection of pilot municipalities to engage on drafting municipal integrity plans - Assess in depth operations and procedures in the six pilots - Determine areas to address and indicators, also referring to possible transposition of requirements of the National Anticorruption Strategy - Develop, in consultations with local stakeholders, draft municipal integrity plans and monitoring frameworks - Disseminate the experience and the product to other municipalities

ACTION PLAN (UPDATE)

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p>OUTPUT 1 - STRENGTHENING INSTITUTIONAL AND ADMINISTRATIVE CAPACITIES OF LGUs</p> <p>Output 1.1 Enhanced human resource and administrative management capacities leading to a more professional public administration at local level</p> <ul style="list-style-type: none"> 1.1.1 Capacity building on Civil Service Law (CSL) implementation 1.1.2 Capacity building on Labor Code (LC) implementation 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) 1.1.5 Capacity building for compliance with the Local Government Organic Law <p>Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders</p> <ul style="list-style-type: none"> 1.2.1. Develop and deliver training on leadership development <p>Output 1.3 Local public financial and fiscal management capacities enhanced</p> <ul style="list-style-type: none"> 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 1.3.3 Build local government capacities to engage in effective participatory budgeting processes, including vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities 1.3.4 Capacity building for mayors and heads of asset and land management directories on Local Government Asset Management 1.3.5 Strengthen municipal capacities to meet the transparency and accountability requirements of Supreme State Audit 		
<p>Output 1.1 Enhanced human resource and administrative management capacities leading to a more efficient and effective public administration at local level</p>		
<p>1.1.1 - Capacity building on Civil Service Law (CSL) implementation</p> <ul style="list-style-type: none"> - Review existing CoE/ DoPA training curricula and relevant planned technical assistance - Develop/adapt, training packages on CSL - Develop a quick guide on CSL requirements and Civil Servants' rights and duties 	<p>Law 152/2013 "On Civil Servant" / amended by Law 178/2014 aims at establishing a stable and professional civil service, based on merits, moral integrity, political neutrality and accountability. The Commissioner for the Oversight of the Civil Service conducts yearly monitoring reports on the implementation of the Law targeting amongst others, Municipalities. The overall assessment of the Monitoring Reports 2016 identifies lack of capacities to proper law implementation as a major concern. Moreover, the EU progress report 2016, identifies the need for further capacity building on Civil Service Law, especially at local level.</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 300 people: mayors & vice mayors (61 people), directors of main departments (in average 3 directors/municipality or about 180 people), general secretaries (60 people) 3. Coordination: Activity delivered in cooperation with DoPA, CoE and the Commissioner for the Oversight of the Civil Service. 4. Implementation: Local experts/ NGOs /

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p>- Deliver training to municipal staff on CSL</p>	<p>The project will build on the existing training modules on CSL developed by the Department of Public Administration (DoPA) and the Council of Europe (CoE).</p> <p>The CoE has also developed and disseminated a booklet/guide on CSL requirements and Civil Servants' rights and duties, which will also be used as a tool during trainings.</p> <p>Curricula will be updated and tailored to municipal needs. The activity will be implemented by local experts / NGOs in cooperation with experts from DoPA/CoE help desk on Civil Service.</p> <p>Training will attempt to initially focus on those municipalities which encountered more problems in the process of Civil Service Law implementation³. Selection criteria will be based on findings of the Reports of the Commissioner for the Oversight of Civil Service and DoPA.</p> <p>The training curricula will cover indicatively the following topics:</p> <ul style="list-style-type: none"> - Civil Service Legislation - Performance appraisal system of civil servants - Legal framework governing conflict of interest - Anticorruption and integrity - Standards of conduct and administrative management ethics - Civil Servants rights and obligations, etc. <p>Trainings will be delivered in different formats, along the following broad lines:</p> <ul style="list-style-type: none"> - Mayors/vice mayors (61 people split into 3 trainings, training type informative, training length half day) - Other local officials, departments' directors (up to 180 people or 3/municipality), general secretaries (60); training type comprehensive, training length two days. In total about 8 trainings in groups of 7-8 municipalities. <p>Main deliverables</p> <ul style="list-style-type: none"> - Training curricula on CSL - Training delivery - Reporting 	<p>Company(ies)</p> <p>5. Timeline: June 2017 – Feb 2018</p>

³ <http://kmshe.al/sq/content/raporti-vjetor-i-kuvendit-0#.WNJlc6K1s2w>, including in the top list the municipalities of Kurbin, Mallakastër, Përmet and Klos, but to a lesser extent other municipalities such as Kucovë, Gjirokastrë, Selenicë, Shkodër, Elbasan, Fushë-Arrëz, Pukë, and Rogozhinë.

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p>1.1.2 Capacity building on Labor Code (LC) implementation</p> <ul style="list-style-type: none"> - Develop training curricula on Labor Code - Develop/ adapt, training packages on Labor Code in view of Training of Trainers (ToT) and regular modules - Develop quick guide on Labor Code requirements, employee rights and duties - Prepare template contracts and other template documents related to labor relationship⁴ - Deliver training 	<p>Law 136/2015 is the fourth and the most significant amendment on the Albanian Labor Code (Law 7961 dated 12.07.1995). The Law brings three main novelties:</p> <ul style="list-style-type: none"> - Redefines significantly the position of the employee and the obligations of the employer under the employment relationship; - Introduces new concepts and procedures to improve the employee-employer relationship; - Further regulates labor issues, equality and prohibition of discrimination, the creation of appropriate conditions for people with disabilities, protection for pregnant women and parents, etc. <p>In this view, the project identified the necessity to provide a unified capacity building module on LC implementation to the LGUs. Curricula will be developed by local experts in consultation with the Ministry of Welfare & Youth. Models of contract templates will be developed in consultation with the Ministry of Welfare & Youth and consulted with municipal HR staff during ToT events. A FAQ system responding to queries will be established and remain accessible during the training period. As part of this activity, the project will advocate to have municipalities publish a short version of Labor Code requirements & employee rights and duties on the municipal websites or other public places. Trainings will be organized by local experts / NGOs/ companies and possibly with support from Ministry of Welfare & Youth staff.</p> <p>The training curricula will indicatively cover the following topics:</p> <ul style="list-style-type: none"> - A general introduction to the Labor Code - International conventions regulating labor relations - Employee health and safety - Employer's and employee's behavior, staff relations system - Motivation of employees - Employer' rights and obligations - Employee's rights (annual/paternal leave, protection from discrimination or harassment, equal pay, overtime, etc.) and duties - Employment contracts, etc. 	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 420 people: mayors & vice mayors (60 people), dept heads municipal enterprises' managers (in average 5 managers / municipality or about 300 people in total) and HR offices (60 people). 3. Coordination: Ministry of Welfare & Youth 4. Implementation: Local expertise / NGOs/ Company 5. Timeline: June 2017 – Feb 2018

⁴This activity should also consider the practice that has been developed and implemented through the STAR 1 and Swiss supported / Council of Europe "Project on Decentralization" Phase II

