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Prime Minister's Office
Minister of State for Local Government

Agency for Support of Local Self-Governance

Annual Monitoring Report

2023

Intersectoral Strategy for Decentralization and Local Governance



REPUBLIKA E SHQIPËRISË
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List of Abbreviations

IFMS	Integrated Financial Management System
ASLSG	Agency for Support of Local Self-Governance
NACP	National Agency for Civil Protection
NAES	National Agency for Employment and Skills
NAIS	National Agency for Information Society
WRMA	Water Resources Management Agency
SCA	State Cadastre Agency
ASPA	Albanian School of Public Administration
WB	World Bank
EU	European Union
ME	Municipalities for Europe
SM	Strong Municipalities
DPA	Department of Public Administration
GDFPR	General Directorate of Fire Protection and Rescue
GDT	General Directorate of Treasury
WRA	Water Regulatory Authority
MC	Municipal Council
EC	European Council
AC	Advisory Council
NCGD	National Committee on Great Dams
CM	Council of Ministers
LSGU	Local Self-Government Units
MES	Ministry of Education and Sports
HRM	Human Resources Management
MI	Ministry of Interior
MJ	Ministry of Justice
MECI	Ministry of Economy, Culture and Innovation
MIE	Ministry of Innovation and Energy
MSLG	Minister of State for Local Government
MTE	Ministry of Tourism and Environment

CRAU	Case Referral Assessment Unit
SO	Specific Objective
PD	Persons with Disabilities
MTBP	Medium-Term Budget Program
EP	European Parliament
NEIP	National European Integration Plan
PP	Percentage Points
DDCM	Draft decision of the Council of Ministers
PP	Percentage Points
GFIS	Government Financial Information System
SSS	State Social Service
PIT	Personal Income Tax
PI	Performance Indicator
WS	Waterworks-Sewerage
DCM	Decision of the Council of Ministers
ISDLG	Intersectoral Strategy for Decentralization and Local Governance

Introduction

The monitoring report of the Intersectoral Strategy for Decentralization and Local Governance 2023-2030, and its action plan 2023-2025, was prepared by the Agency for the Support of Local Self-Government, with the support and technical expertise provided by the "FLAG" organization.

The preparation of this report is a functional task of ASLSG in implementation of the Decision of the Council of Ministers No. 227, dated 09.04.2024, "On the Organization and Operation of the Agency for the Support of Local Self-Government". This is the first year of monitoring, which will be carried out periodically on an annual basis, based on the information forwarded by the institutions responsible for the implementation of the measures and activities outlined in this strategy. It is important to emphasize that the quality of the content and details presented in the monitoring report depends on the level of information and its forwarding by central institutions and local self-government units.

The vision for local government and decentralization is the path towards an autonomous government which promotes democratic values, fosters economic growth and performs municipal functions efficiently. Integrating the gender element into the strategy ensures that policies and laws address the needs of the entire community by considering representation, inclusion and taking measures against inequalities.

To achieve the vision of this strategy, six political purposes have been established:

1. Encouraging and strengthening sustainable local development.

This purpose aims to strengthen and support the role of municipalities and district councils in sustainable local economic development, providing them with the tools and space to utilize natural, economic and cultural assets effectively.

2. Improving the quality, standards and provision of local services.

This purpose consolidates the role of the LSGU in performing their functions efficiently, clarifying institutional and legal overlaps, and improving services to citizens in a consistent and effective manner to strengthen local government performance.

3. Expanding digital governance at the local level to provide government services and programs in an efficient, transparent and cost-effective manner.

This purpose aims to advance the digitalization agenda, meeting the needs of the community for faster services and in a shorter time.

4. Increasing local financial autonomy through the consolidation of their own income system.

This purpose emphasizes the importance of local finances as a crucial pillar. By strengthening financial systems, municipalities can better perform their functions and competences across the territory.

5. Improving local democracy and advancing the European integration agenda at the local level.

This purpose focuses on enhancing governance at the local level, promoting anti-corruption policies, advancing the European integration agenda, and strengthening the role of local government in providing transparent and accountable services to citizens.

6. Development and strengthening of the necessary local and central functional comprehensive capacities of decentralization actors.

This purpose aims to improve human resources management and increase administrative capacities by enabling quality recruitment, identifying training needs related to new processes, and supporting the integration process within LSGUs.

1. Executive Summary

Intersectoral Strategy for Decentralization and Local Governance (ISDGL) 2023-2030, approved in April 2023, has completed the first year of its action plan for 2023-2025 and is now entering its second year of implementation. This monitoring report presents the progress made in implementing the measures of the Action Plan of the Strategy, as well as specific products. The level of implementation for the year 2023 will serve as a comparative basis for monitoring reports for the years 2024 and 2025.

Based on the methodology for preparing the report, its main focus is on highlighting the achieved products within the framework of measures for specific objectives. A complementary element of the progress in the decentralization agenda is also the passport of indicators with performance metrics.

The progress in implementing the measures outlined in the strategy is at satisfactory levels, considering that we are in the first year of monitoring. Out of the 158 measures specified in the action plan for monitoring in 2023, approximately 22% can be considered fully realized, adhering to the timeline of the action plan (35 measures).

Graph 1: Number of Action Plan Measures according to the percentage of Implementation

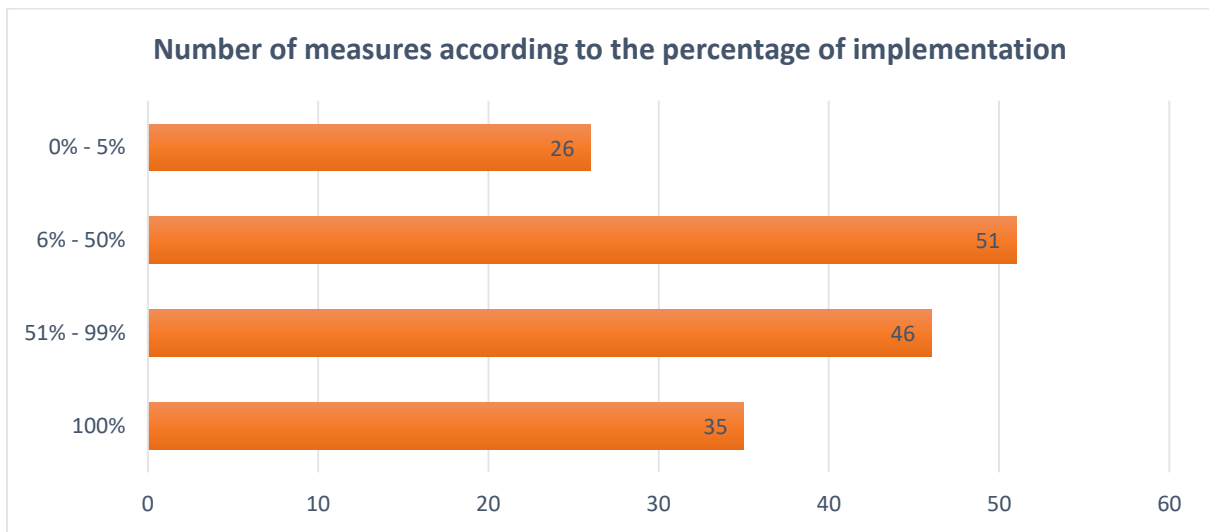


Table 1: Implementation of measures in number and percentage

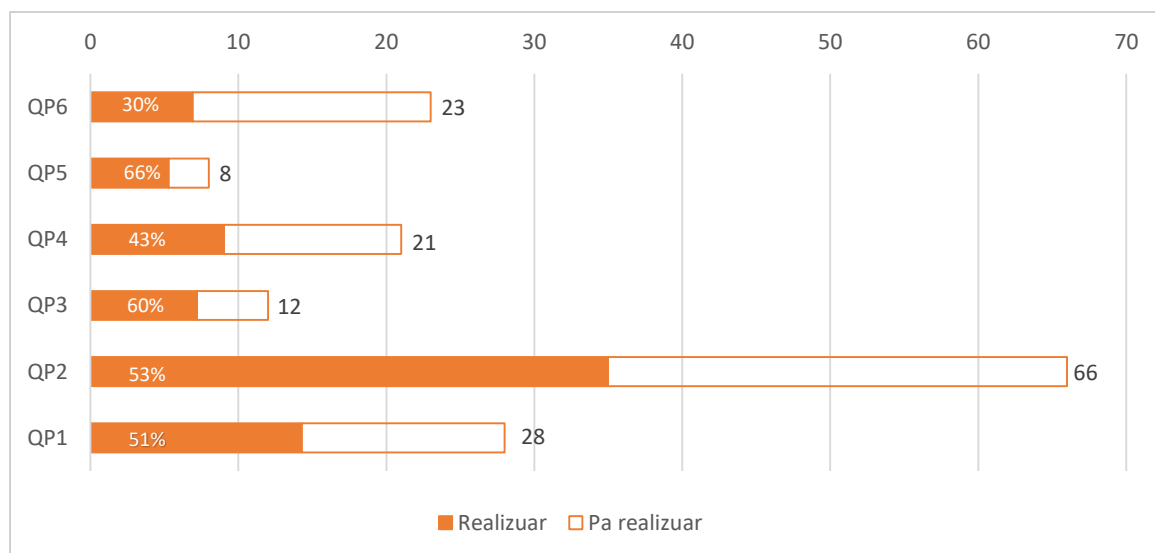
Status of measures	No. of measures	Percentage of measures
Measures implemented 100%	35	22%
Measures implemented 51%-99%	46	29%
Measures implemented 6%-50%	51	32%
Measures that have not started implementation 0%-5%	26	16%
Total of measures	158	100%

From an overview of 158 measures, it is noted that 35 measures have been implemented at the 100% level, 46 measures have been implemented at the 51%-99% level, 51 measures are in the process of being implemented and for 26 measures have either not yet started or have a very low percentage of implementation.

Regarding the six political purposes, the progress is as follows:

Political Purpose no. 1 shows a total implementation level of 51%, Purpose no. 2 shows a level of realization of 53%, Purpose no. 3 has a realization level of 60%, Purpose no. 4 has an achievement level of 43%, Political Purpose no. 5 has an achievement level of 66%, while Political Purpose no. 6 has a weaker result, with only 30% compared to other purposes in terms of measure implementation.

Graph 2: Political purposes according to the percentage of realization of specific objectives



The main results achieved in the first year of the implementation of the Strategy are:

1. Fulfillment to the extent of 66% of political purpose no. 5. This result emphasizes the commitment of the institutions responsible for improving local democracy and expanding the role of municipalities in the European integration process.
2. Repositioning of Local Self-Government Units (LSGUs) in relation to local economic development: In the first year of monitoring, it has been observed that municipalities have begun the process of revitalizing their assets to support economic growth, a shift from the previous period.
3. Elaborating regional and local trainings within the framework of capacity evolvement of local self-government units. With this result, an increased attention of LSGUs for strengthening their administration is evident.

It is worth mentioning the challenges encountered in the implementation of the action plan during the first reporting year:

1. Strengthening the role of the Decentralization Thematic Group in discussing the decentralization agenda and coordinating with donors.
2. Ensuring attention from institutions responsible for implementing the measures outlined in the Action Plan. A specific concern is Political Purpose No. 6, where the produced results indicate a need for detailed guidance for further development of local government.
3. Responsible budget forecasting of the institutions responsible for the successful implementation of the strategy.

Realization of the Strategy according to the Political Purposes

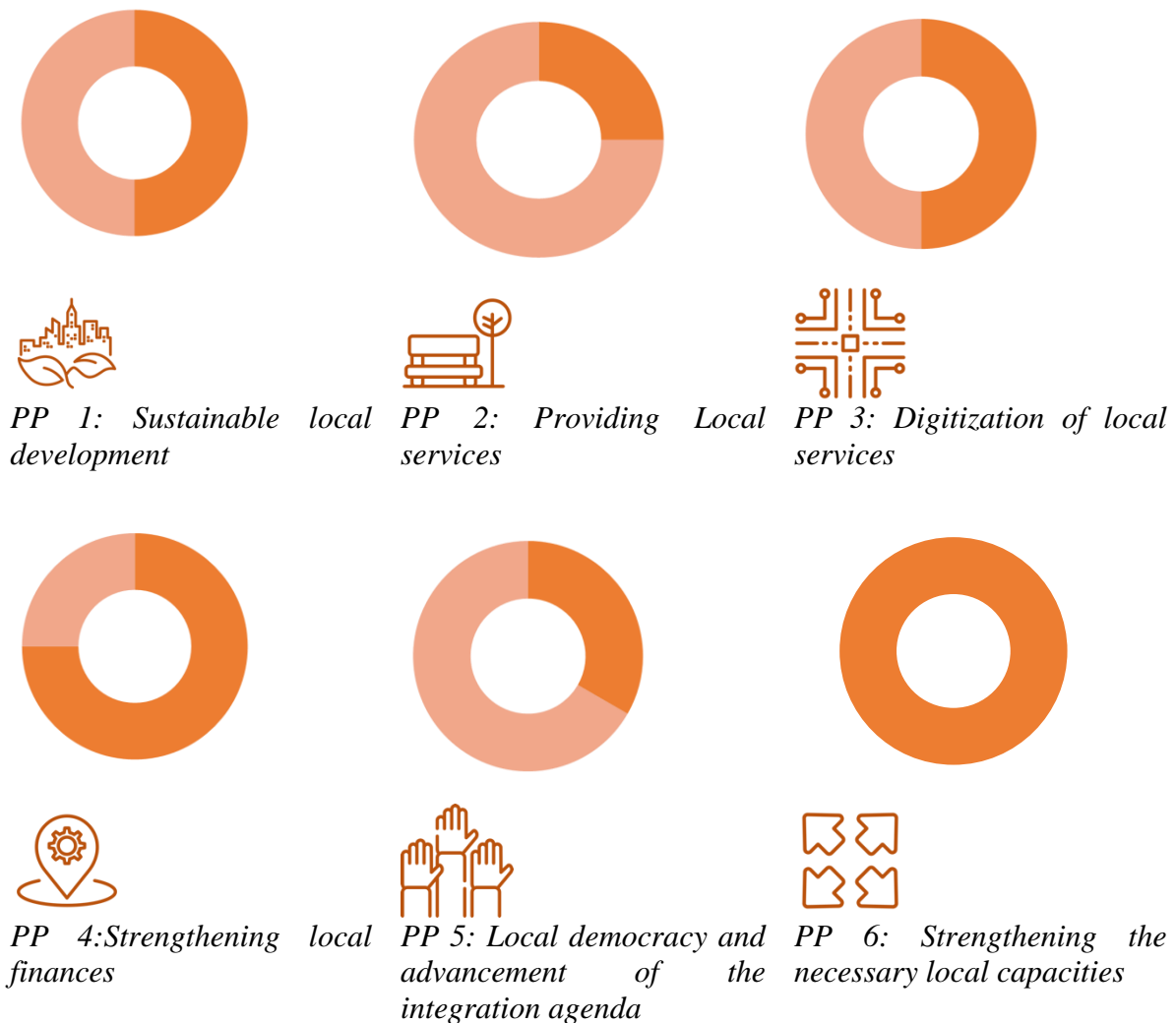


Figure 1: Progress in the Implementation of the Strategy according to the Political Purposes (% of Measures according to the Implementation Status)

2. INFORMATION ON THE REPORT PREPARATION PROCESS

2.1 METHODOLOGY

The Agency for the Support of Local Self-Government is the institution responsible for monitoring and reporting on the implementation of the Strategy, its Action Plan, including measures, performance indicators and financing. Pursuant to Decision of the Council of Ministers(DCM) No. 227, dated 09.04.2024 “On the Organization and Operation of the Agency for the Support of Local Self-Government”, it was approved by the order of the Prime Minister No. 83, dated 20.05.2024 "On the Approval of the Structure and Organization of the Agency for Support of Local Self-Government", the Department of Decentralization under the Directorate of Legal Framework and Decentralization is the unit responsible for the monitoring process and for drafting periodic monitoring reports on the Intersectoral Strategy of Decentralization and Local Government 2023 - 2030.

Line ministries, central institutions and local self-government units are tasked with ensuring the implementation of measures and objectives, as well as providing the necessary information for monitoring the Strategy’s implementation. According to the Action Plan 2023-2025, LSGUs are responsible for the implementation of 40 measures and are primarily responsible for 27 of these measures. The estimated indicative costs for the implementation of these measures from 2023 to 2025 amount to **3,921,658,691** Albanian Lek (ALL), of which 87% is managed by the MTBPs of LSGUs and 4% by donors. The financial gap, representing the unfunded portion of the measures, constitutes 9% of the total. Central institutions are responsible for implementing 152 measures of the Action Plan of the Strategy with an indicative cost of **6,139,400,017** Albanian Lek (ALL), of which 84% is managed by the MTBPs of the responsible institutions and 15% by donors. The financial gap here is 2% of the total.

The monitoring report of the strategic document (ISDLG) for the period from January 1 to December 31, 2023 was compiled based on contributions from the responsible and contributing institutions of the action plan. The report provides a comprehensive analysis of the main functions and services of the LSGUs and central institutions, including their financial indicators.

These reports are produced annually, and provide essential and timely information for policymakers on the progress of the implementing the measures outlined in the ISDLG Action Plan for the upcoming year.

2.2 STRUCTURED ANALYTICAL APPROACH BASED ON EVIDENCE AND CONSULTATION

The rating of the progress of the Political Purposes and Specific Objectives is based on the reported progress of the implementation level, financial aspects and the risk of the measures that responsible institutions. The determination of the progress status of each objective is based on the codes and thresholds defined by the Well-Governance Guide as follows:

- Weak when only 0-5% of the measures have been implemented;
- Good when 6-50% of the measures have been implemented;
- Very good when 51-100% of the measures have been implemented.

The levels of progress rating, regarding the implementation of measures by central institutions and the level of risk are based on the Methodological Guide of the Prime Minister's Office for sectoral and intersectoral strategic documents. Measures that have duration of several years, are expected to be implemented with consistent intensity and fully realized by the end of the implementation period.

For measures under the responsibility of implementation by the LGUs are expected to be fully realized when the implementation is completed by multiple municipalities, with a starting point model marked for the specific activity.

In cases where the responsibility for the implementation and reporting of a measure is shared between the central and local institutions, the graphic presentation is based on the reporting of the central institution and the result is graphically compared and interpreted in relation to the relevant objective.

2.3 PROCEDURE FOR ANALYZING DATA FOR THE MONITORING AND PERFORMANCE REPORT

The applicability of the measures and activities of the Action Plan is classified with the following values:

- **Implemented:** The "Implemented" status is assigned to those measures/products that have been fully completed;
- **Partially implemented/In process:** The "In process" status is assigned to those measures/products, that were partially implemented during the reporting period and/or continue to be implemented;
- **Unimplemented:** Measures/products that have not shown any progress during the reporting period, as well as those measures/activities for which there has been no development, are classified as unimplemented.

