



STAR 2
Consolidation of the Territorial and Administrative Reform
Monthly Progress Report
Report 07-18

Covered period:	July 2018
Project duration:	15 Jul 2016 - 31 Dec 2019
Project budget	\$8,168,688
Cumulative implementation time:	59 % - 24.5 months
Cumulative expenditures (provisional):	34.23 % - \$ 2,795,824.89

1. GENERAL PROGRESS

Project implementation in July has kept with the previous pace and strived to meet new targets and objectives as per the implementation plan. The month commenced immediately after the 4th Steering Committee Meeting of 29 June, which among others, called for the following:

- ✓ In spite of progress to-date, speed of implementation should be kept/increased further.
- ✓ Coordination with other ongoing projects and relevant institutions should be maintained and strengthened.
- ✓ Cooperation with ASPA should be further pursued and deepened to multiply benefits and contribute to sustainability.
- ✓ Cooperation and synergies with ADISA expansion and work scope are crucial ingredients for the sustainability of the public service delivery reform in a broader and practical sense.
- ✓ There is need for a firm government positioning and expedited action by NAIS on the provision of the OSSH local infrastructure hardware.
- ✓ With regard to OSS, there is need to update the implementation timeline and explore the feasibility of speeding up the system rollout.
- ✓ Government of Albania contribution to STAR2 should materialize without further delay.

Progress is noted in the three main project components, ranging from assessments to capacity building activity implementation, several local level consultations and a national forum opportunity for presenting project results.

During the month in review, several assessments were **underway**, such as on local revenues at municipal level, current assets and land management practices, compliance and problems encountered in dealing

with High State Control (HSC), and the identification of good practices on public engagement and consultation at local level.

Likewise, in the framework of capacity building for the Code of Administrative Procedures and Standard Operating Procedures, 12 out of 15 planned workshops took place during July 2018 with a curriculum certified by ASPA. Also, 12 additional municipalities completed the publication of Municipal Council Decisions.

The final draft of the Standard Model of Municipal Transparency Programme was presented and consulted in the July 11 Consultative Council with national and local stakeholders, marking another step towards the final approval and adoption by the Commissioner on the Right to Information and Protection of Personal Data.

There has been an intense dialogue with AKSHI on details and clarification of technicalities for the local hardware infrastructure, which is expected to be launched by AKSHI in August, while, with the finalization of the internal service workflows, work with Municipality of Tirana has entered a new stage of readiness for introducing the OSS system solution.

Emphasis has been put with all contractors to better liaise and cooperate with ASPA and comply with their standards and requirements.

Also, during July 2018, the following additional tenders have been concluded or entered the final evaluation stage:

1. "Empowering Mayors through peer to peer exchange" – awarded to a joint proposal from Albanian Association of Municipalities and Albanian Association of Local Autonomy
2. Procurement of OSS Central Hardware – awarded to Computer and Copier Systems (CCS)
3. "Assessment of challenges municipalities are faced with Service Delivery, Capacity building on Service Delivery, Re-organization of selected services" – application deadline 20 July 2018, 5 proposals received, under evaluation.
4. Development of standard municipal websites – closed on 26 July, 3 proposals received, currently under evaluation
5. "Increasing local government public ethics and integrity" - closed on July 30th, 2 proposals received proposals, under evaluation.

Some actions are taken with regard to project staffing, given the fact that the Team Leader for Services is going to leave soon and also in response to strengthening further project management and its pace in full coordination with other stakeholders and initiatives.

In this respect, three new vacancies, two national and one international were launched respectively on 13 and 16 July and the hiring priority has been given to the position of the Team leader on Services, who is critical for following up the OSS implementation.