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>Trainings will be delivered in different formats, along the following broad lines:</p> <ul style="list-style-type: none"> - ToT is provided to 61 HR staff (two-day training, 3 trainings with up to 20 participants, for three clusters of 20 municipalities) - Mayors/vice mayors (61 people split into 3, training type informative, training length half day) - Departments' directors and municipal enterprises' managers (up to 300 people or 5/municipality) and training type comprehensive, training length one day. In total about 12 trainings in groups of 5-6 municipalities. <p>Main deliverables</p> <ul style="list-style-type: none"> - Training curricula for the ToT - Training curricula for targeted officials - Quick guide on Labor Code requirements, employee rights and duties - Contract templates - Training delivery - Reporting 	
<p>1.1.3 - Capacity building on Code of Administrative Procedures (CAP) implementation</p> <ul style="list-style-type: none"> - Adapt training curricula on Code of Administrative Procedures developed by DoPA - Develop and disseminate a User Manual on CAP - Deliver training to municipal and regional councils' officials 	<p>The Law 44/2015 "On the Code of Administrative Procedures 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 project will build on existing training modules developed by DoPA. To complement the capacity building package, a short manual on the Code of Administrative Procedures will be developed and distributed to each municipality. SIGMA is currently working on drafting a commentary on CAP implementation. STAR 2 will adapt the commentary and use it / distribute it during this activity. The activity will be implemented by local experts / NGOs in cooperation with experts from DoPA.</p> <p>The training curricula will cover indicatively the following topics:</p> <ul style="list-style-type: none"> - Introduction to the recent Code of Administrative Procedures - Administrative procedures in the framework of public administration reform and EU Integration - Principles of good administration (predictability, transparency, accountability, efficiency, control mechanisms, etc.) - Administrative procedures in relation to service delivery, etc. 	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 360 people: dept. directors (5 people/municipality or 300 people), municipal general secretaries (60 people) 3. Coordination: DoPA and SIGMA 4. Implementation: Local experts with expertise on administrative law 5. Timeline: October 2017 – June 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>Trainings will target the following stakeholders and be delivered along the following clusters:</p> <ul style="list-style-type: none"> - Municipal department directors (up to 300 people or 5/municipality), municipal general secretaries (60 people), training type comprehensive, training length two days. In total about 12 trainings in groups of 4-5 municipalities. <p>Main deliverables</p> <ul style="list-style-type: none"> - Adapted Training curricula - Development of a CAP manual - Training delivery - Dissemination of the manual - Reporting 	
<p>1.1.4 - Capacity building on adopting local government Standard Operating Procedures (SOPs)</p> <ul style="list-style-type: none"> - Review and update the SOPs developed by STAR1 in consultation with LGUs - Introduce SOPs to Municipal officials - Develop and deliver training on SOPs - Facilitate SOP adoption processes <p>NOTE. It should be noted that activities 1.1.4 and 1.1.5, due to their thematic synergy can be combined and delivered on block. However, for ease of explanation and planning reasons, both activities are treated separately.</p>	<p>Municipal Standard Operating Procedures (SOP) aim to create the necessary framework to enable an effective and efficient functioning of the municipal administration. In addition, it promotes 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. The basis for this training module will be the relevant outputs produced by STAR1 upgraded in view of the new CAP i.e. (1) Policies and procedures of the municipalities, (2) IT Policies and Procedures Manual, and (3) IT Disaster Recovery Plan.</p> <p>Based on existing experience, the activity will unfold indicatively along the following sequence:</p> <ul style="list-style-type: none"> - Assess the existing internal regulations in each municipality - 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. - Decide whether to go for a full exercise or a partial one for each municipality - Develop a training/consultations plan - Deliver training - Facilitate SOP adoption process <p>The capacity building activities on municipal Standard Operating Procedures will aim to benefit all 61 municipalities. Training will be delivered in each municipality separately, with possibilities to consider grouping small municipalities.</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 680 people: mayors & vice-mayors (60 people), dept. directors (240 people), municipal general secretaries (60 people), local administrators (320 people). 3. Coordination: 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. 5. Implementation: Local experts/NGO/Company 6. Timeline: December 2017 – June 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>Trainings will target the following stakeholders and be delivered along the following clusters:</p> <ul style="list-style-type: none"> - Mayors & vice mayors (up to 61 people split into 3 trainings, training type informative, training length half day) - Other municipal officials: municipal department directors (up to 240 people or 4/municipality), municipal general secretaries (60 people), local administrators (320 people); training type comprehensive, training length one day. In total about 20-21 trainings. <p>The maximum estimated number of trainings is about 24 and benefit approximately 10 people per municipality for a total number of trainees in the range of 680 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"> - 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) - The disagreement on common understanding between various levels of municipal administration and between the municipality and its council representatives. - 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. <p>Main Deliverables</p> <ul style="list-style-type: none"> - Reviewed and updated SOPs. - Training packages developed - 24 consultative workshops & trainings covering 61 municipalities - Reporting 	
<p>1.1.5 - Capacity building for compliance with the Local Government Organic Law</p> <ul style="list-style-type: none"> - Undertake needs assessment on the level of knowledge of the Law - Review appropriateness of local governments' administrative organization to comply with and respond to Law requirements - Identify typologies and cluster LGUs for 	<p>Law no 139 / 2015 on Local Self-governance (organic law) stipulates the functions and responsibilities of municipalities, defined as own (exclusive) functions and delegated functions, and roles of various local governing structures (council, municipality, community structures, etc.).</p> <p>The objective of this activity is to provide support to enhance the understanding and internalizing of the Organic Law, including recommendations for an improved functional organization of local governments to respond to the Law requirements.</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 660 people, mayors & vice mayors (60), dept. directors (300), general secretaries (60), municipal councilors (240), 3. Coordination: OSCE, which has provided a commentary on the Law, DoPA, CoE 4. Implementation: Local experts/ NGOs 5. Timeline: July 2017 – July 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p>support</p> <ul style="list-style-type: none"> - Tailor training curricula on increasing awareness, understanding and capacities of key municipal staff to implement the Law - Fine-tune typological municipal organograms developed by STAR1 for discussion with cluster municipalities - Deliver training and support municipalities expressing readiness for change 	<p>The activity will be for a considerable part a desk review and assessment of the current situation of LGUs in general as it relates to the application of relevant strategic documents and policies as well as with regard to the municipal typologies, the range of services the LGU provides, the necessity for meeting legal obligations and the specific contextual needs for reorganizing various functions. The other part of the activity will consist in developing training modules for building awareness and meeting obligations stipulated by the Law, including recommendations/updated organizational charts which will be introduced to the respective LGUs for consideration and possible adoption.</p> <p>The first stage will include among others the following steps:</p> <ul style="list-style-type: none"> - Review the current municipal functions (policy, control, service delivery, support, regulatory, etc.) and identify alignment with current and anticipated future needs based on leading practices in local government - Identify institutional, organizational and physical structures to better support an effective and efficient delivery of services as well as service improvement opportunities - Correlate legal obligations to be met by the municipality with the current functional structure - Detect gaps, uncovered areas/functions or under-resourced ones - Identify good practices across municipalities or from other international leading practices - Draw up recommendations in the context <p>The second stage will focus on close interaction with local administrations, including:</p> <ul style="list-style-type: none"> - Dissemination of the review findings and recommendations through consultations with municipal decision makers/managers - Development of an implementation plan that defines the main tasks to be completed, including implementation/monitoring tools, allocation of implementation tasks to designated managers, resource requirements for implementation and legislative requirements for support <p>With respect to organograms, a similar attempt, though at a smaller scale and in a different context, was made by STAR1, which developed and recommended a few organizational chart typologies directly after the territorial reform was adopted; some of these recommendations were adopted as well by some municipalities. However, at present the context has evolved. Municipalities have already some experience and a better understanding of the challenges ahead, their consolidation and reorganization processes are ongoing as is the transfer of new functions. The present assessment will attempt to understand whether municipalities'</p>	

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>organizational structures respond to the context and are suitably aligned with service demands in accordance with municipal priorities and obligations.</p> <p>The training curricula will cover indicatively the following topics:</p> <ul style="list-style-type: none"> - How to improve functions of LG structures - Collaboration between LG and central government - LG new functions/ competencies - The role of Administrative Units - Improvement of municipal council role - Community structures and participation strengthening - Optimal organogram options to be considered by the municipality <p>Trainings will target the following stakeholders and be delivered along the following clusters:</p> <ul style="list-style-type: none"> - Mayors & vice mayors (up to 60 people split into 3 trainings comprising participants from every two Qarks or clusters of ten municipalities each, training type informative, training length half day) - Municipal department directors including from legal departments (up to 240 people or 4/municipality), municipal general secretaries (60 people), local administrators (320 people); training type comprehensive, training length one day. In total about 26 trainings, some involving groups of 2-3 municipalities. <p>Main deliverables</p> <ul style="list-style-type: none"> - Training curricula on Local Government Organic Law - Training delivery through 23 workshops - Reviewed organograms per each Municipality - Reporting 	
Output 1.2 Improved leadership behavior and organizational capabilities of municipal leaders		
<p>1.2.1. Develop and deliver training on leadership development</p> <ul style="list-style-type: none"> - Develop leadership development curricula - Deliver training on leadership development to mayors and top local officials and executives 	<p>Mayors and municipal top executives are called upon to understand and make decisions on new competences and complex issues. Leaders globally face greater demands from the public today than at any time before, when resources remain limited and trust in government has plummeted. Efforts are required to understand the environment, social behaviors and communicate more effectively. The focus does not limit itself to government; instead the concentration is on processes of governance that combine the collective capacities of society's different sectors and institutions in problem-solving. Leadership is a</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 150 people, mayors & vice-mayors (150) 3. Coordination: ASPA 4. Implementation: International and national experts 5. Timeline: September – November 2017

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>skill and an instrument enabling local officials 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.</p> <p>From UNDP's empirical evidence⁵, leadership capacity development is one of the core issues to consider for a capacity building response (along with institutional change, knowledge and accountability).</p> <p>This capacity building activity will aim to increase the capacity of mayors and top executives to broaden understand the potential of their decisions and the effect social mobilization and communication has in ensuring successful outcomes.</p> <p>As the target group is the top municipal leadership, being also a difficult group to manage, a key mitigation approach will be to identify a highly qualified international expertise, be it top experts or successful mayors who can share their experiences in an attractive theoretical and practical manner.</p> <p>Therefore, the training curricula will be developed under these assumptions and indicatively contain the following topics:</p> <ul style="list-style-type: none"> - Leaders vs managers, leaders' vision and values - Understanding the behavioral dimensions of decision-making. - Evidence based decision making - Women leadership - Mayors as Entrepreneurs, the importance of leadership - How to exercise leadership in the public sector - How to create "public value propositions" that ensure legitimacy and support from a variety of stakeholders. - Innovative partnerships and new models of collaborative governance that can increase the capacity of a community to deal with problems - How to mobilize the full resources of a community to deal with the problems it faces. - Exploring the relationship between citizens and their government. - What specific results should the leadership team attempt to improve first? - What exactly would it mean to improve performance? How can public executives 	

⁵ UNDP (2009), Capacity Development: A UNDP Primer

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>measure performance in a way that motivates both employees and collaborators?</p> <p>Trainings will target all mayors & vice mayors (up to 150 people split into 6 trainings, training type comprehensive, training length one day)</p> <p>The training curricula to be developed will also take into consideration the curricula developed by ASPA, curricula developed by UNDP on Women and Leadership and other good practices.</p> <p>Main deliverables</p> <ul style="list-style-type: none"> - Leadership training packages developed - Training delivery - Reports 	
<p>Output 1.3 Local public financial and fiscal management capacities enhanced</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"> - 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 - The engagement of the Swiss ddp 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 and adoption of the new Law 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 ddp developed Financial Planning Tool (FPT). - 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 June 2017 <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"> - Budget and fiscal transparency – Improvement of council scrutiny, information to council and stakeholders, participatory budgeting and budget data publicity - Revenue management – tax management - Assets management - External control – audit preparedness <p>The project, within its possibilities and structure, will also coordinate with ddp in case the latter would require support to ensure replication and LGU coaching in areas of acquaintance with the Law on Local Finances, the understanding and adoption of the Financial Planning Tool, etc.</p>		
1.3.1 Support improvement of local level tax	The objective of this capacity building activity is to equip local officials with the necessary	1. Municipal coverage: 61 municipalities