The passport of performance indicators has been evaluated by comparing the actual reported values for the reporting year with the target value for the respective year. For the year 2023, trends are reported only for those indicators that have a baseline values defined in the Strategy document, or in the reporting formats distributed to the Ministries, where the completion of data for the year 2022 was requested if missing. Reporting for the years 2024 and 2025 will also include the comparative progress with the previous year.

2.4 PROCEDURE FOR RISK ANALYSIS

The degree used to identify risks at the political level and the specific objective is in accordance with Law No. 10 296, dated 08.07.2010 “For the financial management and control”. The risk rating is measured according to its effect and the degree of probability of the event. Based on these specifications, the risk falls into one of three areas:

- Low risk that is considered acceptable (Green color, no. 1);
- High risk that is considered unacceptable (Red color, no. 3);
- Moderate risk that may or may not be acceptable (Yellow color, no. 2).

Chan ces	High	2	3	3
	Medium	1	2	3
	Low	1	1	2
		Low	Medium	High
Impact				

Figure 2: Risk Assessment Table

Figure 2 shows how the risk levels for each measure are presented graphically.

2.5 PARTICIPATION OF STAKEHOLDERS IN THE PREPARATION OF THE REPORT AND RATE OF RESPONSES

In accordance with the legal criteria for public consultation, after drafting the draft form, ASLSG (AMVV) sent the document on 08.04.2024 to the central institutions for consultation before finalizing the products and the questionnaire. At the end of the consultation process ASLSG incorporated the comments and suggestions received.

On 23.04.2024, the document was sent to the local self-government units for completion, and to the line ministries on 30.04.2024. Along with the instructions, the document in excel format was sent with the questionnaire as well as the link for completing the data in the google form.

Data collection from questionnaires is one of the most important phases of the Decentralization Strategy monitoring process. These data collected from the Central Institutions and 61 municipalities constitute the primary source for monitoring financial measures, indicators and objectives.

The Local Self-Government units have completed the questionnaire prepared with the specific products for each measure (specifically 40 measures converted into 60 questions). In this process, the excel format was first filled out, and distributed by the contact persons designated for reporting to the municipality according to the relevant directorates. The data generated by the sectors and directorates responsible for reporting to the municipalities were entered into the google form format, which was chosen as the most suitable method for an in-depth analysis of the collected data.

The line ministries and other central institutions followed a similar method as the Local Self-Government Units, with the difference that their questionnaires were specific to the measures of each institution. Initially, the same data collection method was used through Google Forms, which did not yield the expected results, as these institutions opted to complete the questionnaires in Excel format. As a result, the method of analyzing and processing the data followed a different procedure to accommodate the data collection.

Data collection was a key stage and one of the main challenges of the entire reporting process due to delays in the submission of questionnaires from both the Line Ministries and the LSGUs.

The causes for these problems varied, considering the daily workload of the LSGUs and the reports and controls from audit bodies that may have coincided with the strategy monitoring questionnaire. Despite these challenges, achieving the maximum result in data collection from the municipalities is crucial, while improving accuracy will remain a focus in the coming years of the report's realization.

For the Line Ministries and their Agencies, the only issue delays in completing the data was the departure of employees who were part of the strategy drafting working group.

At the end of the data collection process, information was provided by 61 LSGUs, and 17 (seventeen) Central Institutions, all of which reported providing the information.

3. GENERAL ASSESSMENT OF STRATEGY IMPLEMENTATION PROGRESS

The Intersectoral Strategy for Decentralization and Local Governance (ISDLG) concludes the first year of monitoring for 2023, in June 2024. This monitoring report presents the progress of implementing the activities outlined in the 2023-2025 Strategy Action Plan, detailing the status of specific measures and objectives. The action plan for 2023 includes 158 measures, 22 objectives and 13 performance indicators. Of these, implementation has already begun for 132 measures. Out of these 132 measures, 35 have been completed within the timeframe specified in the action plan. Some measures have finished the realization and release of the product, while others are nearing completion. Specifically, 46 measures are on track to be completed, 51 measures are behind schedule, and 26 measures have not yet started their implementation.

Graph 3: Number of action plan measures according to the percentage of implementation

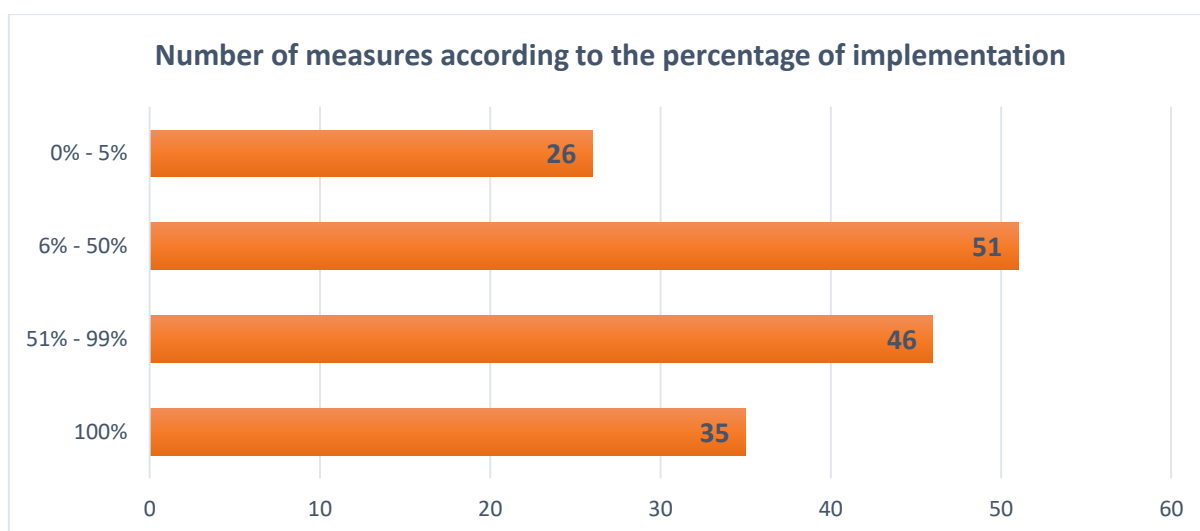


Table 2: Implementation of measures in number and percentage

Status of measures	No. of measures	% of measures
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Implemented measures 6%-50%	51	32%
Measures that have not started implementation 0%-5%	26	16%
Total of measures	158	100%

Referring to chart 4, at the level of political purposes, the highest progress is evident in the second pillar, which is related to the improvement of quality, standards and provision of local services. This pillar also has the highest number of measures implemented during the reporting period and the largest number of measures for political purposes compared to the other pillars. Additionally, the first pillar, which focuses on the promotion and strengthening of sustainable local development, shows positive progress beyond expectations.

Graph 4: Realization of measures for political purpose

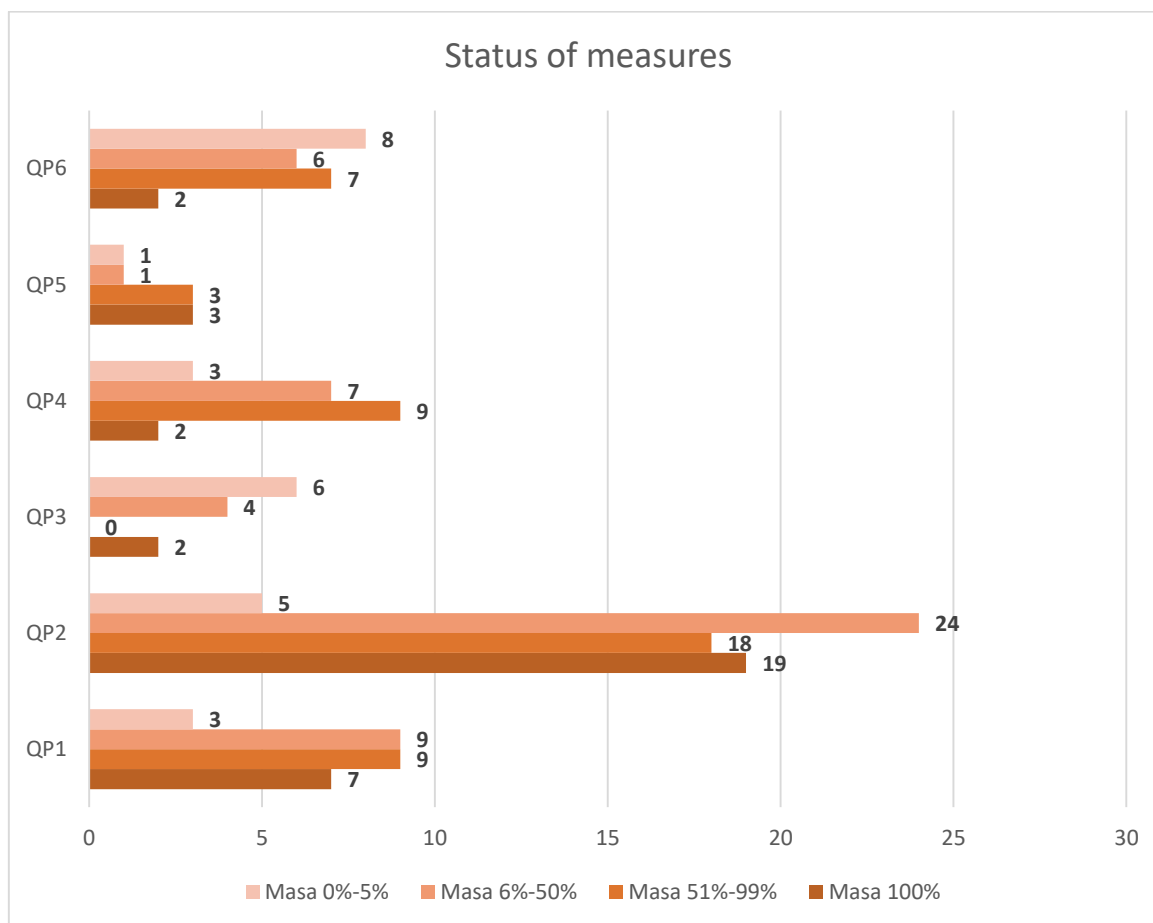


Table 3: Number of measures implemented for political purpose

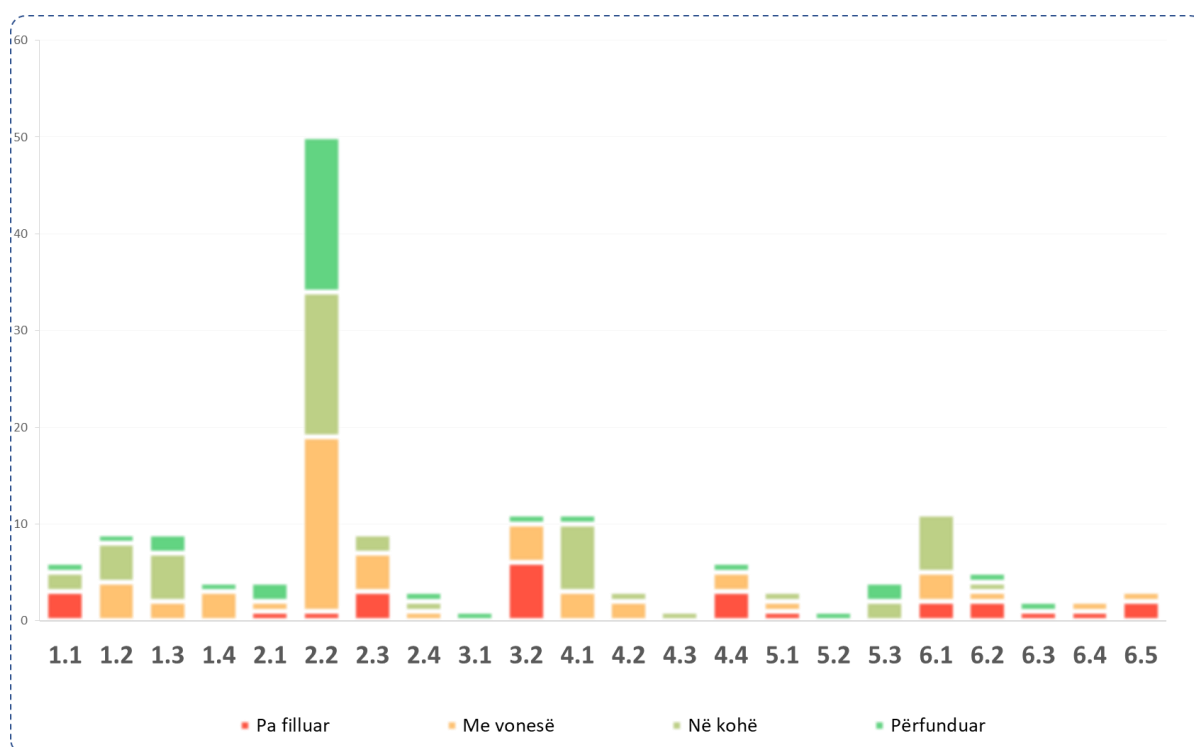
1. Political purposes	Measure 100%	Measure 51%-99%	Measure 6%-50%	Measure 0%-5%
PP1: Promotion and strengthening of sustainable development	7	9	9	3
PP2: Improving quality, standards and service delivery	19	18	24	5
PP3: Digitization of local services and improvement of the infrastructure of their provision	2	0	4	6
PP4: Increasing local financial autonomy through the consolidation of the own income system	2	9	7	3
PP5: Improving local democracy and advancing the European integration agenda at the local level	3	3	1	1
PP6: Improving the management of human resources at the local level, accompanied by an increase in capacities	2	7	6	8
Total of measures	35	46	51	26

4. ACHIEVEMENTS ANALYSIS

We should emphasize that at the level of specific objectives, we need to be careful when making comparisons, as the number of measures varies significantly depending on the specific objective. In the specific case of objective 3.1, it consists of only one measure, which has been achieved 100%, and consequently, the specific objective containing it has also been met.

Regarding the level of implementation of the measures, we observe the weakest progress in QP.3 and QP.6, where a high number of measures are behind schedule according to the action plan or have not yet started implementation (with feasibility at a rate of 0% - 5%).

Graph 5: Level of realization of measures according to the objectives for each political purpose



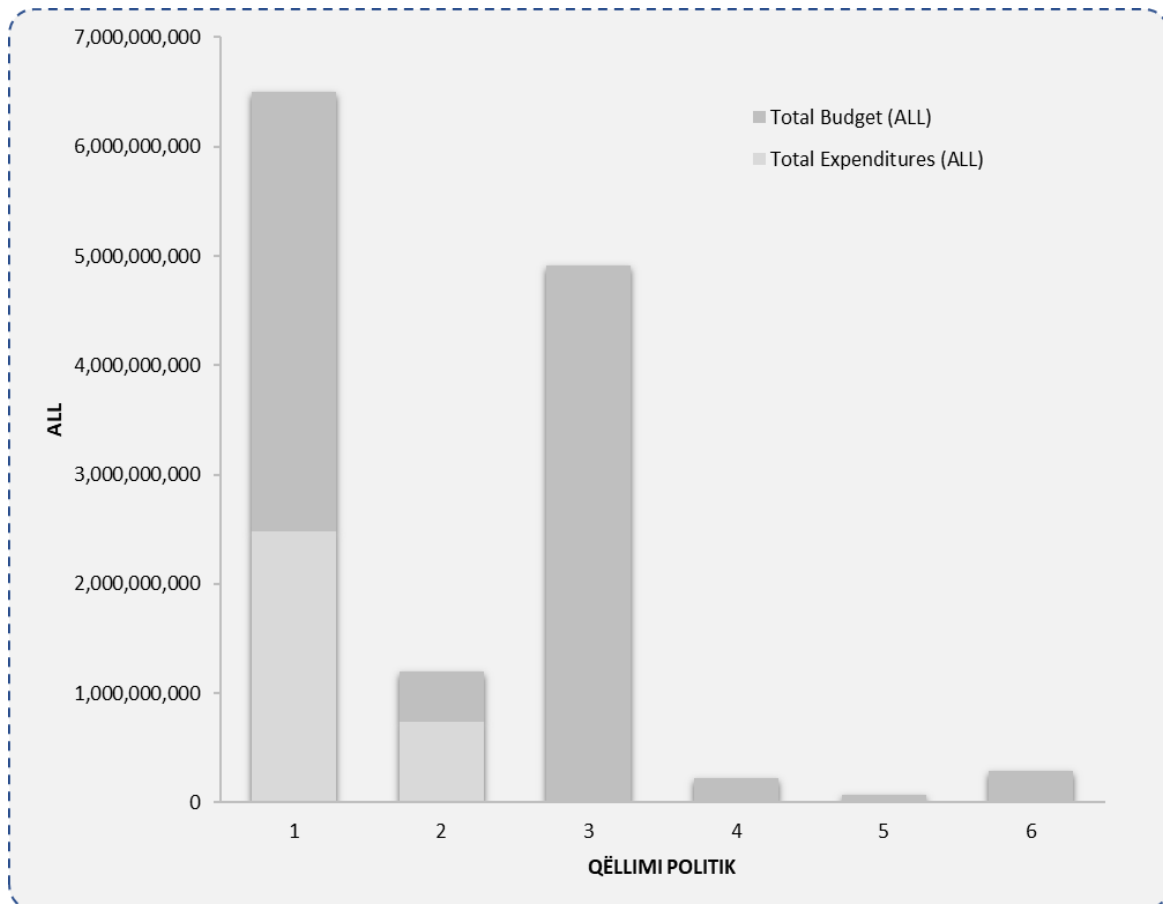
4.1 GENERAL BUDGET IMPLEMENTATION

The reports clearly show that the financing and budget plans have developed, emphasizing both the actual financial requirements and the shortfall that needs to be addressed by donors. This analysis of budget implementation is structured around six policy objectives.

The graph below shows the financing in dark gray and the actual financial expenses realized for the reporting period in light gray. The most complete information is available for PP1 "Promotion and strengthening of sustainable local development" providing a clear overview of this goal's progress. The total expenses of this political goal amount to **2,480,652,254 ALL**, while the total budget is **4,023,214,824 ALL**.

For PP.4 "Increasing local financial autonomy" the total budget is **212,218,333 ALL**, for PP.5 "Improving local democracy and the advancement of the European integration agenda" the total budget is **7,056,000 ALL** and information for PP.6 "Improving human resources management", is incomplete due to non-reporting, with only the total budget amount of **294,525,000 ALL** available.