2. ACTIVITIES AND RESULTS

In a summarized view, the progress made during the reporting month is presented in the below table:

Activity	Progress in July 2018
Component 1 - Strengthening Institutional and Administrative Capacities of LGUs	
1.1.3 Capacity building on Code of Administrative Procedures (CAP) implementation	Ongoing. The contractor, Foundation for Local Autonomy and Governance (FLAG), FLAG, developed the training curricula on CAP and SOP which were also certified by ASPA. During July 2018 FLAG organised 12 out of 15 planned training workshops.
1.1.4 Capacity building on adopting local government Standard Operating Procedures	
1.2.1 Capacity building on leadership	The contract "Empowering Mayors through peer to peer exchange" is awarded to a joint proposal of Albanian Association of Municipalities and Albanian Association of Local Autonomy. The implementation of this assignment, with a duration of 8 months, will start in August 2018 with an assessment and a booklet of municipalities main achievements and good experiences. Other stages of assistance include: (i) a documentary filming of best practices; (ii) organization of 6 field visits on peer to peer exchange among Albanian Municipalities; and (iii) a national event on municipalities main achievements.
1.3.1 Capacity building on improvement of local level tax collection and enforcement	Ongoing. The contractor, Economic and Social Analytics Consulting, ESA Consulting, is assessing the situation and the needs for capacity building of local government officials related to tax collection and enforcement. Based on the assessment, ESA will develop and deliver a capacity building programme. A toolkit on tax management will be also developed. The Capacity building program will cover all 61 Municipalities, targeting up to 180 public officials directly responsibilities for tax management and enforcement.
1.3.2 Local revenue management action plans for 30 small and medium municipalities	ToRs are finalized and RfP will be published within first week of August 2018
1.3.4 Capacity building on asset and land management	Ongoing. The contractor, SHAPO Consulting, has submitted the Capacity Building Needs Assessment and Training Curricula which are under review from STAR2

Activity	Progress in July 2018
	During the reporting period, SHAPO Consulting organised six informative session targeting high level municipality representatives such as deputy mayors, general secretary and general director aiming increase awareness on the importance of asset management to local government revenues.
1.3.5 Capacity building on LGUs' compliance with HSA	Ongoing. The contractor, SEDA, has carried out, through desk and field work, a situation assessment on Compliance with High State Control audits at municipal level. The draft report is under review from STAR2 and will serve as basis for the development of a Capacity Building Programme for Local Government officials. In parallel, SEDA organized six informative roundtables bringing together HSC experts and municipalities officials to discuss on issues of common concerns. Currently, SEDA is developing a capacity building program to be delivered to local government officials during September 2018. An informative guide to LGUs on new developments in the HSC audit procedures is in a drafting process.
Component 2 - Increased local service delivery, efficiency, quality, coverage, accessibility and inclusiveness for men and women	
2.1.1 Capacity building for general service delivery provision	A joint RfP for the three activities in a sequential order has been issued and closed on 20 th July 2018. Currently, the 5 proposals submitted are under evaluation. The contract is anticipated to start around mid-September 2018.
2.1.2 Assessing challenges for service delivery	
2.1.3 Piloting service reorganization	
2.2.1 Development of a benchmark system on LG administrative and public services	ToRs are still under development and the RfP will be issued in September The RfP will call for a methodology on data collection applicable by all municipalities, the definition of standardized datasets, data definition, workflows for data collection etc. Next, the content developed in the first phase will be translated into an IT solutions, to be used by all municipalities and requiring training of dedicated staff on the use of the platform.
2.3.1 OSS model developed and scaled up	Central Hardware contract is awarded to Computer and Copier Systems (CCS). The implementation of the 12 months contract has already started. A delivery time of up to 60 days is given, to be followed with further discussions for a more accurate timing.