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p>collection and enforcement</p> <ul style="list-style-type: none"> - Review the efficiency of tax collection and administration in 6 best performing municipalities. - Identify other best practices on tax collection and management - Introduce such practices to other municipalities 	<p>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 & tariffs setting and revenue management.</p> <p>The activity will address the following indicative topics:</p> <ul style="list-style-type: none"> - 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 - Review of fiscal performance of Albanian municipalities for 2016 and identification of best practices worth for replication. - 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. - Increase understanding on the legal framework for local tax collection and local tax penalties and enforcement as well as loopholes in the system - Clarify relations and potential cooperation between institutions which are directly involved in the process of tax collection at local level - Identify potential factors for improvement and a strategic approach from problem identification to facilitation of solutions - Develop training curricula to complement the above toolkit and research/studies - Deliver training to relevant municipal top executives and finance officers - Monitor annual changes in tax collection rates for the target municipalities <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 max 4 people/municipality or around 180 - 200 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 10, two-day long, workshops for 20 people each clustering 6-10 municipalities together depending on size and 10 follow up workshops at a later date.</p>	<ol style="list-style-type: none"> 2. Target group and number: Up to 200 staff of finance and tax departments from 61 municipalities 3. Coordination: PLGP project is over by July 2017, so STAR 2 will get their products and share their experience on tax collection up to April- May 2017 4. Implementation: An international consultant/NGO/ company experienced in the field of tax collection improvement 5. Timeline: July 2017 – April 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>Main deliverables</p> <ul style="list-style-type: none"> - Toolkit on local taxation practices, innovation, problem solving - Report on situation of tax collection systems and best practices in top 6 performing municipalities - Training curricula - 10 trainings delivered to all municipalities - Reports - Follow-up on adoption of new practices in individual municipalities (through regional coordinators) 	
<p>1.3.2 Develop local revenue management action plans for 30 small and medium municipalities</p> <ul style="list-style-type: none"> - Guide for local tax management of main own source revenues based on analysis under 1.3.1 - 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 - Increase effectiveness of administrative decisions enforcement and collection of fines and penalties - Facilitate the identification of public and/or private tax collection agents <p>NOTE. It should be noted that activities 1.3.1 and 1.3.2 can be combined and delivered together. However, for ease of explanation and planning reasons, both activities are treated separately.</p>	<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"> - Local experts with experience on local tax system will assist municipalities on how to develop action plans for local revenue management. - International expertise will be required for a) inputs into guide/action plans, b) discussion on tax collection agents. <p>Only one training session per each municipality is foreseen.</p> <p>The activity will unfold along the following main lines:</p> <ul style="list-style-type: none"> - 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 would be relatively low if some of the people engaged under Activity 1.3.1 above are engaged here as well - Provide know how on administrative decisions enforcements and the process of application for fines and penalties, including full reference to the new Law on Local Finances; - Introduce risk management systems and compliance improvement plans. - 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 	<ol style="list-style-type: none"> 1. Municipal coverage: 30 municipalities 2. Target group and number: Senior officials from finance and tax offices (90 people) 3. Coordination: 4. Implementation: International and local experts/ NGO / Company 5. Timeline: September 2017 – July 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>and outsource services. This might not be feasible in all municipalities; it is suggested to pick the highest performing municipalities in the sample of 30.</p> <ul style="list-style-type: none"> - Link revenue management to the midterm budgeting and strategic planning. - Inform target groups on principles of local finance as indicated by law, taxes, fees charges, assets revenues and borrowing. - Provide follow up assistance for each municipality. <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 1 day workshop for 30 municipalities x 3 people/ municipality / 15 people per training or 6 workshops in total</p> <p>Main deliverables</p> <ul style="list-style-type: none"> - Action plans for tax management for 30 municipalities - Workshop materials on tax procedures/tax management - 6 workshops delivered to about 90 officials - Reporting 	
<p>1.3.3 Build local government capacities to engage in effective participatory budgeting processes, including vulnerable and marginalized groups, especially women, persons with disabilities, Roma and Egyptian communities</p> <ul style="list-style-type: none"> - Adapt/develop and introduce tools for participatory budgeting process - Assist municipalities to conduct participatory budgeting process - Prepare user friendly budget report templates for all municipalities - Assist in design of specific financial information section on municipal websites - Train municipal staff in public outreach activities for local budgets 	<p>Participatory budgeting potential effects to PFM include increased fiscal discipline, improved resource allocation, better service delivery and reduced corruption. Fiscal transparency and participation in the decision-making process of budget allocation are however difficult undertakings as they relate to breaking barriers and practices. It is more so in the absence of a previous democratic culture and a dynamic civil society. Furthermore, it requires a set of pre-conditions, the prevailing one being the political will of the municipal decision-makers, but also resources and discretion over their allocation, a serious engagement of the civil society, a clear set of rules and procedures, due awareness about the process and its possible outcomes, and a prioritization of feasible actions.</p> <p>Although this approach has been tested in the past, there is no ample evidence on the success rate and quality of past results as well as the status. Support in this area will be incremental and experimental seeking for identification and implementation of innovative approaches matching to the county context and making use of the new framework on decentralization as the legal provision on community structures.</p> <p>The project efforts will involve the following indicative sub-activities:</p> <ul style="list-style-type: none"> - Undertake an assessment of the situation in each municipality, to understand whether such participatory practices are in place and their extent - Conduct a desk review of available tools and past experiences related to participatory 	<ol style="list-style-type: none"> 1. Municipal coverage: 20 municipalities 2. Target group and number: 160 people. 61 Finance officers from all 61 Municipalities; 20 mayors & vice mayors and 40 councilors; 20 staff from selected municipalities local finance departments, 20 municipal PR staff 3. Coordination: In coordination with the UNDP and UNFPA/UN Women. 4. Issues to address: Unification of practices of participatory budgeting for all LGUs to achieve national standards. 5. Implementation: Local expertise/NGOs/ companies 6. Timeline: November 2017 – October 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>or gender budgeting such as that of UN Women</p> <ul style="list-style-type: none"> - Identify most advanced municipalities and best practices - Identify new potentials suiting to the country context - Develop, in consultation with the above, of a roadmap/action plan for further improvement - Organize informative workshops to raise public awareness and elicit demand - Develop training modules to target various municipal staff ranging from locally elected mayors/councilors to finance officers and PR staff - Define cluster of municipalities to work with, depending on expressed demand - Deliver training to local stakeholders - Advocate for and support preparation of user friendly budget reports templates and compilation of specific financial information section in the municipal web. - Assist target municipalities to facilitate the processes of the upcoming budgeting process. - Catalogue and disseminate good practices <p>Local experts will be engaged to develop/adapt updated tools and curricula on participatory budgeting. The upper number of target municipalities is initially set to 20, which is still an ambitious one.</p> <p>The capacity building support will unfold along with the following lines:</p> <ul style="list-style-type: none"> - Three informative workshops (approximately 20 participants per workshop) will involve all municipalities and their key finance officials (in total 61 people) to present the topic and test interest and commitment - In about 20 selected municipalities follow up trainings will be undertaken: <ul style="list-style-type: none"> o 2 one-day trainings for 20 mayors & vice mayors and 40 councilors o 2 one-day trainings for 20 staff from local finance departments o 1 one-day training for 20 municipal PR staff - Following the publication of the Catalogue on good practices, organization of a national workshop with participation of MoF and other high level institutions (ie: Commissioner for Protection Against Discrimination, Commissioner for the Right to Information, etc.) <p>Follow up assistance will be provided on a demand basis to facilitate the processes of the upcoming budgeting process. A peer to peer approach will be applied when relevant.</p> <p>Main deliverables:</p> <ul style="list-style-type: none"> - Desk review of current application of participatory budget 	

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> - Tool on participatory budgeting - 3 introduction workshops - 5 technical workshops and 1 national event - Catalogue of good practices - Reporting on level of application of participatory budgeting 	
<p>1.3.4 Capacity building on asset and land management to relevant local government departments</p> <ul style="list-style-type: none"> - Develop informative training for mayors and directors for the asset management. 	<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 covers indicatively the following topics:</p> <ul style="list-style-type: none"> - General concepts on asset management - Asset management - Inventory of assets - Critical assets - Full life cycle costs - Funding - Guide on Planning, Administration and Asset Management <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"> - Training for mayors/vice mayors/senior municipal managers (60 people, training type: informative, length: half day, number trainings: 3 trainings comprising participants from clusters of twenty municipalities each) - Trainings for other officials, departments' directors (2 days training, 5 trainings each inviting around 25 participants from about 5 clustered municipalities) <p>Main deliverables</p> <ul style="list-style-type: none"> - Training curricula - Manual/guide on asset management - Training delivery and reporting 	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 61 mayors and 120 Directors in charge (including legal department) 3. Coordination: 4. Implementation: Local NGOs/Company, 5. Timeline: July 2017 – December 2017
<p>1.3.5 Strengthen municipal capacities to meet the transparency and accountability requirements of Supreme State Audit</p>	<p>Supreme State Audit (SSA) has an increasing role in good governance and fight against corruption⁶. Its institutional development priorities include support to enhance accountability, transparency and integrity central and local level by fostering better financial</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 61 municipal councils 3. Coordination: Supreme State Audit

⁶ 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
<ul style="list-style-type: none"> - Develop tools and guidance for municipalities on Supreme State Auditing - Strengthen municipal capacities to avoid violations and to implement recommendations of supreme state Audit - Support the application of such a system for all municipalities 	<p>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> <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"> - Desk review of the SSA reports of local government auditing to identify and group the most frequent violations and the most frequent recommendations. - Verification of the status quo on the implementation of most common recommendation in different municipalities; - Prepare a tool/ guidelines for the auditing from SSA including the classic and innovative approaches of auditing as auditing of performance and auditing of integrity - 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. <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>Main deliverables:</p>	<ol style="list-style-type: none"> 4. Issues to address: N/A 5. Implementation: Local expertise / NGO / company 6. Timeline: July 2017 – December 2017

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> - Tool on Supreme State Auditing - Training of Legal, finance and internal control officials in 61 municipalities 	
OUTPUT 2 – INCREASED LOCAL SERVICE DELIVERY, EFFICIENCY, QUALITY, COVERAGE, ACCESSIBILITY AND INCLUSIVENESS FOR MEN AND WOMEN		
<p>Output 2.1 Delivery of services and their management (including new competencies) improved 2.1.1 Capacity building for local service providers on their specific roles and duties to efficiently implement the existing and new functions and deliver local services to the citizens. 2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions 2.1.3 Piloting service reorganization</p> <p>Output 2.2 A national benchmarking system for key selected administrative/public services established 2.2.1 Development of a national benchmark system on local government administrative and public services</p> <p>Output 2.3 A one-stop-shop model is defined and scaled up nationwide 2.3.1 A one-stop-shop model is defined and scaled up nationwide</p> <p>Output 2.4 A system of digitalization of local government archives adopted nationwide 2.4.1 A system of digitalization of local government archives adopted nationwide</p>		
Output 2.1 Delivery of services and their management (including new competencies) improved		
<p>2.1.1 Capacity building for local service providers on their specific roles and duties to efficiently implement the existing and new functions and deliver local services to the citizens.</p> <ul style="list-style-type: none"> - Acquaintance with the current progress of the national service delivery reform and recent legislation - Introduction to service delivery principles, standards and options of delivery 	<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"> - Central government service delivery reform and the legislation in force???? - Potential linkages between the two streams of service delivery and the future mutual benefits - Principles of citizen-centric service delivery - Principles and core values for service delivery - Principles of quality of service delivery 	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 300 technical municipal staff 3. Coordination: ADISA 4. Implementation: Local experts / NGOs / ADISA support 5. Timeline: September 2017 – February 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> - Professional standards – skills of human resources at the forefront of public service delivery - Technical standards – as it refers to technical requirements for products or services. - Process standards – business processes or procedures for delivering/access a service - Service coverage and accessibility, including location, hours of operations, convenience and options for obtaining services - Benefits of collaboration and interaction between public, private sector, and civil society for service delivery - Innovations in service delivery: resources, experiences, options - Effective budgeting for service delivery - The importance of monitoring and performance management in terms of output and citizens’ satisfaction, etc. - Within the principles of modernization of service delivery, the application of the OSSH might be included as well. <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>Main deliverables</p> <ul style="list-style-type: none"> - Brochure on service delivery principles, standards, reform objectives. - Training curricula on service delivery - Training delivery and reporting 	
<p>2.1.2 Addressing challenges and capacity building for a full takeover of new delegated functions</p> <ul style="list-style-type: none"> - Assessment of new services’ transfer problems - 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 - Capacity building assistance for taking over and managing the new 	<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</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 300 staff in charge of the new competencies 3. Coordination: Relevant line ministries, AITR 4. Issues to address: N/A 5. Implementation: Local experts/ NGOs/ Companies 6. Timeline: September 2017 – February 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<p>competencies</p> <ul style="list-style-type: none"> - Provision of support in specific circumstances to enable quick improvements of services delivered⁷ 	<p>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"> – Identify specific challenges and issues each municipality faces about the new functions (with support from project coordinators and AITR staff) and identify problem patterns – Identify best experiences and promote a peer to peer support for know-how /experience exchange – Generalize actions to advise municipalities on how to tackle and manage these new functions – Develop, through consultations, options to deal with each of the new delegated functions in consideration of the legislation and existing best practices – 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 – 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. <p>Main Deliverables</p> <ul style="list-style-type: none"> - Assessment on the current situation of transfer of new functions for each municipality - Document on function specific actions - Training curricula for the management of the new services - Training delivery and reporting 	
<p>2.1.3 Piloting service reorganization</p> <ul style="list-style-type: none"> - Selection of services and pilot municipalities/municipal clusters - Assessment of selected public services - Review of reorganization/ optimization options - Public consultations for determining service outcomes, baselines and indicators - Agreement on restructuring the service 	<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</p>	<ol style="list-style-type: none"> 1. Municipal coverage: up to 3 municipalities / municipal clusters 2. Target group and number: 3 selected services 3. Coordination: This activity will be done in cooperation with MSLL-AITR but synergies with other international partners will be sought might drive a better coverage and replicate it to other municipalities 4. Issues to address: 5. Implementation: NGOs/Companies