Graph 6: Overall implementation of the budget according to the six Political Purposes



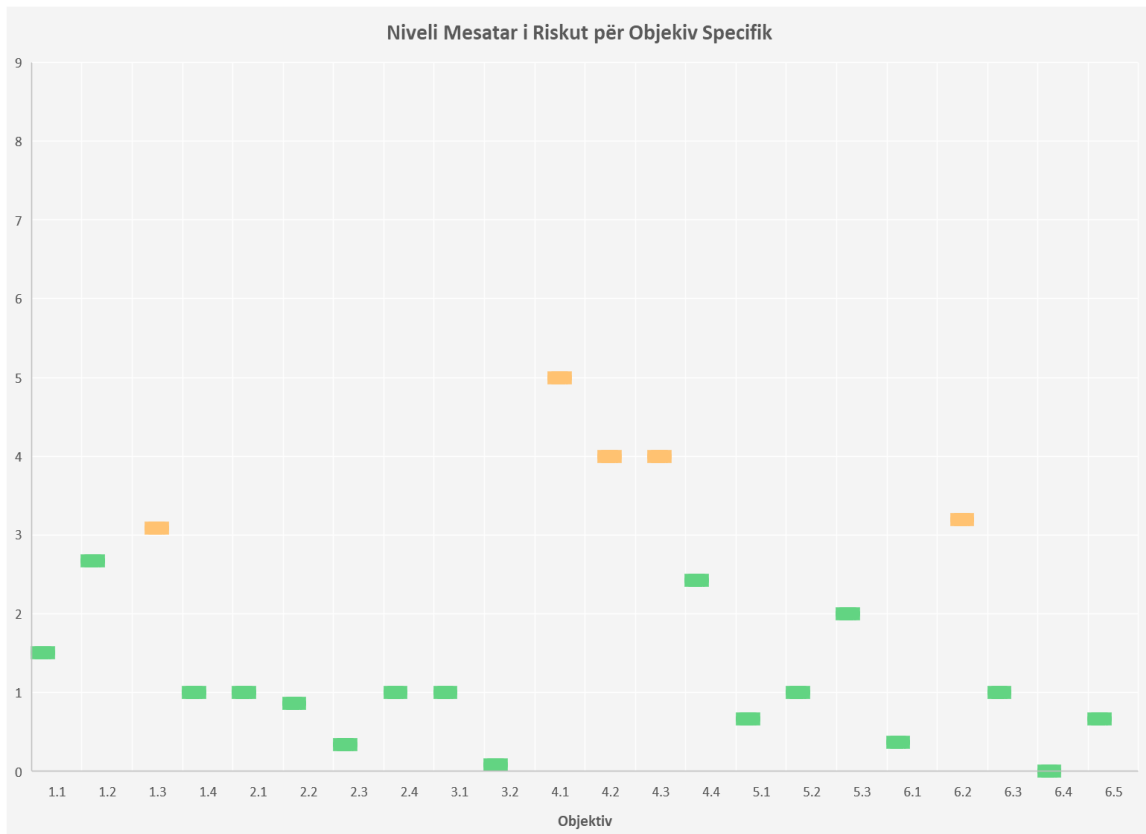
4.2 OVERALL RISK LEVEL

According to the categorizations in the methodology related to risk assessment, figure 8 illustrates which objectives have the highest risk that could negatively affect the feasibility of the measures and consequently, the political purpose.

OS. 3.2 "Digitalization of the provision of local services and integration in the e-Albania portal", as well as OS. 6.4 "Reviewing the role of the Prefect's Institution, strengthening monitoring and increasing cooperation with the territorial branches" are at a zero-risk level. For these two objectives it was not possible to obtain the necessary information to calculate the risk.

In contrast, OS.4.1, OS.4.2, and OS.4.3 are the objectives with the highest risk. This indicates that PP.4, related to the strengthening of local finances, is the most vulnerable political purpose, and this risk significantly impacts implementation and product realization.

Graph 7: Average level of risk for each specific objective



4.3 PROGRESS ANALYSIS OF PERFORMANCE INDICATORS

Progress towards objectives will be measured using the relevant performance indicators for each priority area. Figure 3 provides detailed information on the progress of 13 strategy indicators by comparing the currently reported values for the reporting year with the targeted values for the respective year. For 2023, trends are reported only for those indicators that have a defined baseline in the Strategy document or in the reporting formats distributed to the Ministries, where data completion for 2022 has been requested in cases where it is missing. Reporting for 2024 and 2025 will also include comparative progress with the previous year.

Some indicators, such as TP.5 “Percentage of minimum local service standards developed and approved,” have results from various institutions and are influenced by a range of measures. The same applies to TP.2 “Number of municipalities funding community-based social services.” For other indicators, the impact is directly from one institution, facilitating analysis.

The indicators with the highest performance are: a) “Number of municipalities funding community-based social services,” which at the end of 2023 stood at 45 municipalities, with 14 municipalities in 2022 and 31 municipalities in 2023, exceeding the target of 19 municipalities. b) “Training of local staff each year in accordance with training needs assessment,” which has surpassed the target of 1,000 planned trainings with a total of 3,566 trainings completed.

Another indicator with positive progress is “Ratio of own local revenues to GDP (%)” This indicator showed modest progress with an increase of 0.01 percentage points, raising the current value from 1.50% to 1.51%. Additionally, for the indicator “Ratio of financing from unconditional transfers and shared taxes to GDP (%)” reported by the Ministry of Finance, there was an increase of 0.02 percentage points, rising from a baseline value of 1.50% to 1.52% by the end of 2023.

Another success is the increase in the “Number of integrity plans developed at the local level.” During 2023, 3 new integrity plans were drafted for municipalities, bringing the total to 23 plans. This indicator is expected to continue growing in 2024, as 5 new integrity plans have already been drafted and approved in the first half of 2024.

The indicator “Number of local emergency plans developed by municipalities” showed positive trends, with 8 municipalities approving these plans for 2023, exceeding the target of 5. Also, the indicator “Number of municipalities managing waste according to standards” increased by 2 municipalities, from 18 in 2022 to 20 in 2023.

The only indicator that remained unchanged is “Revenue from property tax as a percentage of GDP (%)” at a value of 0.3%. This indicator is also provided by the reporting of the Ministry of Finance. Regarding the indicator “Local government budget as a percentage of GDP (%)” which showed a slight decrease of 0.01 percentage points, the target was set at 3.1%, while it remained at the baseline value of 3% that this indicator had in 2022.

The final indicator, “Percentage of addressing local governance recommendations in the Consultative Council by Line Ministries,” shows positive progress with an increase of 8 percentage points, surpassing the target value from 40% to 48%. This is an important indicator of the role of the Consultative Council as the main advisory forum between central government and local governance.

For the two indicators “Percentage of kilometers of secondary and tertiary irrigation and drainage channels maintained” and “Percentage of minimum local service standards developed and approved,” comparative data is missing.

Figure 3: Progress of Performance Indicators

Institucioni raportues	Emërtimi i indikatorit	Statusi i progresit (aktuale/synim)	Vlera aktuale 2023	Vlera e synuar për vitin 2023	Vlerat bazë 2022	Vlera e progresit (aktuale-bazë)	Tendenca
AMV/MBZ-R	Përqindja e Kilometrave të kanaleve dytësore dhe të treta të ujitjes dhe kullimit që mirëmbahen		30%	10% më shumë	mungon për vitin 2022	mungon të dhënat	
M&M&S	Numri i bashkive që financojnë shërbimet sociale me bazë komunitare		74% (45 bashki)	30% (19 bashki)	29% (14 bashki)	51 pp (31 bashki)	
MTM	Numri i bashkive që trajtojnë mbetjet sipas standardeve		20 bashki	5 me shumë	18 bashki	2 bashki	
ASPA	Trajnimi i personelit vendor çdo vit rre përputhje me vlerësimin e nevojave për trajnim		3566	1000	1000	2566	
MB/AMV/Ministri të Linjës	Përqindja e standardeve minimale të shërbimeve vendore të hartuara dhe miratuara		mungon të dhënat	10%	mungon për vitin 2022	mungon të dhënat	
MF	Të ardhurat nga taksat e pasurisë së paluajtshme në raport me PBB (%)		0.3%	0.3%	0.3%	0 pp	
MF	Buxheti i qeverisjes vendore në raport me PBB (%)		3.0%	3.1%	3.1%	-0.1 pp	
MF	Raporti i të ardhurave të veta vendore në raport me PBB (%)		1.51%	1.50%	1.50%	0.01 pp	
MF	Raporti i financimit nga transferata e pakushtëzuar dhe taksat e ndara në raport me PBB-në (%)		1.52%	1.50%	1.50%	0.02 pp	
NIW/AMC	Numri i planeve vendore për emergjencat civile të hartuara nga bashki të		28 bashki	5 më shumë	20 bashki	8 bashki	
AMV	Numri i planeve të integritetit të hartuara në nivel vendor		29 bashki	5 më shumë	20	9 bashki	
AMV	Numri i akteve ligjore që përfaqësojnë direktivat BE-së të shoqëtuara nga KK		16.98%	30.00%	20.00%	-3.1 pp	
AMV	Përqindja e adresimit të rekomandimeve të qeverisjes vendore në Këshill Konsultativ nga Ministri të e Linjës		48%	40%	30%	8 pp	

5. ANALYSIS OF PROGRESS TOWARD POLITICAL PURPOSES (6 STRATEGY PILLARS).

The detailed analysis of the main objectives and measures for which the implementation plan has progressed according to each political purpose is listed as below.

Appendix no. 1 provides a narrative description for each measure of the specific objectives.

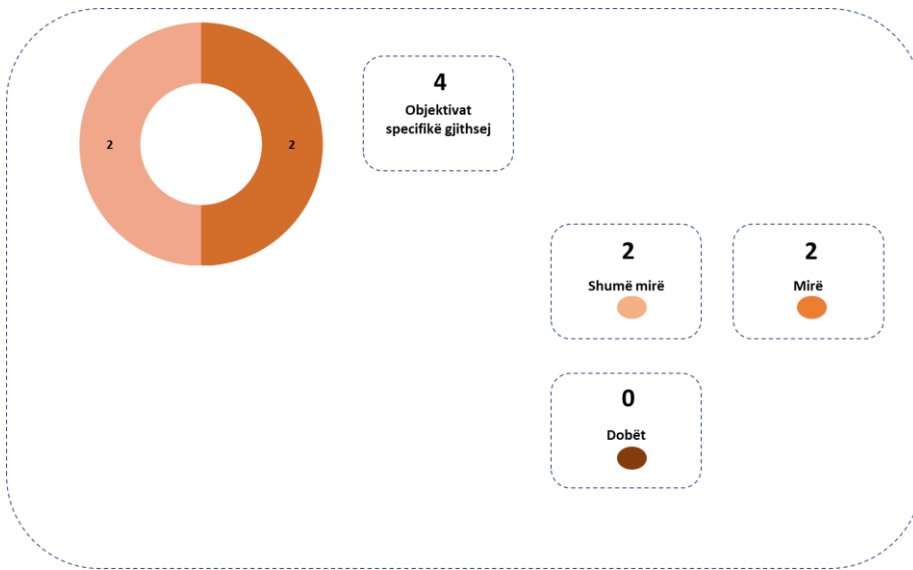
5.1 PP 1: STRENGTHENING AND PROMOTING LOCAL SUSTAINABLE DEVELOPMENT

The status of implementation of the first political purpose of the strategy agenda has reached 51%. Figure 3 illustrates the four specific objectives for PP.1, with the corresponding measures, detailing the number and percentage of total realization for each measure within each specific objective. From a general perspective, we have achieved very good results related to the realization of mass products.

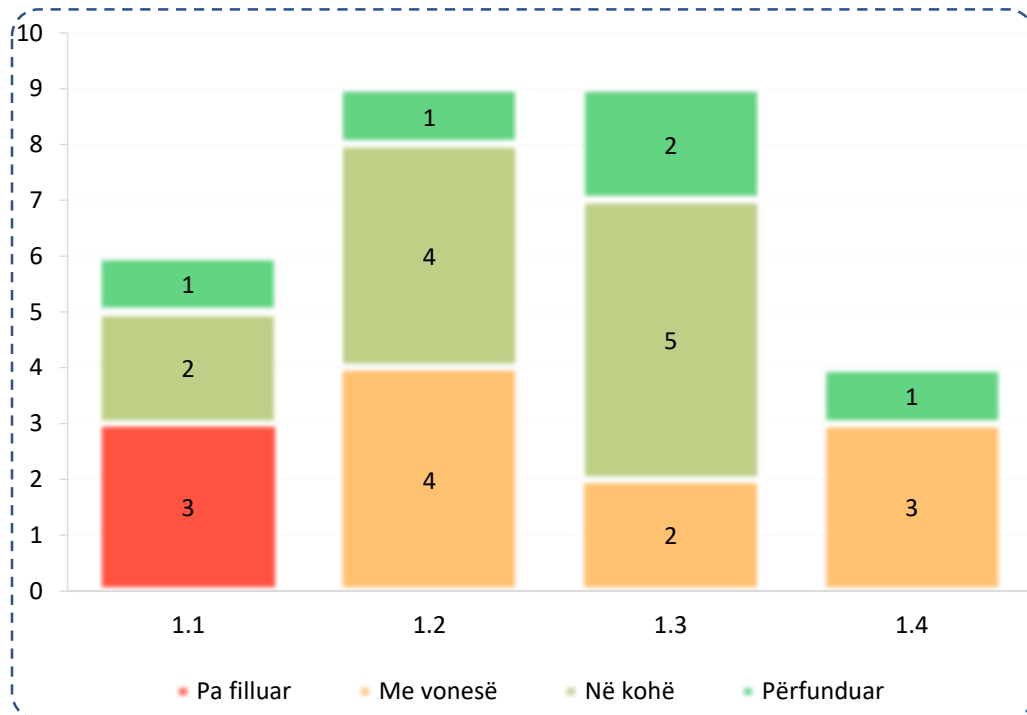
Figure 4: Implementation Status of Four Specific Objectives in PP1

Objektivi Specifik	1.1	1.2	1.3	1.4
E pa gjurmuar	0			
Pa filluar	3			
Me vonesë		4	2	3
Në kohë	2	4	5	
Përfunduar	1	1	2	1
Gabim				
Realizimi në përqindje (%)	43%	53%	65%	43%
Statusi i Objektivit	Mirë	Shumë mirë	Shumë mirë	Mirë

Graph 8: Implementation Status of Four Specific Objectives in PP1



Graph 9: Applicability of measures of PP1



In graph 9, the level of implementation of each measure at the specific objective level is presented graphically. Specifically, in OS.1.1 there are 3 measures that have not yet started the implementation process, 2 measures are in progress with systematically good results, and 1 measure is fully implemented. This fully implemented measure is the main responsibility of the LGUs and involves completing the process of drawing up general local plans, reviewing approved plans, and drafting strategic development plans.

For **Measure 1.1.1** "Completion of the Process of Drawing Up General Local Plans, Revision of Approved Plans, and Drafting of Strategic Development Plans," 56 LGUs have reported having general local plans, while other municipalities are in the process of approval. Regarding the strategic development plans from the Municipal Council, 20 municipalities have received approval from the UN, while the remaining municipalities have not yet approved them.

Measure 1.1.2 "Revitalization and Presentation of New Incentives or Schemes for Inter-Municipal Agreements and with Other Non-Governmental Actors," has been successfully achieved through the regionalization of water supply and wastewater companies.

Measure 1.1.3 "Review of the Legal Framework on Local Schemes/Existing Practices of Support and Cooperation with Businesses," has not yet been achieved.

Measure 1.1.4 "Clarification of legal spaces/overlaps related to the revitalization of commercial companies," has not yet been realized.

Similarly, **Measure 1.1.5** "Development of a guideline for municipalities on supporting local businesses with grants or other services," has also not been achieved.

Regarding **Measure 1.1.6** "Continuous identification of best practices related to municipality-business cooperation and encouragement and guidance for municipalities for replication or adaptation as needed," an improvement in the business climate has been observed in some municipalities. Favorable fiscal policies have been implemented, particularly for start-up businesses and those in the field of agro-tourism.

Significant progress has been made on specific objective 1.3 which focuses on strengthening agricultural and rural development. The institutions responsible for this measure are the LGUs have reported detailed information about the progress achieved. According to the Ministry of Finance reporting for 2023, the local government made capital expenditures from its own funds in the "Management of drainage and irrigation infrastructure" program amounting to 353.8 million ALL.

Measure 1.2.1 is related to "Utilization of local assets, as an instrument of local economic growth and source of income generation," involves the identification, evaluation and classification of municipal properties (inventory by each municipality)", where 42 municipalities have completed an inventory of assets, while other municipalities have reported that they do not have an inventory.

Measure 1.2.2 "Strategy/Plan for the Use of Local Assets by the Municipalities (Determination of Financial Resources and Fiscal Policies that Support the Implementation of the Strategy/Plan)," is connected to the previous measure. Of the municipalities with an asset inventory, 5 (Vau i Dejës, Kuçovo, Dimal, Konispol, and Bulqizë) have developed plans for utilizing assets for income generation.

Measure 1.2.3 "Enhanced Inter-Institutional Cooperation in Facilitating the Process of Transferring Public Properties to LSGUs to Increase the Local Economy," represents a continuous cooperation process between the local and central governments. This is facilitated through decisions by the Council of Ministers for transferring public properties to the LSGUs to support various projects and investments. The realization of this measure is evident in the increased volume of property transfers from the central government to the local government.

For **Measure 1.2.4** "Evaluation of the Possibility of Facilitating the Forms of Payment for the Registration of Ownership Titles in Favor of LGUs and a Unified and Combined Legal Framework with Clear Responsibilities of All Actors," information is provided by the SCA report. It states that the DDCM has proposed a reduction in fees for LGUs, "For a Change in Decision No. 389 Dated 13.05.2020" and "On the Approval of the List and Fees of Cadastral Services," which has been sent to the Council of Ministers for approval.

For **Measure 1.2.5** "Revitalization of Natural Assets (such as Forests, Pastures, or Agricultural Land Fund)," municipalities have reported that 20 of them have developed forest breeding plans, while other municipalities have not yet implemented such plans due to a lack of qualified human resources and the high cost of plan preparation. The practice so far indicates that municipalities with limited financial resources face difficulties in planning the funds required for preparing breeding plans. Regarding the agricultural land fund, a significant portion of these assets remains under the administration of the Ministry of Agriculture and Rural Development, which diminishes the municipalities' role in their revitalization.