Activity	Progress in July 2018
	A government group of experts led by AKSHI finalised the technical specifications for local hardware. Confirming its commitment for financing of the local hardware, the Government of Albania is expected to issue the RfQ during August. Work continues with pilot municipalities of Elbasan, Pogradec and Polican. The OSS solution is tested and close to completion in the first three pilots, waiting for the Go Live stage, which is dependent on the Central Hardware functionality. Municipality of Tirana has completed the analysis of the business processes and identification of its services, a precondition for the progress in the implementation of this assistance. The list of service has been shared with UNDP and the consortium. Considering the delays in the provision of the Central Hardware, which was a depending activity for OSSh calendar, further schedule variance analysis is being conducted to re-plan for the remaining tasks and activities, with the aim to stay within the broad deadlines.
2.4.1 Capacity building for standardized local archives	Ongoing. The contractor, Genc Myftiu, provides currently on the job assistance, coaching and monitoring on the archiving process in each municipality, an activity started in February and will continue till December 2018. So far, the first round of field visits took place from mid-February to mid-April and were successfully completed in 90%, (346 out of 384 LGUs were visited); the number of LGUs visited for the second time from mid-April to mid-June have been 84% (324 out of 384) and during the third round the number of LGUS visited as of end of July have been 46% (180 out of 384). The Contractor, during the field visits, has identified 49 cases with high criticalities, such as staff turnover or retirement, leaving municipality without a replacement and basically without someone responsible of archives. As per the SC suggestion the project will send an official letter to the responsible municipalities. During August, the project will send official letters to respective municipalities, inviting them to take immediate measures.

Activity	Progress in July 2018
	The certification distribution ceremony of the 347 local archives employees following STAR 2 training was postponed for September 2018. During July a call for producing 3 short videoclips focused on the Project's success stories in local archives was launched. The awarding and implementation of the contract is expected to start in August 2018.
Component 3 - Enhanced local democracy through fostering citizen-oriented governance and participatory decision making, leveraging the roles of women as actors of change	
3.1.1 Local Governance Mapping	Next round in 2019
3.2.1 Capacity building for public engagement and consultation	Ongoing. The contractor, Partners Albania, is carrying out the assessment of the situation and identification of good practices on public engagement and consultation at local level. The 9 months assistance to 61 municipalities includes the following stages: Development of a guiding operational toolkit; Development of a measurement system on public engagement and consultation; A consultation process of the measurement system with local stakeholders; Capacity building; and Institutionalization of measurement system.
3.2.3 Municipal Programs of Transparency	Ongoing. The contractor, Institute for Mediation and Democracy, has finalized the Standard Model of Transparency Programme and preparing for the capacity building package to be delivered starting from September. The Municipal Programme of Transparency and the related Measurement System was presented in a National Event of the Consultative Council between Central and Local Governance aiming at exchanging opinions and receiving contributions of the members of the Consultative Council and other actors including representatives of central institutions, donors, CSOs and representatives of business community. The final document was submitted to the Commissioner on the Right to Information and Protection of Personal Data for final approval. The Commissioner has committed to issue an order making the Standard Municipal Programme of Transparency mandatory for all the municipalities across the country.
3.2.4 Publication of Municipal Councils Decisions	Ongoing. The contractor, Infocip, has worked with 12 additional municipalities for completing the publication of MCDs. Currently 31 municipalities have completed the exercise with STAR2 support.

Activity	Progress in July 2018
	The municipalities publishing MCDs recently are the following: ✓ Patos: http://www.vendime.al/vendimet-e-keshillit-bashkiak-patos/ ✓ Malesi e Madhe: http://www.vendime.al/vendimet-e-keshillit-bashkiak-malesi-e-madhe/ ✓ Klos: http://www.vendime.al/vendimet-e-keshillit-bashkiak-klos/ ✓ Bulqize: http://www.vendime.al/vendimet-e-keshillit-bashkiak-bulqize/ ✓ Diber: http://www.vendime.al/vendimet-e-keshillit-bashkiak-diber/ ✓ Konispol: http://www.vendime.al/vendimet-e-keshillit-bashkiak-konispol/ ✓ Delvine: http://www.vendime.al/vendimet-e-keshillit-bashkiak-delvine/ ✓ Librazhd: http://www.vendime.al/vendimet-e-keshillit-bashkiak-librazhd/ ✓ Himare: http://www.vendime.al/vendimet-e-keshillit-bashkiak-himare/ ✓ Gjirokaster: http://www.vendime.al/gjirokaster/ ✓ Finiq: http://www.vendime.al/vendimet-e-keshillit-bashkiak-finiq/ ✓ Sarande: http://www.vendime.al/vendimet-e-keshillit-bashkiak-sarande/
3.2.6 Develop standard municipal websites	Currently under evaluation process. Contract initiation anticipated in early September 2018.
3.2.7 Increase local government public ethics and integrity	RfP “Increasing local government public ethics and integrity” closed on July 30th, 2018. The received proposals are currently under evaluation process. The RfP calls for a twofold approach, supporting the design of an integrity policy at the local level and assisting municipalities to promote an organizational ethical climate. The activity is planned to kick-off in September 2018.
3.2.8 Pilot municipal integrity plans	