⁷One 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"> - Capacity building for relevant municipal staff during transition - Dissemination of experiences to other municipalities 	<p>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> <p>The activity will unfold along the following lines:</p> <ul style="list-style-type: none"> - Selection of services and pilot municipalities/municipal clusters - Technical assistance to identify reorganization/optimization options and structure the selected service, including: <ul style="list-style-type: none"> o Assessment of current situation (quality, availability, coverage, cost, resources, data, etc.) o Review service definition in terms of focus, target, indicators o Determine service standards, access criteria, service delivery points o Consider potential options for reorganizing the service in the territory, based on efficiency, scale, best practices, innovation, etc. 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 o Identify options for performance monitoring - Public consultations for introducing viable options and fine tuning targets, baselines and indicators of performance as well as performance monitoring mechanisms - Agreement on reorganization and technical support throughout transition - Dissemination of experiences to other municipalities <p>Main deliverables</p> <ul style="list-style-type: none"> - 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 	<p>6. Timeline: September 2017 – August 2018</p>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
Output 2.2 A national benchmarking system for key selected administrative/public services established		
<p>2.2.1 Development of a national benchmark system on local government administrative and public services</p> <ul style="list-style-type: none"> - Review successful international practices and experiences - Assess in the Albanian context data availability and data utilization practices - Outline, through consultations, a national benchmarking system - Support LGUs and national government to adopt and utilize the system - Assist LGUs rollup and system functionality -Support development of annual report on performance benchmarking 	<p>The project proposes to develop and establish a national benchmarking system by using a set of indicators for key local public 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 other; besides inter-municipality comparisons, benchmarking will also enable the national government to compare results across municipalities in order to 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"> - Assessment of existing data collection practices and possible indicator sets at local level or regarding the local level - 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 - Identify data gaps and possible ways to fill in these gaps - Outline a national system of capturing local government data and engage in consultations for building it up - Develop an input system making use of or adapting to the current systems in use at the 	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: to be specified 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. 4. Issues to address: N/A 5. Implementation: Contract for software services including international expertise 6. Timeline: October 2017 – May 2019

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>LGU level</p> <ul style="list-style-type: none"> - Assist LGUs to take necessary measures to ensure the functioning of the system - Test and calibrate the system for full functionality - Support official adoption of the system by all LGUs - Support LGUs on rollup and data population - Assist in data analysis and usage of the system - Support MSLI in developing an annual report showing status of performance at local level <p>The above might constitute a unique contract for services</p> <p>Main deliverables:</p> <ul style="list-style-type: none"> - Development and adoption of a set of performance indicators for local government - Design and develop a national benchmarking system - First annual report on LG Benchmarking - Draft DCM on the creation and functioning of the benchmarking system 	
Output 2.3 Development and deployment of an OSS system for delivery of local administrative services		
<p>2.3.1 A one-stop-shop model is defined and scaled up nationwide</p> <ul style="list-style-type: none"> - Review of the context of OSS usage at local level, inclusive of functionality of existing OSS models and the national legal framework - Develop a replicable model based on above considerations and lessons - Identify local level requirements for receiving support - Test the OSS model in real conditions in one or more selected municipalities - Develop a deployment plan and start replication and local capacity building for the OSS system operation - Ensure monitoring, support and maintenance of the system for the initial period of functionality 	<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>A key government requirement for the model to be developed and deployed is that it should be based on an open source platform. In this respect, the model will combine features from the pilot experiences developed by STAR1 in 2016, which were tested in Elbasan- Bradashesh and Durres-Ishem as well as other models in operation developed by Swiss dldp and USAID plgp programmes in the municipalities, Shkodra, Lezha, Korca, etc.</p> <p>The proposed approach is currently being reviewed by NAIS (National Agency for Information Society) to ensure appropriate institutional coordination and review potentials for technical integration with the existing national IT infrastructures and it will be implemented through a qualified service provider resulting from open competition.</p> <p>Collaboration with ADISA will be sought during the implementation to respond to the</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 50 municipalities 2. Target group and number: 3. Coordination: DLDP, ADISA, NAIS 4. Issues to address: Clarify scope and content of the DLDP planned training on OSS 5. Implementation: Contract for services 6. Timeline: July 2017 – September 2019

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> - Hand over the system to each municipality 	<p>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>The main sequence of activities for the implementation will go through Assessment, Design, Implementation and Support, and includes the following steps and actions:</p> <ul style="list-style-type: none"> - Review of the national framework for service delivery and service standards - Detailed review of functionality of existing OSS models and experiences (including local and central government service provision) - Analysis of workflows for about 60 selected local administrative services - Development of the model that integrates these workflows in the system - Identification of necessary hardware and organizational arrangements at municipal level - Presentation of the selected model to LGUs and awareness on minimal requirements to be met - Installation, testing and consolidation of the OSS model - Presentation of the proposed model to municipalities - Development of an OSS deployment plan based on identified demand (more likely two or three groups of municipalities in a sequence 20-20-10 or similar) - Start the deployment as per the plan and upon satisfaction of minimal requirement criteria - Develop regulations to operate the system as per law requirements - Provide training to relevant municipal staff on using the system and handling cases - Ensure system functionality and capacities for operation are in place - Facilitate establishment of Maintenance Service Level Agreement between each municipality and the service provider - Cover maintenance costs for the first year of operations of the OSS system - Inform citizens on the services delivered by OSS and on the available tools for monitoring and providing feedback to specific services <p>Issues to be considered:</p> <ul style="list-style-type: none"> - Participating municipalities should ensure the necessary human resources as well as the IT and facilities' infrastructure for the OSS model. The determination of the IT infrastructure needs is also depending on the OSS model to be developed. STAR2 project will not procure IT equipment. - Maintenance will have to be ensured after project completion and will be based on SLA 	

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>agreements between the service provider and each municipality. The project will only cover the first year maintenance and make an upfront payment calculated at around 15% of the overall cost per municipality. Each municipality is then responsible for managing its own SLA and ensuring the service provider honors the contractual commitments.</p> <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>	
Output 2.4 Digitalization of local government archives		
<p>2.4.1 A system of digitalization of local government archives adopted nationwide</p> <ul style="list-style-type: none"> - Develop a deployment plan for the digitalization - Develop the user level training manual for archiving including legal requirements - Train and assist local staff on archiving system and archiving procedures jointly with the specialists of GAD - Support and monitor deployment of the system in all LGUs and administrative units - Provide ongoing monitoring on the physical and electronic archiving progress - Provide periodical reports based on the ongoing monitoring - Submit the final descriptive and evidence based report on the process of archives 	<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 and digitalization 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 AIRT 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).</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>Considering that the hardware necessary for digital archiving has been secured through state funds (hardware needs identified based on the pilot model developed by STAR1) and distributed to all LGUs and the DMS software has been installed in the procured hardware</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 600 municipal staff or archives and protocol 3. Coordination: GDA, AITR 4. Issues to address: There is need to upgrade the DMS and extend the maintenance contract of DMS. 5. Implementation: Contract for services 6. Timeline: July 2017 – December 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>before distribution, the project assistance envisages to engage in the following activities:</p> <ul style="list-style-type: none"> - Development of an operational plan for archiving - Training of municipal archiving staff in each municipality and administrative unit on the legal framework, norms and procedures of physical and digital archiving (by using the DMS) - Training of IT specialists in each municipality on the DMS and IT role towards archives and protocol responsibilities - Provision of professional materials for physical archiving (folders and boxes) - Supervision and assistance in each municipality for the start of archiving per established procedures for physical and digital archiving - Reporting progress, problems, deviation from procedures and providing assistance and instructions to concerned municipalities to return to normal working condition - Ensure each municipality gets the process under control and demonstrates it has gained the appropriate capacities to continue the archiving process sustainably. The target volume of digitalized archives during project assistance is calculated assuming in each municipality and administrative unit there is complete staff (1 archivist and 1 protocol employee) and they perform based on the archiving daily norm 2.5 cm linear) - By the end of the project assistance, report on the overall progress and likelihood of completing the digital archiving process for each municipality, considering the remaining volume of local archives, the number of engaged archiving staff and the normal archiving rates. - After 14 months of dedicated assistance (6 months of inception and training + 8 months of coaching and monitoring), project assistance will continue through STAR2 coordinators (archive coordinator and specialist) to the end of the project. <p>The assistance is complementary to other stakeholders' efforts whereby:</p> <p>Government (AITR)</p> <ul style="list-style-type: none"> - Procurement of the necessary hardware to use the DMS system and the DMS system itself are already secured for all municipalities. - The hardware is distributed at municipal level <p>the DMS Software is installed on all computers and a preliminary training is provided by the software developer</p> <p>Local Government</p> <ul style="list-style-type: none"> - In charge of providing the necessary archiving staff and the physical premises complying with archiving standards 	