For **Measure 1.2.6** "Inter-Municipal Coordination in Terms of Joint Forest Breeding Plans for Local Economic Development," the municipalities participating in the breeding plans with coordination between them include: Vau i Dejës, Fier, Vlorë, Devoll, Gramsh, Korçë, Pogradec, Pustec, Skrapar, Shkodër, Tiranë, Përmet, Fushë-Arrëz, Dropull, Berat, Mallakastër, Elbasan, Sarandë, Përrenjas, Librazhd, Mirditë, and Gjirokastër.

Measure 1.2.7, "Development of a Methodology for Assessing Natural Capital," has been successfully completed. In 2022, the ASLSG, in cooperation with the OSCE, developed and approved the methodology for assessing natural capital.

Measure 1.2.8 "Assessment of Natural Capital for Each Municipality According to the Approved Methodology," involved training for natural capital assessment in 37 municipalities throughout 2023. In 2024, training sessions were held for 21 additional municipalities. By the end of 2023, the measure was completed for 13 municipalities.

Measure 1.2.9 "Development of a Natural Capital Management Plan for Each Municipality," indicates that 13 municipalities prepared their plans in 2023, according to reports from the municipalities.

Significant progress has been made on Specific Objective 1.3, which focuses on strengthening agricultural and rural development. The LGUs responsible for this measure have reported detailed information about the progress achieved.

Measure 1.3.1 "Encouraging the Role of Municipalities for Support through Grant Financing and Facilitation for Applying to AZHBR Schemes," shows that municipalities have played an important role in facilitating application processes for farmers seeking subsidies for fuel and cattle registration through the national agriculture and rural development scheme.

Measure 1.3.3 "Promoting the Role of Municipalities and Consolidating Their Capacities in the Administration of the Irrigation and Drainage Network, Supporting It through Funding from the Central Government, and Strengthening the Coordination of Policies for the Development of Primary Networks under the Administration of MFA, Secondary and Tertiary Networks under Municipal Competence," is currently being reported on. The Ministry of Education, Culture, and Sports has stated that for the period 2024-2026, a fund of

1,200,000,000 ALL has been allocated for the rehabilitation of irrigation and drainage infrastructure facilities. For the by-laws, this product was realized in 2019.

Measure 1.3.4 "Organization and functioning of the structures responsible for the operation and maintenance of irrigation and drainage infrastructure, the safety of dams, and flood protection works owned by local government units" includes a report highlighting that the municipality of Pogradec has the highest number of high-risk dams, with 15 dams, while the municipalities of Maliq, Mat, and Kolonjë each have 5 (five) high-risk dams. Following them are the municipalities of Tropojë, Dropull, and Shijak, each reporting 4 dams.

Regarding **Measure 1.3.5** which involves conducting a prefeasibility study for approximately 430 dams and their use for irrigation based on previous safety studies, the Ministry of Agriculture and Rural Development (MBZHR) has reported that it has prepared the terms of reference for this study, which have been sent to the World Bank. The modalities for implementing this project are currently under discussion with the main partner WRMA.

Measure 1.3.7 "Providing Sustainable Irrigation Services to Potentially Irrigable Areas of 360,000 Hectares (Continuing Sustainable Irrigation in Approximately 250,000 Hectares with Rehabilitated Irrigation Infrastructure, Fully or Partially, and Increasing Irrigation Capacity by Approximately 110,000 Hectares, Mainly in Irrigation Schemes with Mechanical Lifting and Pumping Stations)," shows an improvement in irrigation capacity according to performance measurement reports from Local Government Units (LGUs), with data indicating an increase in the irrigated agricultural area of about 60,000 hectares.

Regarding **Measure 1.3.8** "Providing Sustainable Drainage Services to Potentially Drainable Areas of 280,000 Hectares (Continuing the Annual Cyclic Process of Cleaning Drainage Channels, first by MBZHR and Subsequently by LGUs, as Well as Technical Improvements to Pumping Stations)," the performance report from municipalities shows a 57% increase in the provision of drainage services, reaching approximately 150,000 hectares of drainable area. According to the Ministry of Finance's reporting for 2023.

Measure 1.3.9 "Improving the Security of Flood Protection," indicates that the local government made capital expenditures from its own funds in the "Management of Drainage and Irrigation Infrastructure" program amounting to 353.8 million ALL. Additionally, the Ministry of Finance reported an investment project for the municipality of Klos, realized by the Ministry of Foreign Affairs, amounting to 2.2 million ALL.

Measure 1.3.10 "Performance of Irrigation and Drainage Service Provision by LGUs through Data Population of the Irrigation and Drainage Information Management System (irrigation.al) and Performance Evaluation", shows progress in the performance of irrigation and drainage services according to LGU reporting. Analysis of performance data for municipalities indicates an improvement in indicators and parameters for the provision of these services compared to 2022.

Regarding **Measure 1.3.11** "Clarification of Competencies for Direct Administrative Sanctions for Municipalities Related to Violations in the Protection and Use of Forests and Pastures," the Ministry of Tourism and Environment has approved Guideline No. 17, dated April 20, 2023, "On the Coordination of Inspection Functions in the Field of Forest Protection."

Measure 1.4.1 "Strengthening Local Tourism Structures in Accordance with the General Local Plan," indicates increased attention to the consolidation of tourism structures, according to LGU reporting. Specifically, in coastal municipalities and those with high tourist volumes, information points have been established, and tourist guides provided by operators licensed by the Ministry of Tourism and Environment are functioning.

Measure 1.4.2 "Review of the legal framework on Cultural Heritage." The Ministry of Economy, Culture, and Innovation has reported that during 2023, the Council of Ministers approved the following decisions: Decision No. 730, dated December 13, 2023, "On the approval of the zoning of archaeological areas 'A' and 'B' of the city of Saranda and the plan for their preservation, protection, and management." Decision No. 637, dated November 15, 2023, "On the approval of the archaeological area 'A' of Gradishta of Selca and the plan for its preservation, protection, and management." Decision No. 764, dated December 20, 2023, "On the declaration of the Historic Center of a zone in the city of Gjirokastra, the determination of its protective zone, and the approval of the plan for its preservation, protection, and management." Decision No. 827, dated December 28, 2023, "On the declaration of the Historic Center of a zone in the museum city of Berat, the determination of its protective zone, and the approval of the plan for its preservation, protection, and management." Decision No. 831, dated December 28, 2023, "On the approval of the Integrated Management Plan for Archaeological Areas 'A' and 'B' of the city of Durres 2021-2028."

Measure 1.4.3 "Establishment of an integrated system/database for the development of cultural heritage areas and sites at the local level." Through the TEA application, the establishment of the system has been made possible. Data related to cultural heritage areas and sites are still being completed.

Measure 1.4.4 "Application of innovative instruments such as Business Improvement Districts (BIDs) and Tourism Improvement Districts (TIDs)." It has been found that in several municipalities, tourist attractions have led to the creation of BID and TID zones, in fulfillment of this measure.

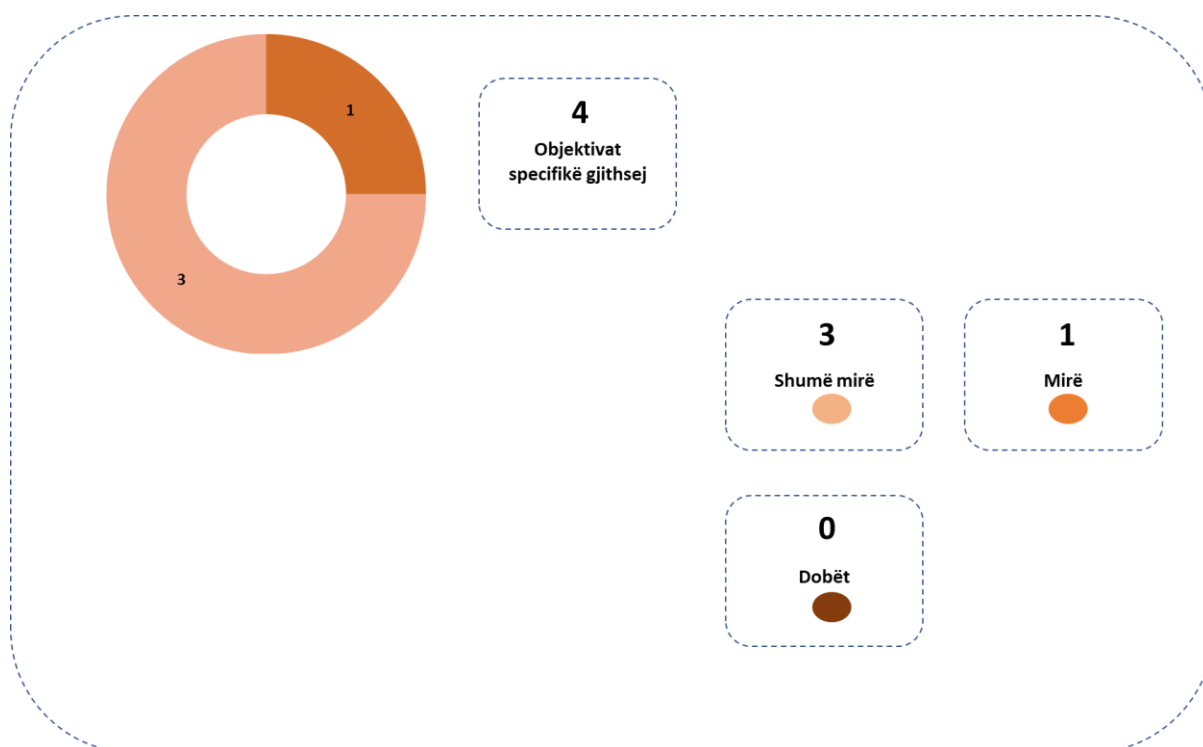
5.2 PP 2: IMPROVEMENT OF LOCAL SERVICE DELIVERY TO ENHANCE QUALITY AND STANDARDS OF SERVICE PROVISION FOR CITIZENS

The status of implementation for the second political purpose of the strategy agenda has been achieved to the extent of 53%. Figure 5 presents the four specific objectives for PP.2, detailing the corresponding measures, including their number and percentage of total realization for each measure. The realization can be described as very good in terms of producing the products of this purpose.

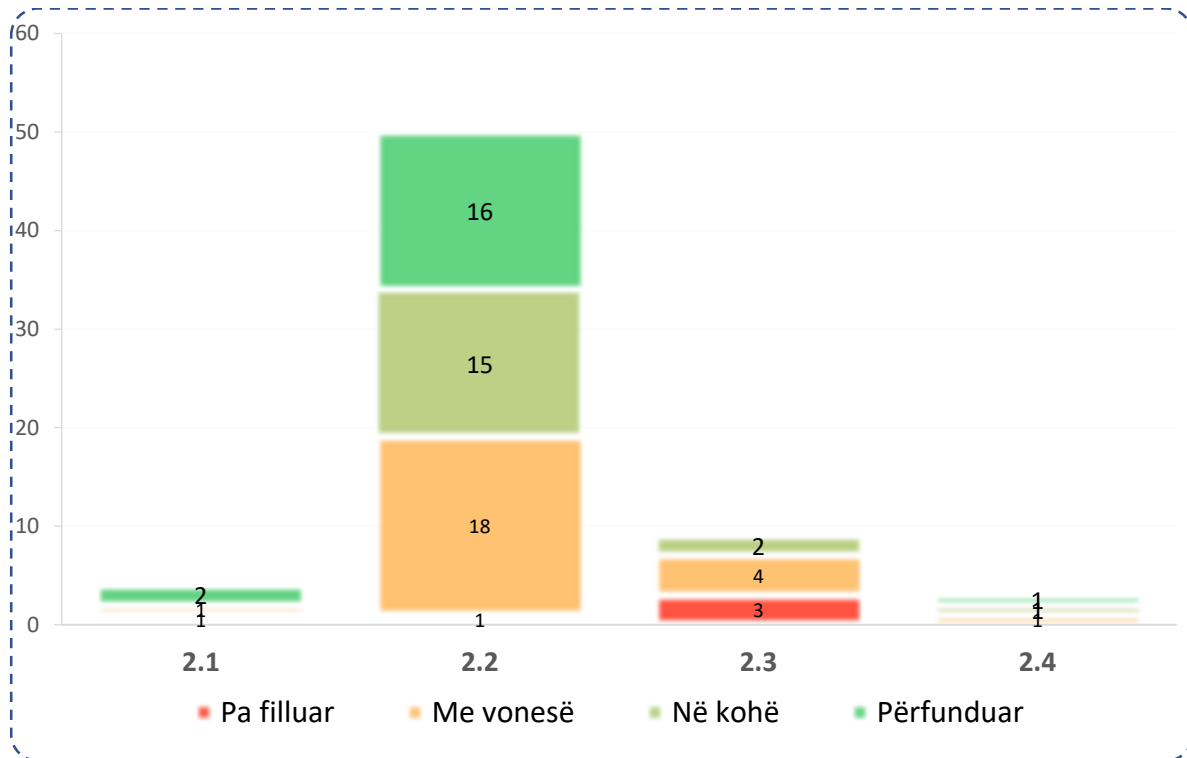
Figure 5: Implementation Status of Four Specific Objectives in PP 2

Objektivi Specifik	2.1	2.2	2.3	2.4
E pa gjurmuar				
Pa filluar	1	1	3	
Me vonesë	1	18	4	1
Në kohë		15	2	1
Përfunduar	2	16		1
Gabim				0
Realizimi në përqindje (%)	56%	58%	23%	73%
Statusi i Objektivit	Shumë mirë	Shumë mirë	Mirë	Shumë mirë

Graph 10: Implementation Status of Four Specific Objectives in PP 2



Graph 11: Applicability of measures of PP 2



Measure 2.1.1 “Assessment/study on the efficiency of service delivery by municipalities.” By the end of 2023 and the beginning of 2024, the function analysis program was implemented in 15 municipalities by AMVV, in collaboration with the Strong Municipalities project.

Measure 2.1.2 “Updated study/analysis of legal harmonization, including overlaps and potential gaps between the Organic Law and sectoral laws.” The function analysis report by AMVV has been completed for 15 municipalities.

Measure 2.1.3 “Harmonization of laws and sub-legal acts that define the relationships between central and local governance to strengthen the role of LGUs in implementing functions.” With the amendment of the Council of Ministers’ decision regarding the Advisory Council, the harmonization process is ongoing.

Measure 2.1.4 “Preparation of manuals, regulations, models, and service improvement plans (selected) that aid in the internal organization of LGUs to provide services according to standards.” Except for municipal police services and waste management, which have operational regulations, this measure has not been implemented for other services.

For the **measure 2.2.1** "Legal harmonization of the competences of LGUs for WS services", according to DCM 302, dated May 11, 2022, the reorganization of WS services was carried out through the regionalization of water supply and sewerage companies.

For **measure 2.2.2** "Drafting 5-year business plans for all regional enterprises WS j.s.c., in consultation with the LGUs", "the regional water supply and sewerage companies have created business plans.

Measure 2.2.3 "Technical assistance for the LGUs for the revision of the tariffs of the water used, in the framework of the regionalism reform of WS j.s.c." The newly created regional companies have applied or are in the process of applying to ERRU for changing the rates, as the competent institution for determining and changing the service rates. According to the findings, 20% of the municipalities have approved changes in service fees for the year 2023 through ERRU.

Regarding **measure 2.2.4** "Development of the regulatory framework for establishing criteria and regulating the protection of water resources designated for drinking water production," WRMA produced an analytical document in 2023 addressing the need for legal changes, and in April 2024, the law for the protection of water resources was approved.

Measure 2.2.5 "Review of the regulatory framework for education, with the aim of including local self-governance in all processes of pre-school education through an inclusive process." The Ministry of Education has reported that the analysis of the regulatory framework has been completed, and work is ongoing to draft a comprehensive legislative package for pre-university education.

Measure 2.2.6 "Advancement of the decentralization of pre-school education functions by granting municipalities the following powers: a. policy formulation by local governance, b. adaptation of functions to local circumstances, and c. inclusion of local actors (such as parent councils) in the decision-making process." During 2023, a draft Prime Minister's order for the pilot mechanism "horizontal decentralization" was prepared, which is set to be approved in 2024.

Measure 2.2.7 Creation of the "Inter-municipal Conference for Preschool Education" as a local or regional body to coordinate municipalities, (or as a working group of Associations of Municipalities) in order to discuss common problems and projects", according to the report, 60 municipalities have submitted information, but only 10 have reported the creation of the Inter-municipal Conference for Preschool Education along with details on the activities undertaken. The remaining 50 municipalities have not yet taken concrete measures to establish the Inter-municipal Conference for Preschool Education.

Measure 2.2.8 "Determining the financial compensation scheme and covering transportation costs for students attending public pre-school education institutions outside their place of residence." The Ministry of Education has reported that the financial compensation scheme is regulated by the Council of Ministers Decision No. 682, dated 29.07.2015, "On the transportation of students traveling more than 2 km from their residence to kindergartens and nurseries."

Measure 2.2.9 "Increasing the role of parental involvement in pre-school education through strengthening boards and dedicated informational campaigns." The Ministry of Education and Sports has reported that this measure has been implemented through Order No. 31/2020, "On the approval of the regulation of pre-university educational institutions."

Measure 2.2.10 "Enhancing the capacities of local administration for managing pre-school education services through a unified curriculum and certification system." The Ministry of Education has reported that this measure is in progress and work is underway to establish a working group by "ASCAP."

Measure 2.2.11 “Technical and financial assistance for LSGUs to provide services according to standards, including data collection (standard operating procedures in pre-school education, performance evaluation of kindergarten directors, service improvement plans, etc.)” The Ministry of Education has reported that by 2024, a working group will be established to develop a guide for evaluating the performance of kindergarten directors. Additionally, by 2024, training for kindergarten directors will begin at the School of Directors.

Measure 2.2.13 “Review of the legal framework for environmental permits to define municipal regulatory and monitoring responsibilities and competencies for industrial activities with relatively low environmental impact that occur in urban areas, outside industrial zones.”

Measure 2.2.14 “Review of municipal competencies for monitoring and direct administrative sanctions related to environmental protection and local competencies in air, water, and acoustic pollution control.”

Measure 2.2.15 “Support and capacity building for local environmental and air quality action plans, as well as relevant structures.”

The aforementioned measures are interconnected and have been reported by the Ministry of Tourism and Environment. For the year 2023, municipalities did not prepare local air quality plans. As part of protecting and improving air quality, the Ministry of Tourism and Environment took the initiative to amend the existing Law No. 162, dated 04.12.2014, “On the protection of air quality in the environment,” as amended, with the aim of strengthening administrative measures for violations (an increase of 30 fines in case of violations). This initiative followed national consultations with all stakeholders, who agreed that further increasing administrative measures, with direct economic impact, would enhance the responsibility of industrial activities to comply with legal requirements and prevent environmental pollution, with the primary goal of protecting human health and the environment. The draft decision “On the proposal for the Draft Law ‘On some amendments to Law No. 162, dated 04.12.2014, ‘On the protection of air quality in the environment,’ as amended,” was approved by Council of Ministers Decision No. 259, dated 02.05.2024, to proceed with further procedures.