3. CROSSCUTTING ACTIVITIES

STAR 2 Communication and Visibility

- ✓ Project visibility increased during July due to the activation of the qeverisjavendore.gov.al webpage and the publications of the ongoing project activities in STAR2 on social media including Facebook page and twitter page as well as the media coverage of STAR2 activities.
- ✓ Following the activation of the qeverisjavendore.gov.al page in Albanian version, the project is working to make it available in English version by the end of August.
- ✓ The information campaign on the website, FB and twitter page included:
 - Ongoing assistance on publications of MCD for the municipalities
 - Consultative workshops for the presentation of the instruments for Effective Transparency and Accountability at local level
 - Informative workshops on asset and land management
 - Informative workshops on capacities of local self-government units to better implement the recommendations of the High State Control
 - Ongoing training workshops on CAP and SOP
 - shared interviews of government's representatives speaking about STAR2 project;
 - Presentation of the Instruments for effective transparency and accountability at local level in the Consultative Council between Central and Local Self-Government
 - Meeting of the Steering Committee
- ✓ During this period, STAR2 has been present in the media, due to coverage of its activities and the presence of the government's representative in media speaking about STAR2 project support:
<https://reformaterritoriale.qeverisjavendore.gov.al/drejtore-i-ammv-i-ftuar-ne-emisionin-7-pa-5-ne-vizion/>;
<http://www.mapo.al/prezantohen-instrumentat-per-transparence-dhe-llogaridhenie-efektive/>;
<http://vizion.com.al/prezantohen-instrumentat-per-transparence-dhe-llogaridhenie-efektive/>;
www.scan-tv.com/auditimi-i-bashkive-klsh-zbatimi-i-rekomandimeve-i-ulet-ne-23-njesi-vetem-40/;
www.oranews.tv/article/decentralizimi-i-vendoreve-bashkite-nuk-zbatojne-rekomandimet-e-klsh;
<https://ata.gov.al/2018/07/11/prezantohen-instrumentet-per-llogaridhenie-efektive-te-qeverisjes-vendore/>
- ✓ In order to increase visibility and outreach on project's Facebook page, Facebook live has been used during important activities such as:
 - Presentation of the Instruments for effective transparency and accountability at local level in the Consultative Council between Central and Local Self-Government (760 people viewed the video);
 - Tirana's informative workshops on increasing the capacities of local self-government units to better implement the recommendations of the Supreme State Audit (1300 people viewed the video).
- ✓ The FB Page of the project is liked by 6,107 and followed by 6, 083 people. A total number of 66,064 people reached the project FB Page, and 2,805 people were engaged.

Illustrative moments from STAR 2 activities



*Publication of Municipal Council Decisions
Gjirokaster, July 17, 2018*



*Publication of Municipal Council Decisions
Himare, July 2018*



Consultative Council meeting – July 11, 2018



*Capacity Building on CAP and SOP – Diber
Municipality, August 2, 2018*



*Capacity Building on CAP and SOP – Kukes
Municipality, August 2, 2018*



*Capacity Building on Asset Management –
Lezhe Municipality, July 2, 2018*

Municipal Programs of Transparency July 2018



Programi Model i
Transparencës.docx