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>General Directorate of Archives</p> <ul style="list-style-type: none"> - Provision of technical and legal expertise during the implementation. <p>Issues to be considered</p> <ul style="list-style-type: none"> - The DMS is functional wherever it is installed, however, connectivity between center of municipality and its administrative units is missing and it needs to be fixed for a meaningful central digital archiving - For the DMS to operate flawlessly, the government, central or local, should take measures to ensure the system’s proper maintenance, either by reverting to the software developer or through other options. - 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. 	
<p>OUTPUT 3- ENHANCED LOCAL DEMOCRACY THROUGH FOSTERING CITIZEN-ORIENTED GOVERNANCE AND PARTICIPATORY DECISION-MAKING, LEVERAGING THE ROLES OF WOMEN AS ACTORS OF CHANGE</p>		
<p>Output 3.1 Status of local governance mapped in all LGUs</p> <p>3.1.1 Conduct a Local Governance Mapping</p> <p>Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government</p> <p>Participation</p> <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>3.2.2 Assist LGUs to establish and make functional the community structures in accordance with the Local Government Organic Law</p> <p>Transparency</p> <p>3.2.3 Introduce practices to strengthen local officials’ accountability towards citizens</p> <p>3.2.4 Support development and application of systems allowing publication of municipal acts and regulations and consultation mechanisms</p> <p>3.2.5 Pilot virtual participation in council meetings for the public</p> <p>3.2.6 Develop standard websites for new municipalities</p> <p>Ethics and Integrity</p> <p>3.2.7 Increase local government public ethics and integrity</p> <p>3.2.8 Pilot municipal integrity plans</p>		
<p>3.1.1 Conduct a Local Governance Mapping</p>	<p>The Local Governance Mapping will assess local governance as seen from both perspectives</p>	<p>1. Municipal coverage: 61 municipalities</p>

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> - Develop LG Mapping methodology - Conduct 1st round of LG mapping - Disseminate findings to national and local authorities and other relevant stakeholders - Use key findings to finetune STAR2 project activities - Conduct 2nd round of LG mapping - Undertake a comparative analysis against the 1st round of LG mapping to assess likely progress/change - Disseminate findings to national and local authorities and other relevant stakeholders - Feed inputs to the STAR2 project impact assessment 	<p>(LG officials and citizens), aiming to identify gaps and areas / issues to be addressed, in terms of:</p> <ul style="list-style-type: none"> - Availability of governance related data - Existence of evidence based policy and decision making - Existence of institutional arrangements for civic engagement - Existence and use of accountability mechanisms - Equity and social inclusion etc. <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 will comprise all 61 Municipalities of Albania and be 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"> - Develop methodology and the analytical framework - Undertake desk review and conduct field work in the three Municipal clusters (CSC interviews, semi-structured interviews, focus groups, community dialogues) and data collection - Data analysis & processing - Draft reports on findings for each municipality and review by UNDP - Validate the findings through a last round of consultations with each municipality - Finalize individual municipal reports - Establish an online – web-based platform - Publish Key findings in an online web-based platform for all municipalities together with electronic versions of the reports - Draft, finalize and print a consolidated national LGU mapping report, and present it in a public event - Conduct the 2nd 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 <p>Main deliverables</p> <ul style="list-style-type: none"> - Methodology of LG Mapping - Individual Municipal Reports with key findings (2 x 61 reports) - Online web-based platform with municipal data - Aggregated Report of 61 Municipalities (2 x 1 reports) 	<ol style="list-style-type: none"> 2. Target group and number: Approximately 12 500 citizens and local public officials involved. 3. Coordination: Among three implementing organizations to ensure a uniform output. 4. Issues to address: N/A 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. 6. Timeline: Nov 2016 – May 2017 & end 2019

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	- Reports	
Output 3.2 – Strengthened local democracy through enhanced participation, transparency and accountability and ethics and integrity in local government		
<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>		
PARTICIPATION		
<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> <ul style="list-style-type: none"> - Support for understanding and enforcing legislation on Right to Information and Public Consultation - Develop and promote tools for ensuring, monitoring and evaluating citizens’ participation in local decision-making 	<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"> - 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 Commissionaires, other ongoing projects, etc. (for all municipalities) - Undertake a situational update, through collection of secondary data from municipalities, with the help of the projects’ regional coordinators (for all municipalities) - Select the municipalities to work with for the development of specific training modules and other public engagement tools (up to ten municipalities) - 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) - 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) 	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: 780 people. 61 Coordinators on the Right to Information; 61 Coordinators on the Consultation and Participation, 240 mayors & vice mayors and municipal councilors (Chair and Deputy), and up to 300 municipal managers. 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. 4. Issues to address: N/A 5. Implementation: Local experts/NGOs 6. Timeline: July 2017 – March 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> - Prepare a training plan - 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) <p>The training activities will be organized along the following lines:</p> <ul style="list-style-type: none"> - One one-day informative workshop targeting a mixed group of elected officials, including mayors & vice mayors and municipal councilors (Chairs and Deputy Chairs.), in total 10 workshops for up to 240 participants. These workshops will seek the political commitment to move forward. - One initial one-day workshops with the Coordinators on the Right to Information and Coordinators on Notification and Public Consultation, (up to 120 people). These workshops will serve to introduce the process, engage the coordinators and pave the way for future work. - One one-day workshops with the Coordinators on the Right to Information and Coordinators on Notification and Public Consultation, for the development of training modules and methodologies (up to 120 people). Documents for discussion have been drafted in a participatory way and will be reviewed for finalization. - 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. <p>Main deliverables:</p> <ul style="list-style-type: none"> - Training modules - Methodologies for public engagement - Training delivery - Reports 	
<p>3.2.2 Assist LGUs to establish and make functional the community structures in accordance with the Local Government Organic Law</p>	<p>Community structures are a new dimension of civic activism organization now embedded in local government legislation, which aim to empower local communities and their representation to local institutions. This element is both an innovation and a legal obligation for local governments to ensure. Pioneering examples are at an early stage in a few municipalities. IDM, with support from Leviz Albania, has organized a series of roundtable discussions in 12 municipalities in the center qarks about the "establishment and functioning of community structures in Albania" in the framework of implementation of the Law "On Local Self-Government", and OSCE in partnership with a local NGO (MDSK) and PLGP has undertaken similar work in four municipalities: Fier, Gjirokaster, Malsi e Madhe and Vau i Dejes. The project will focus on deepening support and facilitate local government work to establish community structures in 6 selected pilot municipalities and later disseminate the</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 6 municipalities 2. Target group and number: 6 Municipalities, 300 people 3. Coordination: The practice piloted from the OSCE Presence in Albania and the experience of Leviz Albania will be considered during the implementation of this action; The Commissioner on the right to information and MLSI are key partners identified. 4. Issues to address: N/A 5. Implementation: Local NGO/ expertise / company

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>experience and lessons learned.</p> <p>Initially, an assessment will be carried out by the Project regional coordinators regarding the situation in the ground and models in place. All municipalities will be tested on their level of willingness and readiness. The selection of pilot municipalities will be based on these considerations as well as a fair geographic distribution, their scoring on citizen participation in the Local Governance Mapping, and fair political balance</p> <p>Further, local expertise/NGOs will work with 6 target municipalities, to achieve the following:</p> <ul style="list-style-type: none"> - Raise community awareness raising on Community Structures - 6 workshops with 25 participants in each target municipality - Develop generic regulations for the establishment and functioning of Community Structures - Support municipalities to understand and adopt the regulations (6 more workshops) - Support public awareness campaigns at the local level for civic engagement (including through local media, social media and web page of the municipality) - Assist selected Municipalities to establish community structures - Assist the established community structures to understand their public role (including peer support) <p>Main Deliverables:</p> <ul style="list-style-type: none"> - Assessment report on status quo on community structures in selected municipalities - Community discussion workshops and reporting; - Approved draft of regulation for organization of Community Structures - 6 Community structures established and functional - Reports 	<p>6. Timeline: September 2017 – August 2018</p>
<p>TRANSPARENCY AND ACCOUNTABILITY</p> <p>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:</p> <p>3.2.4 Introduce practices to strengthen local officials' accountability towards citizens</p>		

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
3.2.5 Support development and application of systems allowing publication of municipal acts and regulations and consultation mechanisms 3.2.6 Pilot virtual participation in council meetings for the public 3.2.7 Develop standard websites for new municipalities		
3.2.3 Introduce practices to strengthen local officials' accountability towards citizens <ul style="list-style-type: none"> - Select pilot municipalities for developing Programs of Transparency - Design and promote adoption of Programs of Transparency in pilot municipalities - Replicate the experience in 20 other municipalities - Monitor change 	<p>This activity will focus on promoting a culture of transparency and open data through developing and establishing systems and standards for communicating information with the public. The approach will be piloted in 5-6 municipalities and then will be promoted for wider application in 30 municipalities with which the project will work on municipal websites (see next Activity below) and beyond.</p> <p>The project will promote the development of Programs of Transparency for the municipalities, 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>Indicative sub-activities will include the following:</p> <ul style="list-style-type: none"> - Conduct an assessment on the status of information and data publication in the selected pilot municipalities - Identify gaps and requirement for information qualified of public interest and municipal obligations to comply with the Law - Engage in consultation/training workshops with pilot municipalities for the development of Programs of Transparency - Organize consultation/ workshops along the following composition/ structure: <ul style="list-style-type: none"> o Around 10 people/municipality - mayors /vice mayors (1), senior municipal managers (general secretaries, dept. heads) (4-5) and municipal councilors (4-5) o Three rounds of workshops focusing respectively on introduction, development, and finalization of Programs of Transparency, involving the six pilot municipalities in groups of two. This is 9 workshops in total involving about 60 people. o Replicate the workshops for other 20 municipalities, and combine it with assistance on website development. The estimated number of workshops is 20 (three municipalities per workshop, around 30 people each), for a total of 24 workshop days, involving around 240 people. 	<ol style="list-style-type: none"> 1. Municipal coverage: 6 and up to 30, involving around 300 people 2. Target group and number: Mayors & vice mayors, senior municipal managers (general secretaries, finance, dept. heads, etc.), IT staff and Council members 3. Coordination: Commissioner on the Right to Information and personal data protection 4. Issues to address: N/A 5. Implementation: Local expertise / NGOs / Companies 6. Timeline: September 2017 – October 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> - Organize a closing national workshop to take stock of likely changes and best practices overall <p>Main Deliverables:</p> <ul style="list-style-type: none"> - At least 30 Municipal Programs of Transparency developed and adopted - Positive change in open data for more than 50% of engaged municipalities (monitored by project staff and other means) - About 30 trainings delivered and benefiting 700 participants 	
<p>3.2.4 Support development and application of systems allowing publication of municipal acts and regulations and consultation mechanisms</p> <ul style="list-style-type: none"> - Assessment of the extent local governments acts are made public - Review of options to ensure this obligation is satisfied and is made sustainable - Support the application of such a system for all municipalities 	<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>Main deliverable:</p> <ul style="list-style-type: none"> - Scanned municipal councils' legal acts since 2015 for about 31 municipalities - Updated national e-platform 	<ol style="list-style-type: none"> 1. Municipal coverage: 31 municipalities 2. Target group and number: 31 municipal councils 3. Coordination: Commissioner on the Right to Information and Protection of Personal Data 4. Issues to address: Future sustainability and ownership of the supported system 5. Implementation: Subcontracted service provider, local expertise 6. Timeline: October 2017 – September 2019
<p>3.2.5 Pilot virtual participation in council meetings for the public</p> <ul style="list-style-type: none"> - 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 	<p>The project will pilot the live access to council meetings in two municipalities. This is another way to encourage transparency and openness, it is also an innovation that will be experimented for the effects that it can bring. The piloting consists in securing the necessary audio-visual infrastructure for the council hall and a system to realize the live broadcast of the works of the council to various public mediums. This is, in a way, a solution for cases when the infrastructure of the council hall is not friendly to public participation, but also another mean to ensure transparency of municipal proceedings.</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 2 pilot municipalities 2. Target group and number: 2 municipalities as pilot 3. Coordination: Ministry of Innovation and Public Administration, Commissioner for the Right to Information, Commissioner for the Protection of Personal Data, etc.