Measure 2.2.16 “Support and capacity building for the protection of nature and biodiversity, in accordance with the relevant current legislation.” In relation to this process, the Ministry of Tourism and Environment has proposed legal amendments for the protection of nature and biodiversity in 2023, which were approved in 2024.

Measure 2.2.17 “Strategic environmental assessment for each municipality (identification of environmental issues, updating of sensitive areas with special noise level requirements, setting local environmental objectives for each municipality, etc.). Strategic environmental assessments for municipalities are integrated into the overall local plans.”

Measure 2.2.18 “Initiative for community environmental education (importance of waste separation at source, scheduled waste disposal, and use of recyclable ecological bags, which improve and protect the urban environment).” The Ministry of Tourism and Environment, as well as local governments, have continuously implemented initiatives for community environmental education throughout 2023, primarily focusing on the use of recyclable bags and practices followed by the Municipality of Lezhë for waste management.

Measure 2.2.19 “Study for determining waste zones and the institutional model for governance and organization of Waste Zones and the role of LSGUs.” The Ministry of Tourism and Environment reported that on 27.05.2020, the Council of Ministers Decision No. 418 was approved, “Strategic Policy Document and National Integrated Waste Management Plan.” Waste management at the local level is administered by Local Government Units using various management forms, based on the master plan approved by the National Waste Management Committee for each municipality.

Measure 2.2.20 “Study and technical assistance for clarifying and negotiating contractual relations between LSGUs, central government, and waste treatment facilities, including a review of the regulatory framework.” The Ministry of Tourism and Environment has reported that as part of sustainable waste management, the Ministry has initiated changes to Law No. 10463 “On Integrated Waste Management” to strengthen administrative measures for violations. Additionally, Decision No. 132, dated 06.03.2024, was approved, outlining the organization and operation of the National Waste Economy Agency. Regarding clarifying and negotiating contractual relations between LSGUs and the central government, no developments have been reported.

Measure 2.2.21 “Technical and financial assistance for LSGUs to provide services according to standards, including differentiated collection and recycling (waste management plans, fiscal packages, etc.)” Municipalities, in collaboration with central authorities, determine budgetary needs for the full cycle of waste management and fees for waste management services, in accordance with the principle of "polluter pays" and "self-sufficiency" principles.

Measure 2.2.22 “Development of the regulatory framework for the implementation of the extended producer responsibility principle for municipalities and regions.” The Ministry of Environment has reported that this measure is in the implementation process, and work is ongoing to draft the Extended Producer Responsibility (EPR) law, with the first draft prepared and published on the Ministry of Tourism and Environment’s official website and currently under public consultation.

Measure 2.2.23 “Conceptualization and development of fiscal and financial incentives for recycling and composting activities at the local level.” The Ministry of Tourism and Environment has reported that with financial support from the “GIZ” project, funding is provided for the construction of composting centers in 10 municipalities. Cooperation continues with AFD and the World Bank for the implementation of the EU4CE and Green Growth projects. This project includes integrated municipal waste management by implementing the 3R (Reuse, Recycling, and Reduction) concept and closing landfills that do not meet sanitary conditions, specifically for the Kukës and Gjirokastrë regions.

Measure 2.2.24 “Awareness-raising and informational campaign to mobilize the community for source separation and monitoring of service quality.” The Ministry of Tourism and Environment has reported that in cooperation with the Ministry of Education and Sports, the environmental education program (3R program) was launched in October 2023 in 37 schools in the Municipality of Tirana.

Measure 2.2.25 “Enhancing human resources at the technical and managerial level for waste management services through a curriculum and unified certification system.” Technical staff at both central and local levels are continuously trained, including participation in projects

aimed at integrated waste management. In 2023, LSGU staff were trained by foreign experts contracted by international donors for waste management services.

Measure 2.2.26 related to "Drafting the assessment report for the supervision of the safety of dams and the role of LGUs", according to the report of the Ministry of Agriculture and Rural Development, is a process under the direct responsibility of the municipalities based on law no. 8681, dated 02.11.2000, process which depends on the condition of the dam checked once a year, the report on the safety of which is sent to the KKDMs.

Measure 2.2.27 "Harmonization of the regulatory framework for the management of local water resources. The Agency for the Protection of Water Resources worked throughout 2023 on harmonizing the regulatory framework for the management of local water resources. In April 2024, Law No. 29/2024 dated 04.04.2024 "On Water Resources" was approved.

Measure 2.2.28 "Harmonization of the regulatory framework for road transport. Alignment of the legal framework with the EU acquis, related to public passenger road transport services". MIE has reported that the alignment of the Albanian legal framework with the EU acquis is in process. In July 2023, during the Screening process, MIE has reported to the European Commission, about the levels of approximation affecting also the public services of this type of transport (urban plus interurban plus international transport).

Measure 2.2.29 "Design and approval of projects for the construction and operation of passenger terminals and local public transport service buses" has been implemented only in 13 (thirteen) municipalities (Poliçan, Tirana, Fushë-Arrëz, Dibër, Berat, Kuçovo, Saranda, Pogradec, Lushnjë, Pukë, Mirditë, Durrës and Fier) which have projects for the construction of passenger and bus terminals.

For measure 2.2.32 "Study on the mechanism of the Social Fund and the financing of social care services at the municipality or district level as well as all actors in the effective use of the Social Fund", the Ministry of Health and Social Protection reports that the study on the mechanism of the Social Fund has been carried out, as an analysis of the regulatory framework of operation, as well as of implementation in practice. Based on the recommendations and challenges identified, DCM 150/2028 "On the methodology of calculating the Social Fund" was revised, which was finalized with the approval of DCM 224/2024.

Ministry of Health and Social Protection reports that for the **measure 2.2.33** "Completing the regulatory framework for the procurement of social services (manual and guide) and cooperation with public and private actors", the guide for the implementation of public procurement procedures for social services has been drawn up, where they have been training all staff responsible for procurement in 61 municipalities.

Measure 2.2.33 "Completion of the regulatory framework for the procurement of social services (manual and guidelines) and collaboration with public and private actors." The Ministry of Health and Social Protection (MSHMS) reports that a guide for implementing public procurement procedures for social services has been developed. All procurement staff in 61 municipalities have been trained on these procedures.

Measure 2.2.34 "Support for the empowerment of LSGUs for case management in a gradual manner in all local units". During 2023, Ministry of Health and Social Protection has conducted online training for all social services staff in 61 municipalities related to case management

through the electronic register of social services. Meanwhile, the municipalities are continuously assisted by the State Social Service.

Measure 2.2.35 "Capacity building for local staff for management, provision and monitoring of services, including social care subcontracting based on models, quality assurance and inspection". From the report of the Ministry of Health and Social Protection, it results that the trainings were carried out in 5 (five) Districts of the country related to the procedures of procurement of services with the local staffs responsible for these procedures. The trainings were carried out after the guidelines for the procurement of social services were drawn up, based on the DCM 768/2021 "On the procurement of social services and other specific services".

Measure 2.2.36 "Identification and planning of necessary services at the municipality and district level for women, girls, children, the elderly and PWD (specialized services)" Ministry of Health and Social Protection reports that 61 municipalities have drawn up Social Plans, where 45% of them are in the process of revision, due to the end of the deadlines of the previous 3-year plan, while for the writing of regional social plans, this process has not started yet.

Measure 2.2.37 "Establishment of specialized services in support of PWD reform and improvement of physical access to these services, accompanied by the package for referral and provision of rehabilitation, as well as their rehabilitation" information regarding the feasibility was collected from the Ministry of Health and Social Protection and the LSGUs. The map of social services according to the Ministry of Health and Social Protection is expanding every year, where for 2023, 6 new services were supported with social funds, while for 2024, 13 new services were made possible for people with disabilities. Regarding the reports of the municipalities, only 36 (thirty-six) of them offer specialized services for PWDs.

Measure 2.2.38 "Proactive support and cooperation with SSS, National Agency for Employment and Skills for the activation of working-age beneficiaries of the NE and referral to social services" has been reported by the Ministry of Health and Social Protection that the cooperation will be ongoing based on the agreement signed between the above-mentioned institutions. For the year 2023, 700 (seven hundred) beneficiaries of economic assistance have been employed and attended professional training courses.

Measure 2.2.39 "Raising capacities for local staff to deal with minors in conflict with the law and relevant protocols, coordination with the Center for the Prevention of Juvenile and Youth Crimes". In relation to this measure, it was reported by the Ministry of Justice that 40 meetings were held with child protection workers (CPW) for the follow-up and management of cases of minors in contact/conflict with the law.

Measure 2.2.40 "Establishment and Use of a Systematic Data Collection System for Social Housing in Selected Pilot Municipalities". The Ministry of Health and Social Protection (MSHMS) has not provided complete information regarding this measure.

Measure 2.2.41 "Development of Social Housing Plans and Periodic Monitoring of Their Implementation". Currently, only 32 municipalities have developed social housing plans in.

Measure 2.2.41-1 "Increase in the coverage of social housing programs" – According to reports from local government units, the coverage of social housing programs has been increased in 12 municipalities.

Measure 2.2.42 “Development of methodology and standard procedures for intervention in case of fires and natural disasters.” The Department for Civil Protection and Emergency Response (DPMZSH) is in the process of drafting amendments to Law No. 152/2015 “On Fire Protection and Rescue.” Depending on the legal changes, a draft instruction by the Minister of Internal Affairs “On Standard Operating Procedures for Fire and Other Natural Disaster Interventions” will be developed.

Measure 2.2.42-1 “Identification and mapping of processes across all levels of the Ministry of Internal Affairs structures with the aim of proposing innovative systems to facilitate work processes, real-time monitoring, and provision of online services for citizens.” According to the Ministry of Internal Affairs, to improve the performance level of the Ministry’s services and set objectives for implementing service policies related to prevention, inspection, and intervention, DPMZSH has established a working group to map and identify processes across all levels of the Ministry’s structures. This is aimed at proposing innovative systems to streamline work processes. The working group has conducted relevant training in 12 municipal centers regarding digitization. This is in line with the reference link No. 15 of VKM No. 520, dated 25.07.2019, as a link in mapping the training system for intervention reporting.

Measure 2.2.43 "Identification of projects that would enable the digitization of the DFP service related to calls addressed to the unique number 128".

In relation to this measure, it has been reported by the Ministry of the Interior that regarding the report on the priority areas/projects for the digitalization of the DFP, the Ministry of the Interior has not yet drawn up this report, being that in 2023 it was not the draft for amendments to Law 152/2015 "On fire protection and rescue service" and the mapping of processes at all levels of the structures of the DFP has been completed.

Measure 2.2.44 "Drafting strategy documents for risk reduction and assessment at the local level (national civil emergency plan and operational plan)", from the report made by National Civil Protection Agency, it results that 10 municipalities have approved the strategy document for the reduction and risk assessment at the local level.

Measure 2.2.45 "Drafting the local plan for civil emergencies" information was obtained based on the reporting of the LGUs where 32 municipalities have local plans for civil emergencies.

Measure 2.2.46 "Creating a database at the local level for civil emergencies" is related to measure 2.2.45, where of the 61 municipalities that have reported, 44 of them have created a database related to civil emergencies, while 17 (seventeen) municipalities have not implemented this measure.

Measure 2.2.47 "Strengthening the local structure for civil protection. The percentage of increase in employees in civil defense compared to 1 year ago" provides information regarding the increase in capacities for civil defense. From the report of LSGUs it results that Patosi in 2023 has set up as a structure with 2 employees, 1 responsible and 1 specialist having a feasibility of 100%, followed by the municipality of Lushnje with 66% capacity increase.

Measure 2.2.48 "Training of LGUs employees and voluntary community groups to deal with natural disaster situations".

During the year 2023, trainings were carried out in the Municipality of Vlorë and Selenica, where 46 people from volunteer groups and employees of LGUs were trained.

For the **measure 2.2.49** "Drafting by-laws in addition to the new municipal police law" by the MI, DCM were approved during 2023 for the approval of the regulation, the uniform of distinctive signs and the model of the individual identification document, color, signs and use of municipal police vehicles.

Measure 2.2.50 "Completing the regulatory framework for the operation of Local Public Safety Councils". In relation to this measure, the Ministry of the Interior has reported that the drafting and approval of the draft decision of the Council of Ministers for the second quarter of 2024 is foreseen.

Measure 2.2.51 "Incentive for strengthening administrative capacities and training of municipal police officers"

Measure 2.3.1 "Mapping of all service standards provided by municipalities, dividing them according to the type of standards (technical, administrative, service)"

Measure 2.3.3 Prioritization of a list of minimum national standards and coordination of the process for their establishment. **Measure 2.3.2** "Drafting the methodology for the establishment of minimum national standards for selected services" has a report from ALSGS where the general framework of standards of social care services, framework which will be completed with specific standards for each service typology.

Measure 2.3.4 "Drafting and approval of preschool education service standards and their costs". In relation to this measure, it was reported by the Ministry of Education and Sports that "ASCAP" developed standards for the development and learning of 3-6 year-old children. The professional standards of preschool education teachers have been drawn up.

Measure 2.3.5 "Determination of unit costs for social care services as well as the drafting of new standards and the reorganization of existing standards in the field of social care services" according to the Ministry of Health, the determination of the formula for calculating the cost/unit of service has been completed, but with the determination of specific infrastructure standards for service typologies, the implementation of the formula will begin. For the year 2023-2024, 4 new service standards have been drawn up and approved.

Measure 2.3.6 "Drafting and approval of the complete package of minimum national standards for the provision of UKN services". In relation to this measure, it was reported by the Ministry of Infrastructure and Energy that the regional water supply and sewerage companies are still in the process of restructuring.

Measure 2.3.7 "Drafting and approval of waste service standards and their costing". In relation to this measure, it was reported by the Ministry of Tourism and Environment that with the support of the Swiss program for local development and decentralization (DLDP) drafted and approved DCM no. 319, dated 31.05.2018 "On the adoption of measures for the costs of integrated waste management" which regulates and standardizes the calculation of costs and fees in order to achieve the fulfillment of the "polluter pays" principle. Implementation of the document is an obligation for municipalities and implementation has started since 2018.

Measure 2.3.8 "Feasibility study for minimum national standards for the provision of local public transport services and social policies (facilitated fees)". Specifically, MIE is implementing the National European Integration Plan 2024-2026, and with reference to Road Transport, they are in the process of approximating EU Directive 2009/33/EC "On Clean

Vehicles" which is in the process of being drafted – DCM - for the promotion of low-emission vehicles in public services and passenger transport.

Measure 2.3.9 "Drafting and approval of standards for the construction and operation of multimodal stations of local public transport". There is a report from MIE that in terms of the development of regulatory and financial mechanisms for interregional cooperation, in urban public transport, this part is not included in the field of activity of MIE, as urban public transport is the competence of the local government.

Measure 2.4.1 "Building a system based on performance based on measurable and verifiable indicators". With the order of the Prime Minister no. 17, dated 20.2.2023, the working group was established for the creation of the infrastructure of the system for measuring the performance of the municipalities. In cooperation with the Ministry of Finance, we are working on the implementation of this system in the coming years.

Measure 2.4.2 "Adaptation of the normative framework for the construction of a performance-based system". Regarding this measure, it is planned to be applied after 2023.

Measure 2.4.3 "Drafting guidelines for setting up Performance Units at the municipal level and increasing capacities for its use". In relation to this measure, it is established that by December 2023, 57 municipalities have created the performance measurement structure, based on the recommendation made by ALSGS.

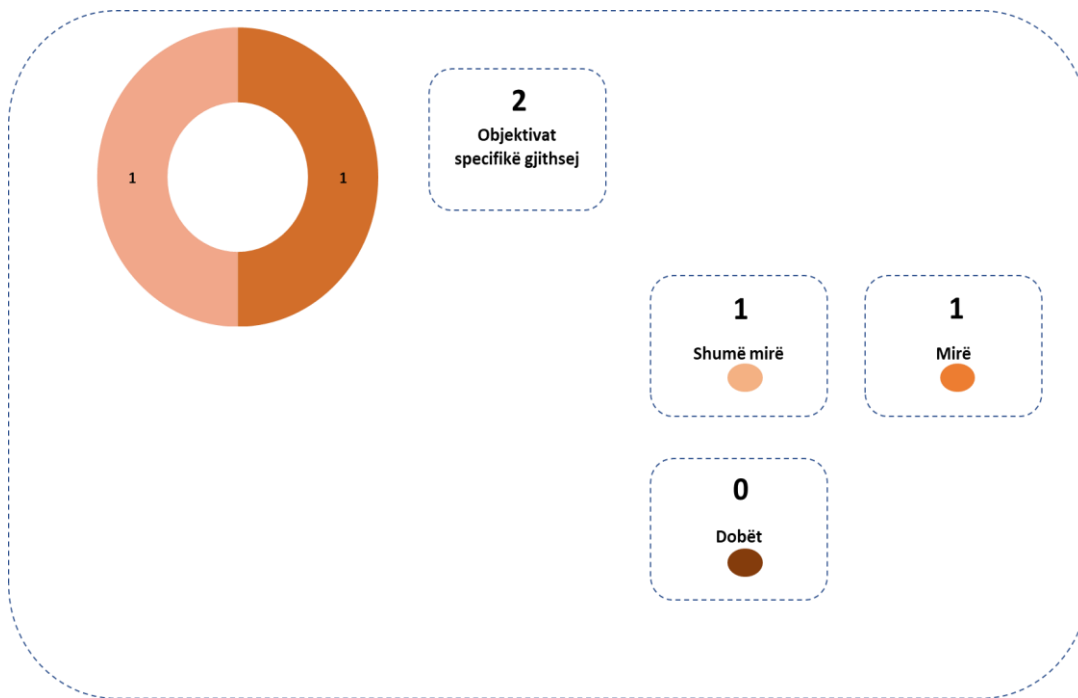
5.3 PP 3: DIGITALIZATION OF LOCAL SERVICES AND IMPROVEMENT OF SERVICE DELIVERY INFRASTRUCTURE

The status of the implementation of the third political goal of the strategy agenda has reached 60%. The following figure shows the two specific objectives for PP.3, with the respective measures detailed by number and percentage of total realization for each measure that the specific objective has. The realization of this goal can be considered very well in terms of the feasibility of the products related to this political goal."