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
<ul style="list-style-type: none"> - Review and recommend regulations allowing e-participation at local level - Conduct monitoring and assessment of the piloted municipalities - Feed into redesigning and recommend a model / regulation to enable e-participation at local level. 	<p>In addition, the project will work with the pilot municipalities to develop the regulatory framework for the functionality of the system and ensure a due awareness raising campaign for such innovation. A fine tuning of the system will be based on the experience gained and a monitoring system in place for a period of one year after the adoption of the system and its results will be promoted in a national event. The project will engage in awareness activities to mobilize citizens to participate in the virtual council meetings.</p> <p>Main Deliverables:</p> <ul style="list-style-type: none"> - Physical infrastructure for virtual participation installed in two pilot municipalities; - A regulatory framework for live broadcasting adopted by the pilot municipalities - A live broadcasting system is operational - Reports 	<ol style="list-style-type: none"> 4. Implementation: Local expertise, subcontracted service provider 5. Timeline: April 2018 – March 2019
<p>3.2.6 Develop standard websites for new municipalities</p> <ul style="list-style-type: none"> - Elaborate content standards for a local government website, based on legislation and best practice - Consult with municipalities the format and content of a model website - 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 - Support municipalities to adopt such standards and create their individual websites, ensuring each municipality has its own website - Provide training to municipal PR teams on communication and consultation activities 	<p>As per the Progress report of the Decentralization Strategy, 30 municipalities do not have yet a web page. This is an opportunity to help those municipalities to build such digital interface with the public. The opportunity also consists in that; it is the right time to shape these websites in a way that they contain the right information and data giving a satisfactory picture of local government activities.</p> <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.</p> <p>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>The content standards will be shared with all the municipalities expecting their feedback in return.</p>	<ol style="list-style-type: none"> 1. Municipal coverage: 30 Municipalities, 60 municipal PR persons 2. Target group and number: 30 Municipalities (WEB design), 61 Municipalities for the template and training 3. Coordination: Ministry of Innovation (AKSHI), Commissioner for the Right to Information and Protection of Personal Data 4. Implementation: Subcontracted service, local expertise in communication 5. Timeline: July 2017 – June 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<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>Main Deliverables:</p> <ul style="list-style-type: none"> - The web page template model - 30 developed web pages - 30 Municipal PR staff trained - Reports 	
ETHICS AND INTEGRITY		
<p>3.2.7 Increased local government public ethics and integrity</p> <ul style="list-style-type: none"> - Assess the procedures and practices in place to prevent corruption and promote ethics and integrity; - Provide training on ethics and transparency to local public administration - Recommend approaches and administrative procedures to ensure accountability and transparency of local governments - Develop, in the context and with stakeholders' participation, the municipal Code of Conduct - Consult the draft Code of Conduct in local workshops - Support municipalities to adopt the Code of Conduct - Ensure the Code of Conduct is made public 	<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 first 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"> - Introduction to relevant legislation on public administration ethics and anticorruption - The promotion of an ethic of public service. 	<ol style="list-style-type: none"> 1. Municipal coverage: 61 municipalities 2. Target group and number: + 720 trainees 3. Coordination: The Commissioner on the Right to Information and Protection of Personal Data 4. Implementation: Local experts 5. Timeline: July 2017 – July 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> - The benefits of developing and adopting ethical standards and a code of ethics for public officials - Integrity in local government systems - Types, risks, and consequences of corruption at the local level - Strategies and tools for preventing corruption at the local level <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 & vice mayors, 300 other senior public officials, and 300 local administrators. This level of effort will require the organization of around 30 one-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> <p>A follow up assistance focusing on advocating for and facilitating the development and adoption of a Code of Ethics for each municipality will ensue. The process will entail the following indicative steps:</p> <ul style="list-style-type: none"> - Prepare and disseminate a draft Code of Ethics for review, feedback and inputs by all municipalities - Prepare training modules based on the above feedback - Deliver tailored trainings in each municipality to discuss: <ul style="list-style-type: none"> o The relevance of a Code of Ethics – what it is, what it can and cannot achieve and the process of adopting one. o Identify the mechanisms by which inputs in the process could be solicited o Tailor the Code to the specifics and needs of each municipality o Discuss and seek agreement on implementation strategies and timelines <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"> - Support finalization of draft Codes - Facilitate, monitor adoption of the Code - Monitor implementation <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</p>	

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<p>selection process to pilot the integrity plan.</p> <p>The level of effort will include inter-alia:</p> <ul style="list-style-type: none"> - Assessment in all municipalities of the state-of-affairs and practices in place related to ethics and integrity - Curricula development - Development of a Code of Conduct - Training on ethics and integrity and Code of Conduct targeting 720 people in about 30 trainings - Support Code of Conduct adoption, monitoring implementation and reporting <p>Main deliverables:</p> <ul style="list-style-type: none"> - Assessment on municipal status quo on Ethics and Integrity - Training delivery - Codes of Conduct developed - Reporting 	
<p>3.2.8 Pilot municipal integrity plans</p> <ul style="list-style-type: none"> - Selection of pilot municipalities to engage on drafting municipal integrity plans - Assess in depth operations and procedures in the six pilots - Determine areas to address and indicators, also referring to possible transposition of requirements of the National Anticorruption Strategy - Develop, in consultations with local stakeholders, draft municipal integrity plans and monitoring frameworks - Disseminate the experience and the product to other municipalities 	<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> <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"> - Undertake an initial orientation, through relevant TA, of the selected local experts on the methodology and practices of municipal integrity plans - Develop contextual methodologies for drafting integrity plans - 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. - 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 	<ol style="list-style-type: none"> 1. Municipal coverage: 6 municipalities 2. Target group and number: 6 municipalities; mayors, senior management and local administrators, CSO representatives up to 570 people 3. Coordination: Commissioner on the Right to Information; National Coordinator Against Corruption 4. Issues to address: N/A 5. Implementation: Local expertise / NGO / company 6. Timeline: November 2017 – December 2018

Key sub-activities/sequence	Indicative content and organization	Indicative targets, timelines and costs
	<ul style="list-style-type: none"> - Prepare individual reports for each municipality determining areas to be addressed and indicators to refer for change. - Develop municipal integrity plan through a participatory approach involving municipal officials, local stakeholders and representatives of the community. - Organize awareness-raising activities and facilitate institutionalization of the methodology and the municipal plan - Promote the integrity plans and the implemented methodology as good practices for the other municipalities. <p>Around 15 trainings/workshops gathering the following relevant stakeholders: 12 mayors & vice mayors, 40 senior management officials, 30-40 local administrators, 40 municipal councilors, and about 50 civil society activists. This would translate into the following organization:</p> <ul style="list-style-type: none"> - 1 introductory workshop for each municipality, including mayors, senior management and local administrators (120 people) - One workshops per municipality including mayors, senior management, local administrators and councilors (240 people) - 1 training/workshop for the civil society in each municipality (30 people) - A final workshop involving all participating municipalities and beyond (150 people) <p>Main deliverables:</p> <ul style="list-style-type: none"> - Contextual methodology for municipal integrity plans - 6 municipal integrity plans - Reports 	

SECTION 4: SUSTAINABILITY

The Project is in line with the Government of Albania policies to reform and modernize its public administration, further decentralization and empower local governance. STAR2 will support the practical implementation of such policies at local level. The project will attempt to ensure sustainability at three levels: individual, institutional and system level, as follows:

SUSTAINABILITY AT INDIVIDUAL LEVEL

The project envisages to interact with and provide capacity building support to a high number of local stakeholders, estimated at around 7,000 people involved in about 330 training settings. These activities will aim to enhance local governments' personnel management, administrative and technical capacities to perform functions effectively, efficiently and sustainably, along three main paths: 1) to properly implement and address challenges deriving from the Law on Local – Self-governance such as proper implementation of the Local Government Organic Law, the Civil Service Law, the Labor Code, the Code on Administrative Procedures etc. 2) to take initiatives and properly implement activities related to citizen engagement (public information, consultation, participatory decision making), accountability, efficient and effective service delivery etc. 3) to improve the efficiency in local tax collection and management, land and asset management etc.

These activities will target managerial and technical staff at every municipality, namely mayors & vice-mayors, directors of main departments, municipal enterprises' managers, municipal general secretaries, local administrators, Human Resource personnel, Finance officers, Local Administrators, Councilors etc.

A Training of Trainer's pool will be established covering issues which are relevant to a wider target group, aiming to create a pool of knowledge, which can then further spread the information and knowledge to other and / new municipal staff.

An electronic resource package including manuals, "how to – toolkits", Q&A documents etc covering all topics under the technical assistance approach will become available to and a property of each LGU thus enabling the LGU staff to continue its endeavors in deepening their knowledge and building their personal skills to perform their daily functions.

At project completion, the capacities built and the sustainability will remain with local government units contributing to sustainability of local administrations.

SUSTAINABILITY AT INSTITUTIONAL LEVEL

The project will engage in the development of several methods and working documents (such as the One Stop Shops service delivery model, the service performance based metrics, the standard operating procedures, code of conduct, municipal integrity plans, civic engagement guidelines, service costing guidelines, etc.). Capacity development at central level will be enhanced as well (the national benchmarking system, extension of application of civil servants training curricula to the local level, etc.) All results related to the development of institutional and organizational frameworks, development of appropriate procedures, development of specific services, etc. are going to be institutionalized through their introduction in relevant acts at a central or local level, their introduction in regular tasks of local public administration units, adoption of prepared manuals, guidelines, etc.