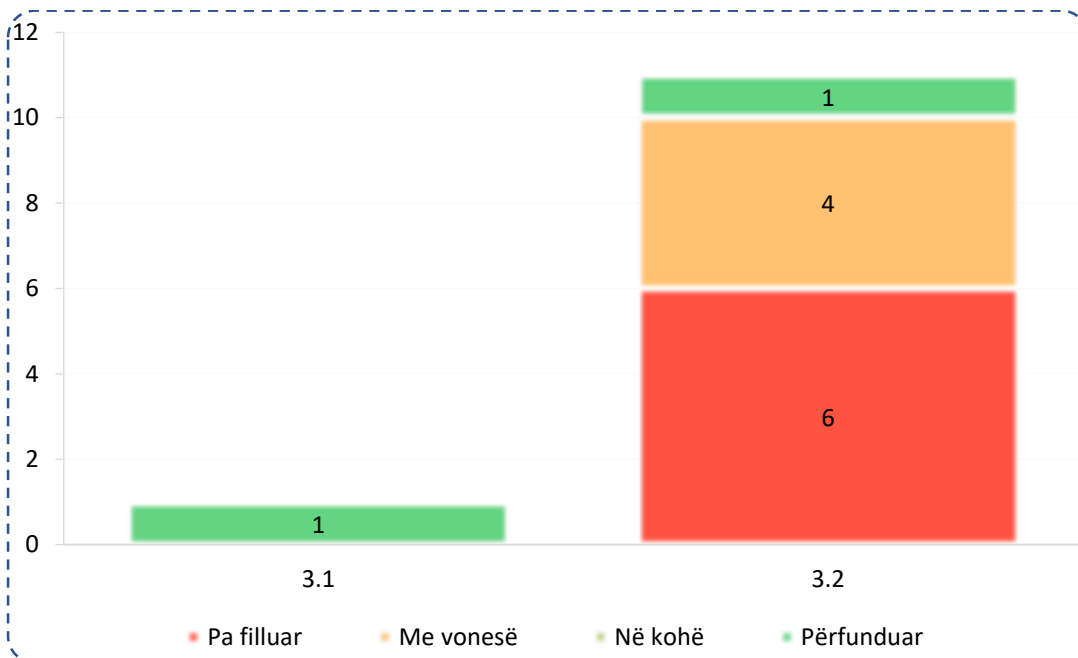
Figure 6: Implementation Status of Two Specific Objectives in PP 3

Objektivi Specifik	3.1	3.2
E pa gjurmuar	0	0
Pa filluar	0	6
Me vonesë	0	4
Në kohë	0	0
Përfunduar	1	1
Gabim	0	0
Realizimi në përqindje (%)	100%	20%
Statusi i Objektivit	Shumë mirë	Mirë

Graph 12: Implementation Status of Two Specific Objectives in PP 3



Graph 13: Applicability of measures of PP 3



The only measure of the specific objective 3.1, which is related to the evaluation of the practices, needs and digital readiness of the municipalities and the public, is realized in the value of 100%. This measure has the responsible institution ASLSG, which has a start and end date in 2023.

All the rest of the measures are expected to be initiated by SCA, which is implementing the "Program for improving equal access to high standard public services through the Govtech operation", with the World Bank, which supports the Digital Agenda 2022-2026 of Albanian Government. This cooperation comes within the framework of improving the access of citizens and businesses as well as the quality of electronic public services.

For the coming years, according to SCA, work will be done following modern platforms of data and digital technologies to respond to the needs of citizens, overcoming the lack of resources and adapting to the new way of remote work by further advancing with the digitalization of services.

Currently, SCA is negotiating with the World Bank for additional funding to expand the existing joint operation for the digitization of local government.

In this framework, projects with an important focus on administrative re-engineering, digital transformation, modernization and digitalization of local finances, as well as specifically on the digitalization of local government services and the integration of local government in digital infrastructure of the central government.

Measure 3.2.5 "E-fine System for Municipal Police" reports that by the end of 2023, the system has been adapted and agreements have been established with the General Directorate of State Police for the implementation of municipal fines in the State Police's e-fine system.

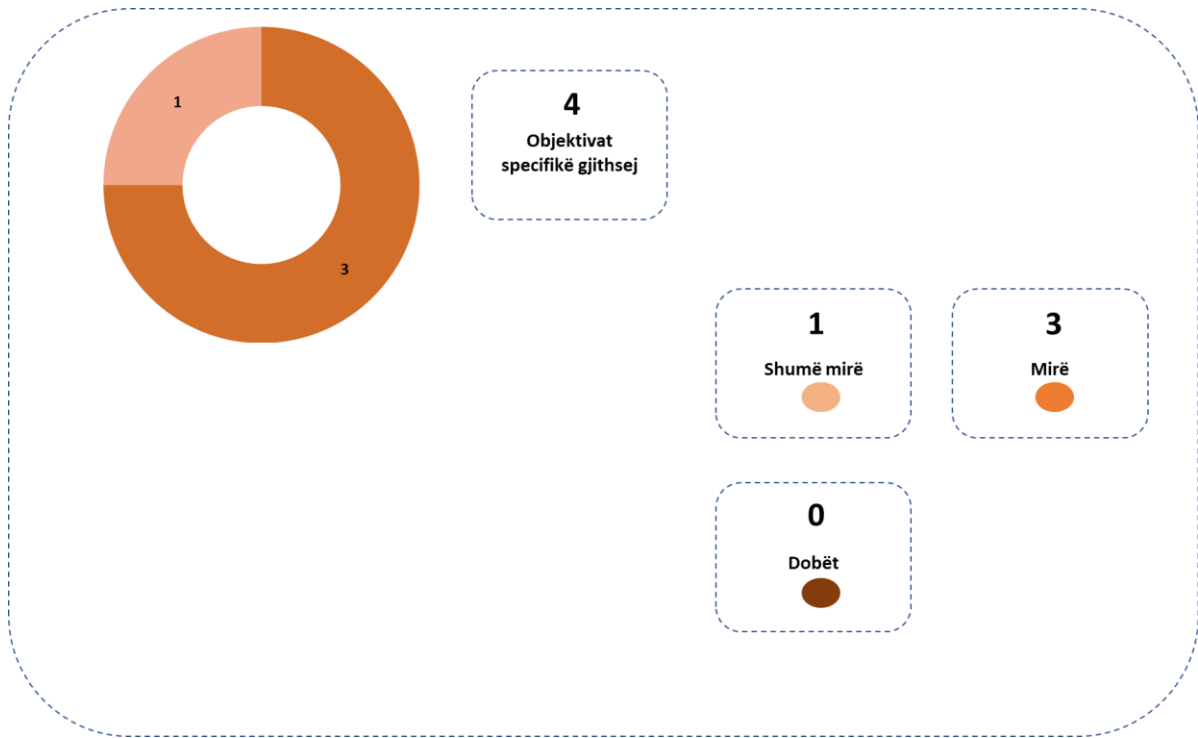
5.4 PP 4: STRENGTHENING LOCAL FINANCES AND FISCAL AUTONOMY

Figure 7 presents the status of the implementation of measures within this strategic goal and the degree of their realization. As shown, 8 measures have not yet started, about 11 measures are in the process of being implemented, and 2 measures have been fully implemented. The total implementation status, calculated as a percentage, shows a realization rate of only 43%, indicating a lower level of implementation.

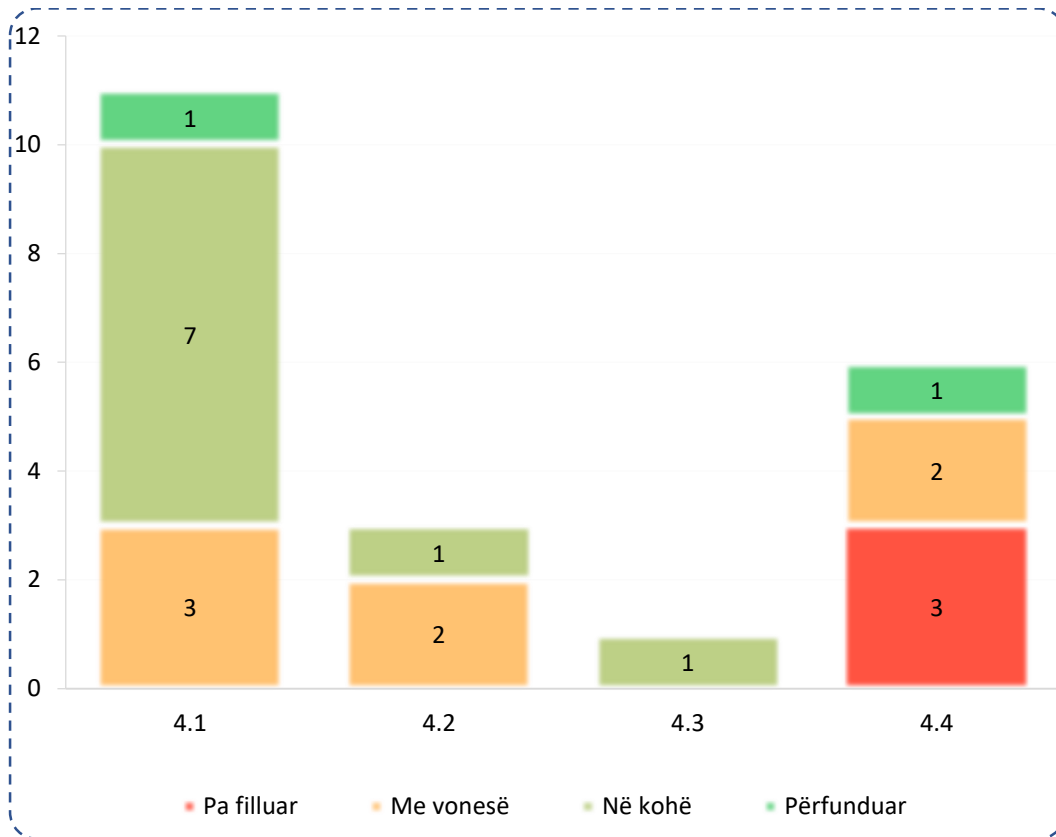
Figure 7: Implementation Status of Four Specific Objectives in PP 4

Objektivi Specifik	4.1	4.2	4.3	4.4
E pa gjurmuar				
Pa filluar	0			3
Me vonesë	3	2		2
Në kohë	7	1	1	
Përfunduar	1			1
Gabim				
Realizimi në përqindje (%)	49%	30%	70%	22%
Statusi i Objektivit	Mirë	Mirë	Shumë mirë	Mirë

Graph 14: Implementation Status of Four Specific Objectives in PP 4



Graph 15: Applicability of measures of PP 4



The Ministry of Finance has the main responsibility for reporting on the measures of this political purpose.

The Ministry of Finance has reported that regarding **measure 4.1.1** "Increase in income from real estate tax", currently real estate tax consists of: building tax, land tax and agricultural land tax. From the data sent by the municipalities, the total income collected from the tax on buildings for the period January - December 2023 is **ALL 4,467,652,958**. In total, from the data reported by the municipalities, the income from the real estate tax for 2023 is **ALL 5.57 billion**.

Measure 4.1.2 "Population and updating of the Fiscal Cadastre": The Fiscal Cadastre contains data at the national level for the purposes of calculating the tax on real estate. The continuous population of data in the Fiscal Cadastre is a legal obligation of local self-government units. Data for 1.2 million property units have been registered in the Fiscal Cadastre, of which complete information has been registered for 412,088 property units. From the total data on registered property units, the number of these taxable units is 797,331 units. As far as the level of use of the Fiscal Cadastre Computer System (FCCS) by the LGUs, the data show that currently around 128 users have an account open in the system. However, the levels of use and population with SIKF data by the municipalities are low.

Regarding **measure 4.1.3** "Approval of the law and regulatory framework for real estate tax" in the framework of the reform for the modernization and strengthening of the real estate taxation system, the Ministry of Finance in cooperation with the General Directorate of

Property Tax and The Swedish Tax Agency has drafted the draft law "On real estate tax". This draft law has been submitted to the public consultation process with universities, municipalities, businesses and associations and projects that focus on local government.

Measure 4.1.4 "Establishment of a monitoring system for the real estate tax", the general directorate of the property tax under the minister responsible for finance, one of its missions performs the monitoring and assistance of the LGUs for the procedures followed in calculating the taxable base of immovable property, in order to implement the methods of assessing the taxable value, defined in the methodology, as well as performing the analysis of the process of collecting the local tax on immovable property from the LGUs, as well as requesting periodic information on real estate tax revenues.

Measure 4.1.6 "Implementation of income sharing from personal income tax, according to the provisions of Law no. no. 68, dated 27.04.2017 "On the finances of local self-government", local self-government units are beneficiaries of 2% of TAP that are realized in their jurisdiction. Every 4 (four) months after the publication of the fiscal indicators, the Ministry of Finance will send to the General Directorate of Taxes, the tax value to be distributed according to the municipalities. The criterion for the distribution of TAP for each municipality will be the number of the population used for the distribution of the unconditional transfer for the year 2023. In this context, in 2023, a total of TAP **1,153,333,400** ALL have been allocated to local self-government units.

In accordance with **measure 4.1.7** "Drafting the Instruction and the method of calculating the division between local self-government units of TAP revenues" the Ministry of Finance has reported that in the instruction for the implementation of the budget for 2023, a part has been added for the distribution of TAP each 4 months. Meanwhile, currently the distribution of TAP is determined in the budget implementation instruction.

In relation to **measure 4.1.8** "Implementation of the necessary changes (interconnection) in the computer system of the central tax administration to enable full identification of the residence of taxpayers" and **measure 4.1.9** "Change of the legal framework to reflect the increase in the taxable portion of local self-government units from the mining rent from the current level of 5% to 8%", the Ministry of Finance reports on the establishment of working groups, which have developed discussions about these measures.

Measure 4.1.10 "Establishment of a reporting and reconciliation system between the central administration and local self-government units for the amount of royalty payable", the Ministry of Finance during 2023 has continued with the distribution of royalty based on the act-reconciliation between local units and taxes /customs.

Measure 4.1.11 "Feasibility Study for the Allocation of Revenues from Other National Taxes (Shared Taxes)". The Ministry of Finance has reported that this measure is still in the discussion phase.

Measure 4.1.14 "Feasibility Study for the Unified Tax MIS System (TAIS), including a Module for Financial Asset Management". This measure is still in the discussion phase.

Regarding **measure 4.2.1** "Integration of specific transfers in the unconditional transfer (general and sectoral) for the management of functions. Transfer of general grants and sectoral

grants", currently from the MF reporting, the specific transfer is granted to LGUs in the form of an unconditional transfer (as a sectoral transfer).

Regarding **measure 4.2.2** "Designing a study on local functions that are financed with conditional transfers, the needs of municipalities for financing and the possibilities of financing" and **measure 4.2.3** "Improving the legal and regulatory framework for financing with conditional grants of local functions or capital projects in strategic sectors for local self-government units", are in the discussion phase with ASLSG and ADF.

From the reporting of **measure 4.3.1** "Financing through borrowing of local government units", based on the amended "On local finance" law, LGUs can apply to second level banks to get loans.

For **measure 4.4.1** "Feasibility study for local AFMIS: definition of functional requirements and business processes", a draft document has been drawn up on how AFMIS should work at the local level. Also, the MF has set up a working group for monitoring this process.

Reporting **measure 4.4.2** "Estimation of costs and approval of a legal act (DCM) for the registration and provision of information free of charge with simplified modalities to the LGUs related to local public assets and the establishment of insurance burdens on properties" by SCA states that the LGUs for all services that apply to SCA are charged according to DCM no. 389 dated 13.5.2020 "For the approval of the list and fees of cadastral services.

Regarding the reporting of **measure 4.3.1** "Financing through borrowing by local government units", based on the amended "Law on Local Finances", local government units (LGUs) can apply to second-tier banks for loans.

For **measure 4.4.1** "Feasibility study for the Local AFMIS: determining functional requirements and business processes", a draft document has been prepared outlining how AFMIS should operate at the local level. Additionally, a working group has been established by the Ministry of Finance (MF) to monitor this process.

Measure 4.4.2 "Development of the detailed concept for AFMIS and detailing the solution and terms of reference for building the system" is still in the discussion phase.

Reporting for **measure 4.4.10** "Evaluation of costs and approval of a legal act (Council of Ministers Decision) for the registration and provision of information to LGUs concerning local public assets and the imposition of security interests on properties" by the National Agency for the Information Society (ASHK) emphasizes that LGUs are charged according to Council of Ministers Decision No. 389, dated 13.5.2020 "On the approval of the list and fees for cadastral services" for all services applied for at ASHK.

Measure 4.4.11 "The inclusion in the SIFQ of the requirements of LGUs for incremental accounting, management of debtors and creditors, as well as periodic and annual financial reports. It coincides with the process of further development/expansion of SIFQ". The Ministry of Finance reports that the development of the SIFQ system will be carried out based on the identified needs prepared during the first phase of the WB project "Development of public sector accounting in Albania (IPSAS)" which will enable the adaptation of the system with the new accounting methodology, the improvement of the existing configurations that ensure the accounting records and financial reporting as well as the automation of the processes of drawing up the consolidated financial statements (within the year 2027).

Measure 4.4.12 "Evaluation of the technical aspects for the division of local accounts into the Unified Treasury Account". In relation to this measure, the assessment was carried out by the Ministry of Finance and the necessary documentation is being prepared for completing this measure.

Measure 4.4.13 "Identification (separation) of local accounts"

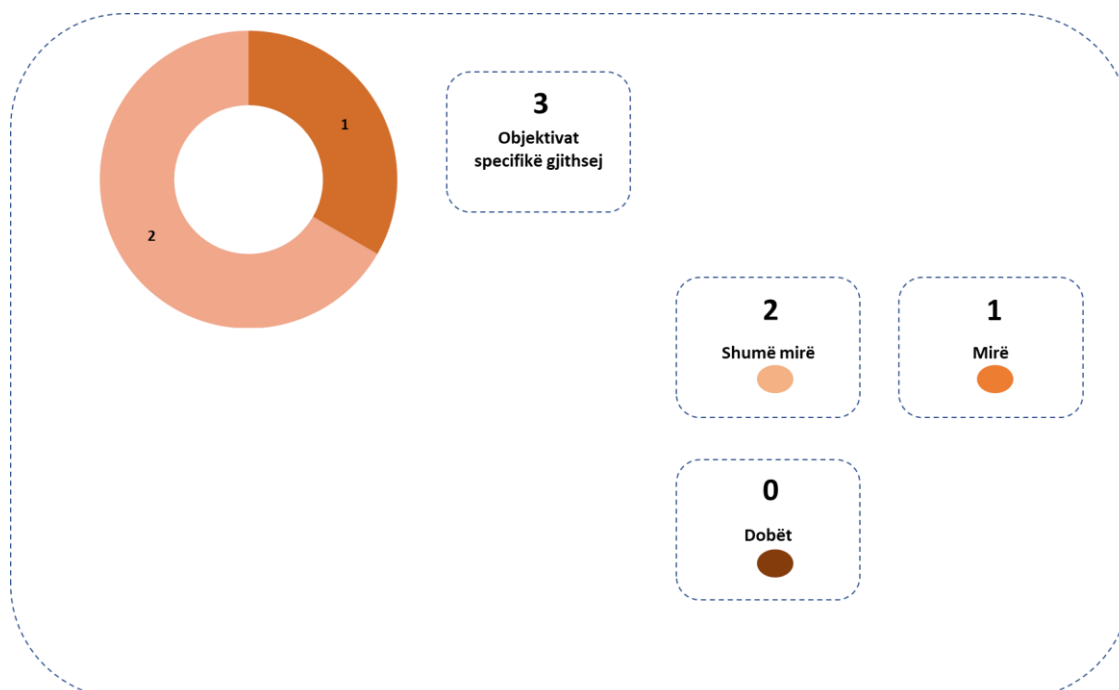
5.6 PP 5: IMPROVEMENT OF LOCAL DEMOCRACY AND ADVANCEMENT OF THE EUROPEAN INTEGRATION AGENDA AT THE LOCAL LEVEL

Figure 8 presents the status of the implementation of measures within this strategic goal and the degree of their realization. As shown, 2 measures have not yet begun, while about 3 measures are in the process of being implemented, and 3 measures have been fully implemented. The total implementation status, calculated as a percentage, is 66%, indicating that this political goal has good feasibility for the duration of the action plan.

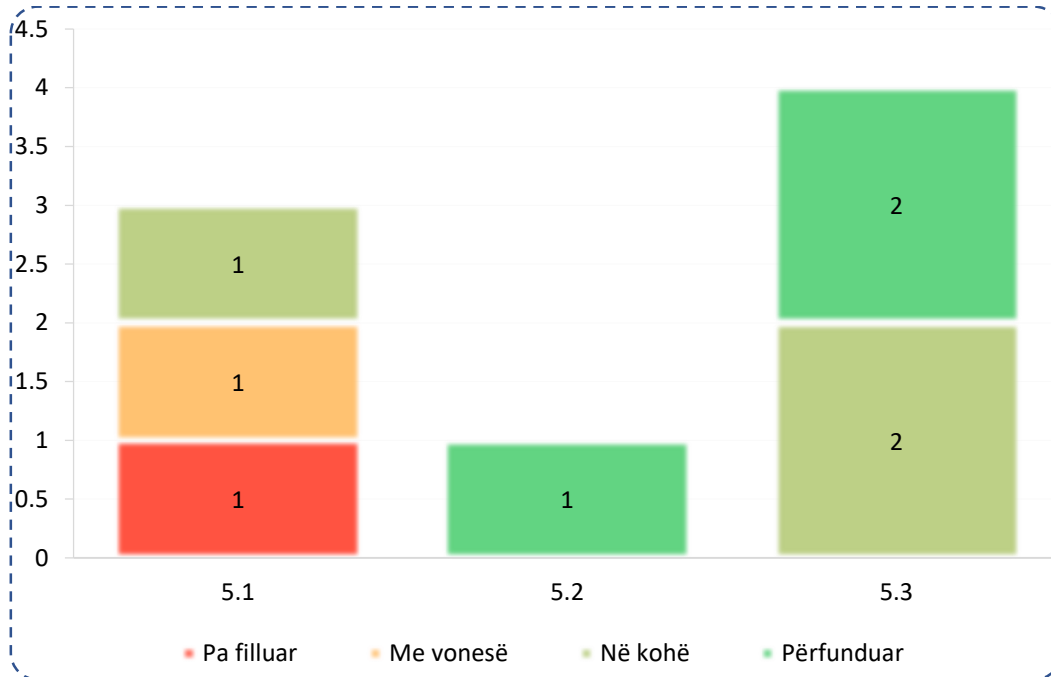
Figure 8: Implementation Status of Three Specific Objectives in PP 5

Objektivi Specifik	5.1	5.2	5.3
E pa gjurmuar	0	0	0
Pa filluar	1		0
Me vonesë	1		
Në kohë	1		2
Përfunduar	0	1	2
Gabim	0	0	0
Realizimi në përqindje (%)	23%	100%	75%
Statusi i Objektivit	Mirë	Shumë mirë	Shumë mirë

Graph 16: Implementation Status of Three Specific Objectives of PP 5



Graph 17: Applicability of measures of PP 5



Measure 5.1.1 "Consolidation of the role of LGUs in the exercise of their functions by clarifying the legal and administrative overlaps in relations with the central government (competencies of the Municipal Council, public consultation and citizen decision-making)". Throughout the year 2023, trainings were held with the councils of local self-government units to clarify their role in the processes of exercise of duty.

Measure 5.1.2 "Building an incentive mechanism for increasing the efficiency of Municipal Councils, taking into account its performance, municipal commissions and other aspects related to transparency and accountability, taking into consideration gender-based integration". This measure is still in process, as a clear framework for the performance of Municipal Councils in relation to transparency and accountability must be drawn up.

Measure 5.1.3 "Strengthening the capacities of Municipal Councils and encouraging the exchange of good practices on transparency, accountability and decision-making based on the principle of subsidiary". Throughout the year 2023, trainings have been developed regarding the best practices of transparency, accountability and decision-making. In relation to this measure, the Agency for the Support of Local Self-Government in cooperation with ASPA and the "BtF" project during the period September-December 2023, has developed training aimed at clarifying the legal role of the municipal council, where 81% of the trained counselors were elected once first.

Measure 5.2.1 "Coordination and co-ordination with LGUs for the drafting of integrity plans and the Code of Conduct". In relation to the implementation of this measure, the Agency for the Support of Local Self-Government in cooperation with the Institute for Democracy and

Mediation (IDM) has coordinated the work on the drafting of integrity plans for the municipalities of Lushnje, Librazhd and Roskovec.

For **measure 5.3.1** "Strengthening the role of EU Units to coordinate and participate in municipal policy development processes", ASPA in cooperation with the project "Municipalities for Europe" has developed during 2023, 4 regional trainings for European Integration structures with 92 participants from the new staff of the Integration Units from the 61 municipalities of the country. Also related to the extension of the Integration process beyond the Local Self-Government Units, ASPA in cooperation with the "BpE" project, developed 22 regional trainings with 678 participants in total, dedicated to increasing the capacities of the European Integration Structures near the municipalities with the following topics:

- The negotiation process and the role of municipalities;
- Successful Writing of Project Proposals based on open calls in the Horizon Europe and City Twinning (CERV) European Programs;
- Regional Training for PRAG – EU Procurement Procedures; Regional trainings with General Secretaries, Vice-Presidents, the management team of the municipalities.

Regarding **measure 5.3.3** "Development of helpful instructions for the local administration related to the European integration agenda at the local level", ASPA in cooperation with ASLSG and the BPE project have produced during 2023:

- 2022 Report on the Progress of Municipalities in the European Integration Process,
- Report of Projects financed by Donors for Municipalities,
- The Negotiation Process tab.

Regarding **measure 5.3.4** "Creation of a monitoring and reporting system for projects implemented by LGUs", the municipalities have reported that 45 of them use a written or electronic reporting system.

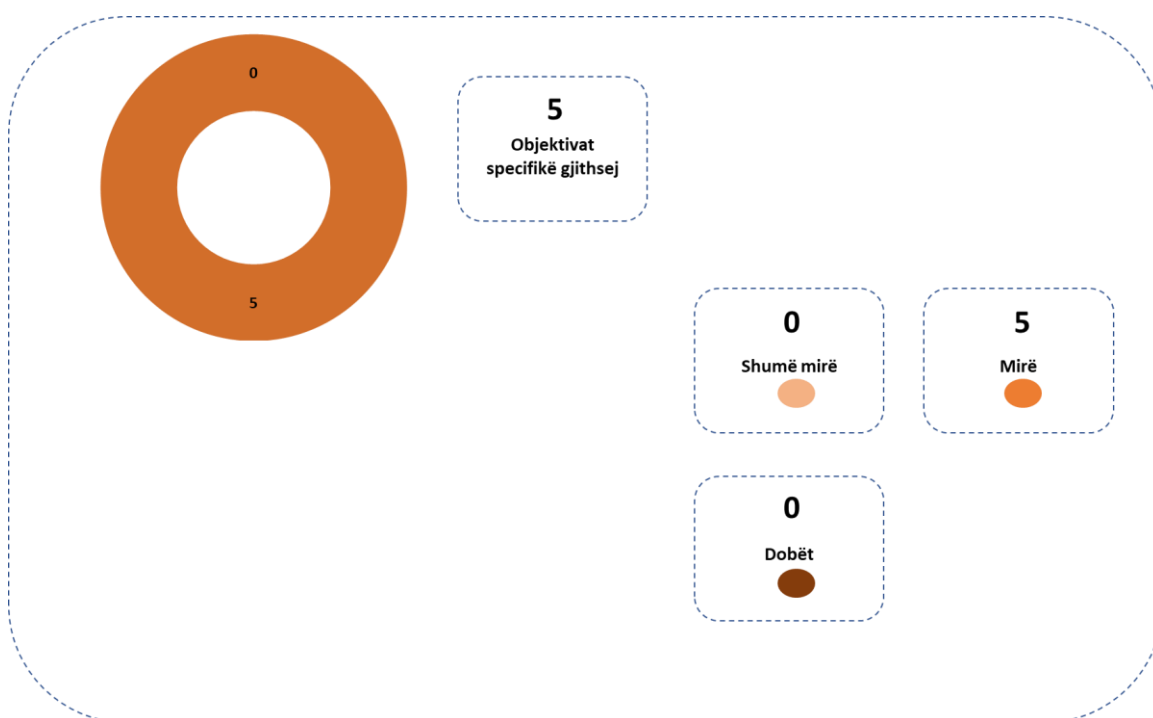
5.7 PP 6: DEVELOPMENT AND STRENGTHENING OF NECESSARY LOCAL AND CENTRAL CAPACITIES AND A COMPREHENSIVE FUNCTIONAL GOVERNANCE COORDINATION OF DECENTRALIZATION ACTORS

Figure 9 presents the status of the implementation of measures within this strategic goal and the degree of their realization. As shown, 11 measures are behind schedule according to the action plan, while 10 measures are in the process of being implemented, and 2 measures have been fully implemented. The total implementation status, calculated as a percentage, is 30%, indicating that this political goal has weak feasibility for the duration of the action plan.

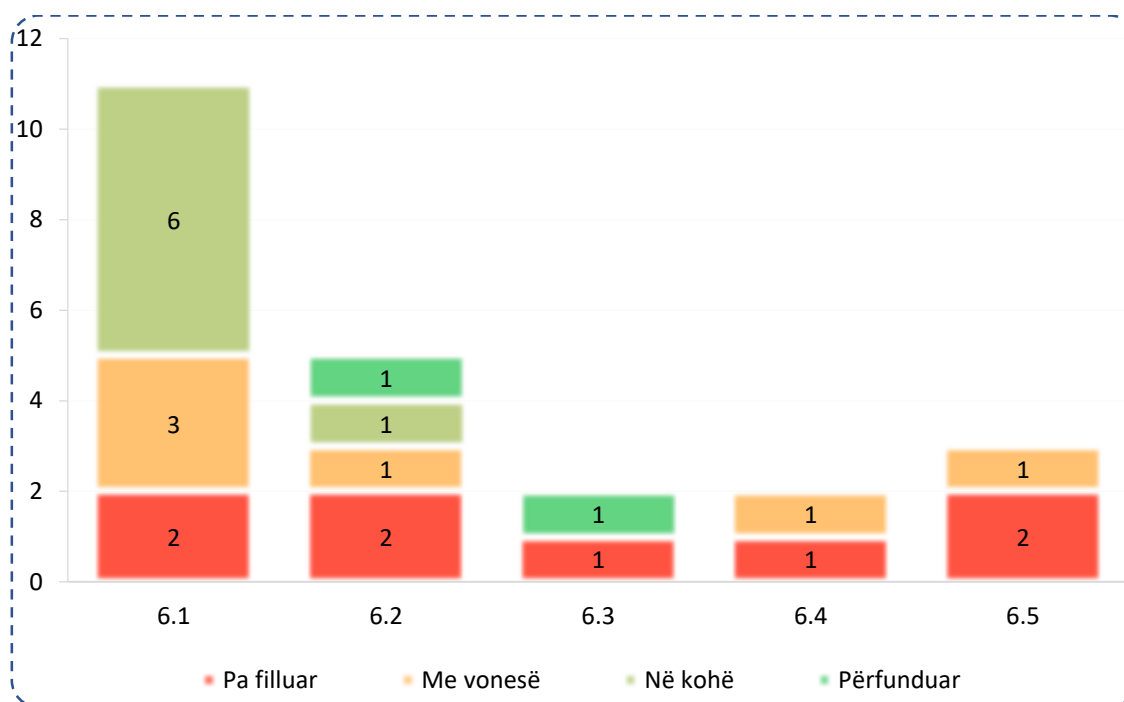
Figure 9: Implementation Status of Five Specific Objectives in PP 6

Objektivi Specifik	6.1	6.2	6.3	6.4	6.5
E pa gjurmuar					
Pa filluar	2	2	1	1	2
Me vonesë	3	1		1	1
Në kohë	6	1			
Përfunduar		1	1		
Gabim					
Realizimi në përqindje (%)	48%	34%	50%	10%	7%
Statusi i Objektivit	Mirë	Mirë	Mirë	Mirë	Mirë

Graph 18: Implementation Status of Five Specific Objectives in PP 6



Graph 19: Applicability of measures of PP 6



In relation to **measure 6.1.1** of the "National evaluation for continuous training based on needs", ASPA is committed to supporting the local administration with training that focuses on the fulfillment of functional tasks, the achievement of concrete work objectives, as well as the development personal of individuals. For this reason, it developed the process of assessing training needs for 2023 and reflected the collected needs in the 2023-2024 training calendar.

Referring the **measure 6.1.2** relating to the creation of the Academy of Local Government at the initiative of the Minister of State for Local Government for strengthening and developing the capacities of local self-government units, an inter-institutional working group was set up, by Order of the Prime Minister no. 6 dated 12.01 .2024 "On the establishment of the inter-institutional working group for the development of the capacities of local officials and elected officials". This is a measure that will be fully realized during the reporting of 2024, but it is worth emphasizing this year the achievement of the consolidation of this initiative. Taking into consideration that the establishment of the Academy of Local Government is foreseen during the year 2024, the working group has agreed that the year 2024 will be a transitional year where ASLSG will be the institution responsible for coordinating initiatives for the provision of training, based on the functional tasks provided for the decision of the Council of Ministers for the organization and operation of ASLSG. The Directorate of Training and Capacity Building has been set up at the agency, which has as its main focus the assistance and support for the LGUs, developing training based on the needs of the local government, providing technical assistance, distributing good practices and developing the platform of knowledge. During the reporting period ASLSG in cooperation with the BPE project completed the training cycle for procurement procedures according to EU rules, which started in 2023.

In relation to the **measure 6.1.3** "Analysis of the salary level and revision (increase) of the salary level of the employees in LGUs, to ensure the stability of the existing employees and

the attraction of new talented and professional employees", was carried out during the year 2023 with the approval of the Council of Ministers for the salary level, with decision no. 328, dated 31.05.2023.

Related to the **measure 6.1.4** "Increasing the capacities of public servants through the implementation of training and internship programs, dedicated to young civil servants", during the year 2023, the following activities were organized within the framework of this program:

- On May 17, in a dedicated event, the newest program was presented, "Young Cells.
- Determination of selection criteria; test development; interviews and selection of winners took place between the months of June-July 2023.
- On September 21, the presentation ceremony of the 25 winning candidates selected within the "Young Cells Albania" project took place.

Measure 6.1.5 "Evaluation for the improvement of the functionalities of the "Administrata.al" platform, to reflect the needs of the institutions, including the local level, for a unified management of human resources", is a measure whose responsible institution is the Department of Public Administration and from the report it turns out to be in process.

Measure 6.1.6 "Assessment of Training Needs for the use of the "Administrata.al" platform to respond effectively to the training needs of the staff at the central and local level and the design of the training plan for the LGUs on the use of the portal" Administrata.al", it is a measure which has the Department of Public Administration as the responsible institution, and from the report it turns out to be in the process.

Measure 6.1.7 "Raising the capacities of the Human Resources Management Units of the Public Enterprises for the use of the "Administrata.al" platform through training and assistance through the help desk set up at the DAP", from the report of the Department of Public Administration, it is emphasized that after the changes that the platform will undergo in its functionalities, it will be continued with the drafting of an action plan for capacity building.

Measure 6.1.8 "Increasing the use of the functionalities of the "Administrata.al" platform, for the management of human resources by LGUs, including periodic reporting, by DAP it is reported that regarding the increase in the use of the integrated cooperation platform "Administrata.al", with the support of the project of the Council of Europe "Supporting the Reform of Public Administration at the Local Level in Albania", financed by the German government, DAP and KMSHC, anticipate undertaking several measures such as the development of trainings with platform users, the preparation of video tutorials for using the specific functionalities of the platform as a dedicated help desk to support employees, especially those at the local level. All the above-mentioned elements will be developed during the last quarter of 2024. The administrata.al platform, together with the Human Resources Management Information System (HRMIS) are part of an intervention by the National Agency of the Information Society, which is expected to be finalized in September 2024, which will pave the way for trainings with central and local level employees.

Measure 6.1.9 "Drafting and integration of the framework of competences for the human resources of LGUs in the training plan of ASPA", the Department of Public Administration has reported that with the support of the project of the Council of Europe "Supporting the Reform of Public Administration at the Local Level in Albania", financed by the German government, a report of recommendations has been drawn up regarding the development of a competence

framework for civil servants at the central and local level. This report was discussed with representatives of human resources units at the meeting of the professional resource network held in November 2023. Currently, a draft framework of essential competencies for civil servants at the local level has been drawn up, taking as an example the Municipality of Tirana. This draft framework will be discussed at the next meeting of the human resources network.

Measure 6.1.10 "Drafting of the strategy/plan for the development of capacities of elected officials and other officials of local government units in 61 municipalities and 12 district councils.' It is emphasized that with the support of the Council of Europe project 'Support for Public Administration Reform at the Local Level in Albania,' financed by the German government, a report of recommendations has been developed regarding the improvement of the training needs assessment process carried out by ASPA, with the aim of conducting a more inclusive and efficient process. This report aims to guide the transformation of the process to digital, based on the fact that the goal is for the training needs assessment process to be conducted electronically, through the training needs assessment module, which is also being updated with the support of the project, to achieve more effective and reliable results.