STAR2 is designed to improve service delivery and make it more accessible, implicitly addressing optimization and rationalization (hence the sustainability) of local public administration functions. Support for improved and citizen-oriented services responds to public expectations and an increased demand on their side and thus more likely to foster local ownership and sustainability of the upgraded status quo.

It is expected that after project completion, several systems and tools are put in place and function at both central and local levels, but also a new set of demands is triggered and municipalities are prepared to seek opportunities to follow up.

SUSTAINABILITY AT SYSTEM LEVEL

Sustainability at system level will be enhanced by linking the project to other initiatives targeting local governments and local governance, implemented by other organizations working in the area decentralization and local governance, human rights and social inclusion, regional development, and civic engagement.

The project will also work with civil society organizations, contribute to an enabling environment regarding an increased good governance demand and promote collaboration between local governments and civil society for delivering services, assessing public performance and mobilizing public support.

The project stakeholders, especially those at the decision-making level, inclusive of MSLI in the leadership, will remain sensitive to local expectations and demands and try to understand, identify and address issues through broad consultations and in full collaboration with all the spectrum of local governments, beyond political differences, guided by the objective of strengthening the efficiency of the local administration institution as an integral part of public administration.

Nevertheless, the political context is paramount for the successful implementation and sustainability of the project. The Government should pursue with commitment and coherently its local governance support agenda and ensure its strategic objectives are addressed with due coordination, resources and professionalism. The success of the project will also depend on a large degree on the willingness of the LGUs and local communities to engage learn and commit to change on a difficult path requiring more dedication, transparency, communication and accountability for results. Finally, sustainability will depend on the actual progress made in the fiscal decentralization direction, accompanied with due financial management and transparency necessary to build public trust and sustain efforts for change and development.



SECTION 5: PROJECT PROGRESS TO DATE

The implementation took off by firstly identifying and mobilizing the key staff in accordance with UNDP's internal recruitment procedures, launching of a Local Governance Mapping assessment in all Albanian municipalities and undertaking an overall update and activity planning which is the scope of the present inception phase.

ADMINISTRATIVE/OPERATIONAL TASKS

In the Project Inception Phase the following administrative and operational tasks have been completed:

- Project Steering Committee established
- Project Management functions secured: Project Management/Support Team (PMT) at both MSLI and UNDP operational,
- UNDP internal management and control procedures and processes applied
- Project office established and operational: vehicles, furniture, basic IT equipment, stationery, rental agreement;
- Several PR materials (project logo, files, notebooks, pens, bags, branded templates, etc.) produced.

List of current Project staff

No	Position	Status	Person
	Project Management/Implementation Unit		
1	National Project Manager	On board	Edlira Muhedini
2	Senior Team Leader Capacity Building	On board	Albina Shehu
3	Senior Team Leader Public Service Delivery	On board	Diamant Fiku
4	Senior Team Leader Good Governance	On board	Silvana Malaj
5	Local Government Policy Expert	On board	Enea Hoti
6	Field Presence Coordinator	On board	Artur Kurti
7	Local Government Data Analyst	On board	Elda Kapllani
8	Knowledge Management Specialist	On board	Oerd Imami
9	Public Relation and Communication	On board	Klementina Cenkollari
10	Environment specialist	On board	Emirjeta Adhami
11	Gender and Social Inclusion Specialist	On board	Erjona Mullellari
12	IT expert	Under evaluation	
13	Project assistant 1	On board	Indrit Demiraj
14	Project assistant 2	On board	Romina Kacorri
19	Driver 1	On board	Donetin Selimja
20	Driver 2	On board	Artan Rozani
21	Regional coordinator	On board	Ymer Hoxha,
22	Regional coordinator	On board	Adriatik Brace
23	Regional coordinator	On board	Rigert Zhaka
24	Regional coordinator	On board	Pashk Luka
25	Regional coordinator	On board	Redi Rama
26	Regional coordinator	On board	Baftjar Zeqaj
27	Regional coordinators (6 regions)	Under evaluation	

	Project Coordination Unit		
15	National Project Coordinator	On board	Anila Shehu
16	Project specialist	On board	Erisa Lame
17	Senior Finance/Admin Assistant	On board	Fabjola Zeqiri
18	Administrative assistant	On board	Juliana Babaliaj

PROGRAMMATIC ACHIEVEMENTS

Local Government Mapping - The Local Governance Mapping started in October 2016 and is progressing towards its completion. Since mid-March 2017, the three implementing organizations organized local concluding/validation workshops in each of 61 Municipalities and presented the findings of the Local Governance Mapping. Draft municipal reports are being finalized progressively and will be completed with feedback received from this last round of consultations by end of April, 2017. The municipal reports are expected to be submitted by early May and the consolidated national report before end May 2017

Inception- As the present Inception Report describes, various aspects of the project document have been further detailed and clarified through meetings with stakeholders, representatives of local and central government institutions as well as representatives of other projects focusing on local governance to fine tune interventions and identify synergies. The Inception Report is finalized by end April 2017.

OSSh Terms of References - The respective TORs for the local OSSh have been developed in early 2017 and shared with project partners. The related bid documentation was finalized by UNDP during Feb-Mar 2017, in consultation with UNDP's Regional Procurement Support Unit in Copenhagen. However, the bid was not yet launched as the new Minister of State for Local Issues asked for further review of the possible options, including variants of centralizing the system (cloud platform) or applying it asymmetrically based on municipal size and other parameters. Such consultations are still ongoing at the institutional level among some central Government agencies. With this development, the OSSh bid might be ready for launch optimistically within May-June.

Digitalization of local archives Terms of Reference - TORs for the Digitalization of Local Government Archives are in an advanced draft and will be likely shared with STAR2 partners for review/feedback during May. Also during January 2017, the project approached the 61 municipalities, aiming to updated information on the archives volume needed to be classified and digitalized as well as on the archives and protocol employees in each municipality and the respective administrative units. This information is reflected in the above TORs.

Preparation for M&E (data collection) - During the Inception period, achievement indicators have been identified and detailed in order to form the basis for progress measurements. Formats and tools have been set up to enable M&E functions. Also a detailed M&E plan/template has been developed and presented in this report.

Other activities (networking, events) - In the week of March 6, a STAR2 introductory event with media representatives was organized by the Minister of State for Local Issues with the participation of the Agency for the Implementation of the Territorial Reform. The event invited 19 well known journalists from main TV stations, daily newspapers and online media in Albania and aimed to build media awareness on local governance issues as well as introduce STAR2 as national effort in supporting LGUs to improve their performance and response to citizens.

SECTION 6: COMMUNICATION AND VISIBILITY PLAN

Objectives

The purpose of the Communication and Visibility Plan is to outline communications goals and approach, so as to ensure effective and efficient communication about the results and objectives of the Consolidation of Territorial and Administrative Reform – STAR 2 (hereafter referred to as the Project) to all target groups, including beneficiaries, partners and key national stakeholders and the general public in Albania as well as key international development partners. The present Communication and Visibility Plan is also fully in line with the EU-UNDP agreed Communication and Visibility Plan Guidelines.

The main objective of the Communication and Visibility Plan is to contribute to the efficient implementation of the Project by ensuring that information and any communications activities and products, its objectives, results and achievements are executed and produced with highest quality and distributed in a timely manner to target groups.

Specific Communication objectives are:

- To inform local and national stakeholders as well as the international donor community of the progress and impact of STAR2 project and encourage the applicable scaling-up of utilized approaches;
- To increase visibility of the progress and achievements made by the Local Government Units in Albania in relation to the focus areas of STAR2 project;
- To enable civil society's role in local governance support through promoting visibility of CSOs participating in the Project;
- Increase visibility of the Government of Albania international donors' partnership, through awareness on the pooled fund arrangement, where the Minister of State for Local Issues is the implementing partner of the Project;
- To increase visibility of the links of the project to other donor's projects and initiatives, linked to strengthening and consolidation of local governance, and
- Raise awareness and increase visibility of the Sustainable Development Goals (SDGs) and the contribution of the project towards the SDGs.

Target Groups of the Communication and Visibility Plan are:



Specific objectives for each target group are:

Communities...

Emphasize the important role of this group in strengthening the local democracy through fostering citizen-oriented governance and participatory decision-making, leveraging the role of women as actors of change.

Local Government Units...

Are aware of the importance and become committed and active to strengthening institutional and administrative capacities of local administrations, for improved local service delivery, efficiency, quality, accountability and inclusiveness for men and women.

Central Government...

Highlight achievements and raise awareness on challenges and coordination necessity for a more sustainable functionality of local administrations and improved local capacities for managing effectively and efficiently their mandate in compliance with the European Charter of Local Autonomy.

International development partners...

To highlight the progress made with due recognition of the contribution of international partners who have joined forces in addressing local governance and public administration reforms at local level.

National and local civil society organizations (CSOs)...

Are aware about the project and their cooperation with the project and local government units is strengthened and promoted for the benefit of concerned communities.

Media, international, national and local...

Raise awareness about the project, its purpose and results and the role of international partners.

Communication approach

Coherent and coordinated communication at local and national level will be ensured by continuous coordination of all communications and advocacy component activities among all partner organizations. In order to target different audience profiles, STAR 2 has adopted a combination of several communication channels and tools listed further below:

New Media

- Webpage administered by STAR2 Project – These pages are inherited from STAR Project and offer a wealth of information relating to the TAR. (www.reformaterritoriale.al)
- YouTube of territorial reform for the distribution of different spots and events – Another already established tool that offers an inexpensive alternative to buying ad time for various video products of the project
- Twitter updates on daily events and the publication of interesting facts about the reform
- Opening an account in Instagram – as this platform has gained a larger audience and has become a tool used by public relations specialist
- Distribution of a newsletter via email and list servers – An extensive list of contacts is already available.
- Facebook account
- FB LIVE to broadcast live important events or meetings.

Print media

- Newsletter– STAR2 will publish a quarterly newsletter with 8 pages in two languages. The newsletter will be a common effort of the staff. The newsletter will maintain the current layout established during STAR1 Project.
- Articles in major newspapers – through promoting close ties with journalists of major newspapers to highlight various elements of and inform the public on various developments of project progress.
- Advertising in various newspapers information relating to the developments of the reform that have a significant impact on the public at large and that are relevant to the proper functioning of a more participatory local government in Albania.

- Interviews with the Minister of State on Local Issues – STAR2 will serve as a nexus to connect journalists interested in the reform with the office of the Minister of State in order to promote a better understanding of local governance achievements.

TV and Radio

- Spots
- Documentaries
- Interviews

STAR2 Press Kit including:

- Highlighting changes and status of local governance backed up by statistics and indicators
- Flyers highlighting legislative changes and new developments brought forth by the reform
- A short description of the project
- Newsletters, etc.

New Media Guidelines (Online platforms / email / social media)

STAR2 Project inherits a wealth of previously developed content and platforms. These include a website, a Facebook account with almost 6,000 followers, and a Twitter account. An Instagram account will be added to offer a more visual and direct communication option.

✓ Website (reformaterritoriale.al)

This site constitutes a basic infrastructure online platform of the Communication Strategy for STAR2 and a primary information distribution tool of every aspect of STAR2 for broadcast, print and social media. STAR2 activities will be reflected in full text, video and pictures for every activity at national or local level, in addition to various statements to the press, interviews, editorials, etc. The information will be provided in both Albanian and English.

✓ Facebook account (<https://sq-al.facebook.com/reformaterritoriale/>)

This is a primary source of information for all those who closely follow project related information

✓ Twitter Account

The twitter account will be updated live during the events and will also be used to serve as a reminder of the various activities of the project.

✓ Instagram Account

Similar to the Twitter account, STAR2 Instagram account will be updated live with pictures.

Print Media Guidelines

✓ Newsletter

The newsletter allows for an in-depth treatment of specific issues and offers an opportunity to dwell deeper into the inner workings of the reform and the project. The newsletter will be a quarterly publication and keep the current layout. All decision-making relating to the content of the newsletter will be taken by an editorial board that will include the team leaders of the various components of the project, the PR coordinator and the Knowledge Management.

Communication principles

The following is a set of core principles to be adhered to in the planning, implementation, monitoring and reporting of the Visibility and Communication Plan:

- Beneficiary-tailored and people-centred communication: The overall communication approach will pay high attention to the specific target groups, to tailor the overall information sharing (including channels and tools used) to their specific needs.
- Emphasizing the importance of the subject from the perspective of present and future, as well as “before” and “after”: The project objectives and result will be promoted by continuously displaying human stories, through narrative or video and positive experiences from target groups, with focus on achieved change and transformation in terms of “today” and “tomorrow”, as well as comparative outlook in terms of “before” and “after” the assistance of the Project.
- Coordinated information flow: The overall communication approach, as well as the day-to-day management and monitoring of the visibility, publicity and feedback, will be organized in such a way to ensure “healthy” and clear communication function. A regular internal information flow will be ensured within the project team and the PR Communications Specialist, so as to make sure communication with the external audience and target groups consistent, accurate and based on actual results, achievements, and innovative solutions realized within the project.
- Review and adapt to maximize communication results: The Communication and Visibility Plan will be reviewed on annual basis (or more frequently if required) to ensure maximal efficiency and effectiveness of communication, especially if specific circumstances would demand such change. Moreover, the M&E and annual plans adoption will ensure that communication efforts and actions meet the needs of partners and achieve communication goals.
- Prevent/reply to disinformation: To avoid and reduce potential disinformation and misunderstandings, the project will deploy a two-fold approach: on one hand, regular, up-to-date, accurate and measurable information will be shared with a wider audience as well as with specific stakeholders; on the other hand – if disinformation occurs, the project will undertake swift response and provide necessary clarifications and corrections, as necessary.

Completion of communications objectives

Monitoring and evaluation processes are the key instruments for successful implementation of the Communication and Visibility Plan and therefore, the Project will use specific measures for different communications tools proposed. In order to successfully implement all proposed activities, it is essential to ensure continuous monitoring of the impact of the communications activities within the scope of the project. In addition, the project regular reporting to the donors will include detailed information on the implementation of the Communication and Visibility Plan and as much as possible illustrate them with press clips and audio-visual transcripts.

In order to monitor the impacts of the communications activities, the project will:

- Keep track of journalists’ lists and contacts during media events;
- Compile an archive of press clippings, including radio and TV programmes, and screenshots of websites that mention the Project and present them with reports to the pool of donors;
- Set up a library/archive with project’s publications and keep track of who received the project’s publications (distribution lists) and the number of publications disseminated; and
- Use infographics to illustrate project results through key facts and figures that can be used on social media, website, posters, and in publications.

Communication results

Out put	Expected communications results	Out com
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- Project related messages disseminated via different forms and channels of communications
- Media published/broadcasted stories about the Project
- Stakeholders took part in events
- Stakeholders received communications messages
- Stakeholders understand communications messages

- Raised awareness and understanding about the Project among targeted audiences
- Development and maintaining of mutually beneficial, dialogic, two-way communications with targeted publics and project stakeholders
- Communication used as a tool for better understanding of project related issues
- Communication used as a tool for solving (communications related) project's challenges and problems
- Communication used as a tool for empowering project's stakeholders to make informed decisions
- Communication used as a tool for engaging local communities
- Communication used as a tool for influencing behaviours of decision makers in local communities
- Increased participatory communication and interactivity among project's stakeholders
- Increased media understanding of project's issues

Success Indicators

- Number of disseminated messages (media advisories, press releases, e-newsletter, interviews, news and features stories submitted to media, posts on social media –Facebook, YouTube, Twitter)
- Number of published, broadcasted, narrowcasting messages in print, broadcasting and online media
- Project's key messages presented by media
- Number of participants in PR events
- Number of people in target groups who received our messages

- Number of people in target groups who understand the Project's messages
- Number of people in target groups who positively (re)act and start with actions based on Project's messages which influenced their behaviours
- Prominent, affirmative presentation of donors and partners in media
- Number of likes, comments, shares in social media
- Measurement of quality of relationships with project's stakeholder based on focus groups / expert discussions.

Means of Verification

- Media monitoring, press clipping
- Content analysis of media coverage,
- Feedback from participants in events
- Social media measurement tools (such as Facebook insight, Google analytics)
- Qualitative assessment of media coverage
- Media content analysis

Branding and feasibility guidelines

The Project has defined its own logos that identify it and recognize the contribution of all development partners. The following logos are standards that will be used in official letterheading as well as written communications, events, banners, etc.

Project logo



Footer 1



All STAR2 printed materials, except for invitations, must include Footer 1.

Promotional Materials to be developed under STAR2 include, not exhaustively:

- Car branding
- Notebooks
- Folders
- Pens
- PowerPoint presentations
- Banners
- Roll-ups

All branded materials will follow the color scheme of the project. All promotional materials, space permitting, will include the logos of the donors of the project.

Human and financial resources

Human resources

Communication and visibility actions are, at different extents, part of job description of a number of project personnel, especially including:

- Public Relations & Communication Specialist (100%)
- Knowledge Management and Coordination Specialist (50%)
- Monitoring and Reporting Specialist (30%)

In addition, UNDP's Country Office management involvement in project activities / events will directly contribute to the communication and visibility dimensions:

- UNDP Resident Representative / Country Director participation in high level events
- UNDP Communication Officer ensuring implementation of the Communication and Visibility Plan and alignment and integration with the CO Communication strategy and tools

Financial resources

In addition to specific personnel and tasks assigned to various project personnel positions, the project has an earmarked budget of \$200,000 to finance diverse visibility and communication activities.

In consideration of the above, overall, the resources that can be attributed to communication and visibility actions amount to about \$298,000 representing 3.6% of the total project budget.



SECTION 7: MONITORING AND EVALUATION TOOLS

The Project Document has defined a set of adequate tools for M&E, which can be summarized as follows:

1 - Steering Committee meetings

A Steering Committee is established on purpose, chaired by MSLI and composed by representatives of EUD, Sweden, Italy, Switzerland, USAID, Association of Albanian Municipalities, Association for Local Autonomy and UNDP. The Steering Committee, representing key stakeholders, strategically steers and oversees project progress. If and when needed, the Steering Committee would invite additional representatives from other relevant institutions.

The Steering Committee will meet regularly at least every semester and ad hoc as required, in order to review project progress; discuss and resolve co-ordination issues; discuss the work and financial plan for the forthcoming period; take key strategic decisions related to the project implementation and facilitate any remedial action needed at operational level. In particular, the SC should:

- Propose activities to be implemented for solving any particular difficulty that might stem during project development or take decisions and provide indications to the project management;
- Convey agreements/suggestions to the relevant institutions where final decisions have to be made or regulations have to be designed;
- Respond to questions and demands on technical matters;
- Assist concerned Institutions to work out measures capable to accelerate the development of the sectors targeted by this project; and
- Discuss all working plans, reports and strategies prepared by the project.

STAR2 Project Management Team will provide the secretariat for the Steering Committee and the Project Manager will formally report to the Steering Committee and explain the results of activities implemented to date, the activities planned until next scheduled meeting, eventual recommendations and issues for consideration by the Steering Committee.

UNDP is in charge of monitoring implementation and providing quality control and compliance with current project management rules and procedures in place. For this purpose, UNDP has designated a Programme Officer to ensure that project implementation fulfils standards of project management according to UNDP rules and procedures. The Programme Officer will work closely with and assist the Project Manager, at the same time being responsible for quality assurance of products delivered by the Project Management Team, including compliance with project records standards and reporting schedule.

2 - Progress Reports

Monthly Progress Report - This is a light reporting format agreed upon since February 2017. The monthly report will provide a short summary of main developments in the area of local governance during the reporting period, the project events and achievements taking place during the same period as well as the short-term future plans.

Quarterly Progress Report - Quarterly Progress Reports will be provided on quarterly basis, starting from December 2016. They will be shared with the Steering Committee and key stakeholders and provide an overview of work progress and related financials. QPR will be obligatory prior to a Steering Committee meeting. A report format for M&E indicators is laid down in the present Inception Report.

Annual Progress Report - The Annual Progress Report will resume the achievements over one calendar year time span, providing a comparison between objectives and actual state of implementation (indicators) including the budget forecast.

Interim Progress report

Interim reports will reflect the Project's substantial and financial progress and will be submitted as required to secure financial liquidity.

Final Report - A draft Final Report will be produced two months prior to the end of the implementation period, and submitted to the Steering Committee and other stakeholders, whose remarks will be incorporated in the final version of the report.

Final Evaluation Mission - The Final Evaluation Mission will include an evaluation of the overall effectiveness and impact of the project.

Other monitoring tools applied (field visits, joint missions, etc.)

The Project Team will hold monthly coordination meetings to plan the upcoming work in detail and to monitor the quality of delivered outputs and progress made in accordance with the annual work plan.

In accordance with UNDP's Financial Rules and Regulations, UNDP will maintain a direct control and monitoring role over progress, quality and financial aspects of the Project. In applying UNDP's project monitoring standards, at the outset of the project implementation, the Project Manager will be requested to develop an Annual Work Plan, which provides the basis for progress assessment.

Other monitoring elements will be established and updated throughout the project life (e.g. field trips and visits to the area of intervention with representatives of donors and stakeholders).