Additionally, the Agency for the Support of Local Self-Government, in cooperation with the Strong Municipalities project, conducted training for members of municipal councils in 2023, with 13 nationwide trainings on the responsibilities of local councilors and 861 certified participants."

Measure 6.1.11 " Creation of performance measurement models at the local level based on comparative results. Performance measurement modules have been developed and approved for civil servants.

Measure 6.2.1 "Identification and evaluation of relations and roles of central and local institutions in support of local government". Throughout the year 2023, through the Consultative Council, an analysis of the relations and roles of central institutions in support of local self-government was carried out. Based on this document, in 2024, the decision of the Council of Ministers on the Consultative Council was amended, completing the institutional framework, in support of local government.

Measure 6.2.2 "Strengthening the capacities of the Directorate of Local Affairs and ASLSG for evaluation, monitoring and implementation of the decentralization agenda" and measure 6.2.3 "Strengthening the role of the Decentralization Thematic Group in discussing the decentralization agenda and coordinating with donors ", evidences that the main coordinating and reporting powers of the decentralization agenda, due to the updating of the legislation, are entrusted to the ASLSG. The year 2023 also marks the first year of the realization of the monitoring report by the agency.

Measure 6.2.3 "Strengthening the role of the Decentralization Thematic Group in discussing the decentralization agenda and coordinating with donors". This measure was implemented throughout the year 2023, re-dimensioning the coordination with donors. In the meetings held with the participation of SASPAC, the needs and problems that must be addressed according to the decentralization agenda were clarified.

Measure 6.2.4 "Review of the legal and regulatory framework of the operation of the Consultative Council to increase its proactive role under the dialogue between the central and

local governments" and measure 6.2.5 "Strengthening the role of the Consultative Council in strengthening the dialogue between the government central and local self-government". With the approval of the decision of the Council of Ministers no. 244, dated 17.4.2024, the way of organization and operation of the consultative council with local self-government was re-conceptualized. The purpose of this change was to strengthen the role of the CC in strengthening the dialogue between the central government and local self-government, as well as increasing the role of local government in the consultative process of draft acts related to the standards of local services. During the year 2023, the Consultative Council passed 59 project acts.

Measure 6.3.1 "Assessment of readiness for further decentralization according to specific functions and special municipal features". In relation to this measure, during the year 2023, a draft order of the Prime Minister has been prepared for this purpose. In April, the order of the Prime Minister was approved and 3 consultative meetings were held between the Ministries and selected municipalities for the evaluation of the decentralization of the responsibilities exercised by the central institutions.

Measure 6.3.2 "Evaluation and re-dimensioning of the role of counties in the framework of inter-regional development, among them the identification of areas with potential for economies of scale". ASLSG has assessed the role of the counties in the framework of regional development. Regarding the responsibilities and functions that can be added to the institution of the District Council, the amended law 139/2015 "On Local Self-Government" is required.

Measure 6.4.1 "Revision of the legal and regulatory framework of the institution of the prefect".

In connection with the implementation of this measure, the drafting and approval of the draft law "On some additions and amendments to the law 107/2016 "On the District Prefect" is foreseen in the first four months of 2024.

Regarding the **measure 6.4.2** "Strengthening the monitoring and increasing the cooperation of the prefect's institution with the territorial branches, including the role in the monitoring of national standards" has not been applied, since the drafting and approval of the draft law "On some additions and changes to the law no. 107/2016 "For the District Prefect" is foreseen in the first four months of 2024.

Measure 6.5.1 "Offering and sharing of knowledge/experiences by associations". In relation to this measure, the Association for Local Autonomy, throughout the year 2023, has shared 3 good practices with the municipalities. Specifically, 3 municipalities, Vlorë, Lezhë and Berat, have been identified as practices that can serve other municipalities to improve services.

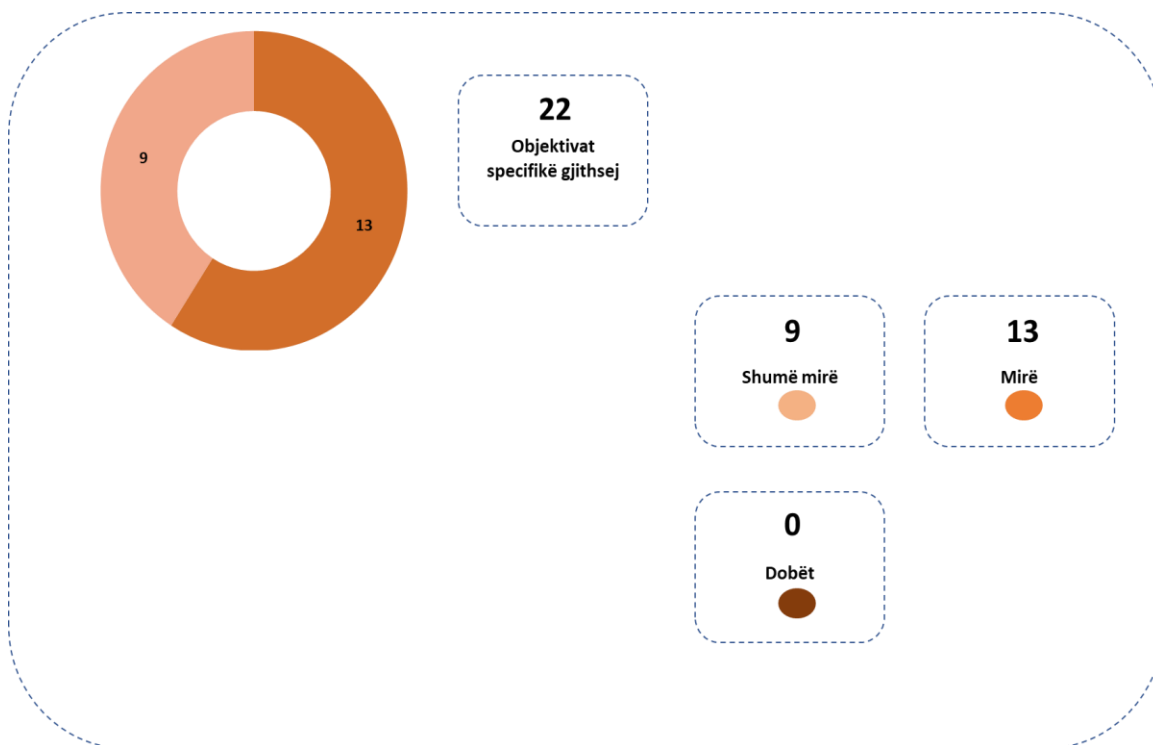
Measure 6.5.2 "Establishment/revival of professional forums nears the associations to help the interaction between the central and local governments" and Measure 6.5.3 "Consolidation of the Good Practices Competition mechanism and encouragement with prizes", there have been no developments for the year 2023.

In total, the political goals have a realization of 48%, where 8 specific objectives have progressed very well, 13 are in the process of realization and only one objective is behind the action plan for realization.

Figure 10: Summary of the Status of 22 Specific Objectives

Statusi I Objektivit	Numri
Dobët	0
Mirë	13
Shumë Mirë	9
Total	22

Graph 20: Total of the specific objectives



- **Recommendations and conclusions**

The full development of the strategy's monitoring and reporting system in practice may take time before it comprehensively and efficiently serves the purposes of policy-making and accountability for the decentralization process. The implementation of monitoring instruments and framework will improve over time the depth and quality of information generated during the monitoring process with the ultimate aim of influencing decision-making.

During the work undertaken to compile the monitoring framework and create the conditions for monitoring the implementation of the Decentralization Strategy, several challenges were identified which are listed below along with the relevant recommendations.

Strengthening the horizontal role of the Central Government in cross-sectoral monitoring of the Strategy

The decentralization and local government strategy highlights the difficulties encountered by ASLSG in obtaining reports from line ministries, a challenge also confirmed during the collection of information for the preparation of the monitoring report for 2023. These difficulties are reflected both in the definition of coordinators for reporting and in the completeness and timeliness reporting.







Adequacy of funding and budgeting

Reports from line ministries and municipalities indicate a lack of budget program codes and financial resources dedicated to the implementing the measures planned in the Strategy Action Plan. Therefore, both the process of implementation and monitoring of the Strategy will have shortcomings, if it is not adequately budgeted. Budgeting will highlight the importance of the process and enable its implementation.

The budgeting of the strategy by the responsible institutions should be undertaken at both the central and local level. The monitoring and implementation structures of the Strategy at the central level will help include the strategy in the annual and mid-term planning process.

Annex 1. Reporting on the status of the implementation of the Strategy's action plan measures

Figure 11: General Information on the Realization of Measures

 1	 2	 3	 4	 5	 6
1.1.1	2.1.1	3.1.1	4.1.1	5.1.1	6.1.1
1.1.2	2.1.2	3.2.1	4.1.2	5.1.2	6.1.2
1.1.3	2.1.3	3.2.2	4.1.3	5.1.3	6.1.3
1.1.4	2.1.4	3.2.3	4.1.4	5.2.1	6.1.4
1.1.5	2.2.1	3.2.4	4.1.6	5.3.1	6.1.5
1.1.6	2.2.2	3.2.5	4.1.7	5.3.2	6.1.6
1.2.1	2.2.3	3.2.6	4.1.8	5.3.3	6.1.7
1.2.2	2.2.4	3.2.7	4.1.9	5.3.4	6.1.8
1.2.3	2.2.5	3.2.8	4.1.10		6.1.9
1.2.4	2.2.6	3.2.9	4.1.11		6.1.10
1.2.5	2.2.7	3.2.10	4.1.14		6.1.11
1.2.6	2.2.8	3.2.11	4.2.1		6.2.1
1.2.7	2.2.9		4.2.2		6.2.2
1.2.8	2.2.10		4.2.3		6.2.3
1.2.9	2.2.11		4.3.1		6.2.4
1.3.1	2.2.12		4.4.1		6.2.5
1.3.3	2.2.14		4.4.2		6.3.1
1.3.4	2.2.15		4.4.3		6.3.2
1.3.5	2.2.16		4.4.11		6.4.1
1.3.7	2.2.17		4.4.12		6.4.2
1.3.8	2.2.18		4.4.13		6.5.1
1.3.9	2.2.19				6.5.2
1.3.10	2.2.20				6.5.3
1.3.11	2.2.21				
1.4.1	2.2.22				
1.4.2	2.2.23				
1.4.3	2.2.24				
1.4.4	2.2.25				
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	2.2.49				
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	2.2.51				
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	2.3.2				
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	2.3.8				
	2.3.9				
	2.4.1				
	2.4.2				
	2.4.3				

- **PP. 1**

1.1.1 "Completion of the drafting process of local general plans, review of approved plans and drafting of strategic development plans": Feasibility to the extent of 80%, green color.

1.1.2 "Revitalization and presentation of incentives or new schemes for inter-country agreements and with other non-governmental actors": Feasibility at 80%, green color.

1.1.3 "Review of the legal framework on local schemes/existing practices of support and cooperation with businesses": Feasibility to the extent of 0%, red color the measure has not yet started to be realized.

1.1.4 "Clarification of legal spaces/overlaps related to the revitalization of commercial companies": Feasibility to the extent of 0%, red color, the measure has not yet started to be implemented.

1.1.5 "Drafting a guide for municipalities on the support of local businesses with grants or other services": Feasibility to the extent of 0%, red color, the measure has not yet started to be implemented.

1.1.6 "Continuous identification of good practices related to municipality-business cooperation and encouragement and orientation of municipalities for replication or adaptation as appropriate": Feasibility to the extent of 100%, green color.

1.2.1 "The use of local assets, as an instrument of local economic growth and a source of income generation. Identification, assessment and classification of municipal properties (inventory by each municipality): Feasibility 100%, green color.

1.2.2 "Strategy/Plan for the use of local assets by municipalities (determination of financial resources and fiscal policies that support the implementation of the strategy/plan)": Feasibility to the extent of 35%, green color, measure realized for the first year of the action plan.

1.2.3 "Enhanced inter-institutional cooperation in facilitating the process of transferring public properties to LGUs in order to increase the local economy": Feasibility to the extent of 100%, green color.

1.2.4 "Evaluation of the possibilities of facilitating the payment forms for the registration of ownership titles in favor of LGUs and a unified and combined legal framework with clear responsibilities of all actors": Feasibility to the extent of 50%, color orange, the measure is behind schedule.

1.2.5 "Revitalization of natural assets (such as forests and pastures or agricultural land fund)": Feasibility to the extent of 50% green color, measure realized for the first year of the action plan.

1.2.6 "Inter-municipal coordination in the direction of joint forest breeding plans for the purpose of local economic development": Feasibility to the extent of 10%, orange color, the measure is in the process of implementation.

1.2.7 "Development of the methodology for the assessment of natural capital" Feasibility to the extent of 100%, green color.

1.2.8 "Assessment of natural capital for each municipality according to the approved methodology": Feasibility 15%, orange color, the measure is in the process of implementation.

1.2.9 "Drafting the natural capital management plan for each municipality": Feasibility 15%, orange color, the measure is in the process of implementation.

1.3.1 "Encouraging the role of the municipalities for support through grant funding and facilitation of application in AZHBR schemes": Feasibility 100%, green color.

1.3.3 "Encouraging the role of municipalities and consolidating their capacities in the administration of the irrigation and drainage network, supporting it through funding from the

central government, as well as strengthening the coordination of policies for the development of primary networks under the administration of the Ministry of Education and Culture ", secondary and tertiary ones under the municipal competence": Feasibility 30%, orange color, the measure is in the process of implementation.

1.3.4 "Organization and operation of the structures responsible for the operation and maintenance of the irrigation and drainage infrastructure, dam safety and flood protection works, owned by LGUs. (Creation and consolidation of the Responsible Unit for Irrigation and Drainage, which also includes the Technical Management Unit of Dams): Feasibility 85%, green color.

1.3.5 "Conducting the pre-feasibility study of about 430 dams for dam safety and their use for irrigation, based on previous studies (for 195 dams) of dam safety": Feasibility 30%, orange color, measure located in realization process.

1.3.7 "Provision of sustainable irrigation service on the potentially irrigated area of 360,000 ha. (Continuing sustainable irrigation in about 250,000 ha with fully/partially rehabilitated irrigation infrastructure and increasing irrigation capacity by about 110,000 ha, mainly in mechanical lift irrigation schemes with pumping stations)": Feasibility 59%, green color.

1.3.8 "Providing stable drainage service on the potentially drainable surface of 280,000 ha (Continuation of the annual cyclical process of cleaning the network of drainage channels, the first by the Ministry of Education and Culture and the second and the third by the LGUs , as well as the technical improvement of hydropower plants): Feasibility 57%, green color.

1.3.9 "Improving flood protection security. (Through the rehabilitation and construction of flood protection embankments, for agricultural lands and rural areas by the Ministry of Agriculture and Rural Development and urban areas by LGUs): Feasibility 70% green color.

1.3.10 "Performance of providing irrigation and drainage services by LGUs, through populating the Irrigation and Drainage Information Management System data from LGUs itself (ujitja.al) and performance evaluation": Feasibility 54% green color.

1.3.11 "Clarification of powers for direct administrative sanctions for municipalities in relation to violations in the protection and use of forests and pastures": Feasibility 100%, green color.

1.4.1 "Strengthening of local tourism structures in accordance with the General Local Plan" Feasibility 25%, orange color, the measure is in the process of implementation.

1.4.2 "Revision of the legal framework on Cultural Heritage": Feasibility 30%, orange color, the measure is in the process of implementation.

1.4.3 "Establishment of an integrated system/database of the development of cultural heritage areas and objects at the local level": Feasibility 20%, orange color, the measure is in the process of implementation.

1.4.4 "Application of innovative instruments such as business and tourism improvement areas": Feasibility 100%, green color.

- **PP 2**

2.1.1 "Evaluation/Study on the efficiency of the provision of services provided by the municipalities": Feasibility 25%, orange color, the measure is in the process of implementation.

2.1.2 "Updated Legal Harmonization Study/Analysis, including potential overlaps and gaps between organic and sectoral law": Feasibility 100%, green color.

2.1.3 "Harmonization of laws and by-laws that define the relations between the central and local government for strengthening the role of LGUs in the implementation of functions": Feasibility 100%, green color.

2.1.4 "Preparation of manuals, regulations, models, service improvement plans (selected) that

serve the internal organization of LGUs for a provision according to service standards": Feasibility 0%, red color, the measure has not started yet to be realized.

2.2.1 "Legal harmonization for the competences of LGUs for UKN services": Feasibility 30%, orange color, the measure is in the process of implementation.

2.2.2 "Drafting 5-year business plans for all regional enterprises UKN sh. a, in consultation with the LGUs": Feasibility 30%, orange color, the measure is in the process of implementation.

2.2.3 "Technical assistance for LGUs for the review of used water tariffs, within the regionalism reform of UKN j.s.c.": Feasibility 30%, orange color, the measure is in the process of implementation.

2.2.4 "Drafting the regulatory framework for determining the criteria and regulating the protection of water resources designated for the production of drinking water": Feasibility 25% orange color, measures in process, approval of the law in April 2024.

2.2.5 "Revision of the regulatory framework for education in order to include local self-government in all preschool education processes, through a comprehensive process": Feasibility 40%, green color, measure implemented for the first year of the action plan.

2.2.6" Advancing the decentralization of the pre-school education function by giving municipalities powers to a) draft policies from the local government, b) adapt the function to local circumstances and c) include local actors (such as parents' councils) in the process of decision-making": Feasibility 30%, orange color.

2.2.7 "Establishment of the "Inter-municipal Conference for Preschool Education" as a local or regional body to coordinate municipalities, (or as a working group of Associations of Municipalities) in order to discuss common problems and projects" Feasibility 20%, orange color

2.2.8 "Determining the scheme of financial compensation and coverage of transportation expenses for students who follow the learning process in public preschool education institutions, outside the residence": Feasibility 100%, green color.

2.2.9 "Increasing the role of parents' participation in preschool education through the empowerment of boards and dedicated information campaigns": Feasibility 100%, green color.

2.2.10 "Increasing the capacities of the local administration for the management of the preschool education service through a curriculum and computerized certification system": Feasibility 20%, orange color, the measure is in the process of implementation.

2.2.11 "Technical and financial assistance to LGUs for the provision of services according to standards, including data collection (standard operating procedures in preschool education, performance evaluation of kindergarten directors, service improvement plans, etc.)": Feasibility 25% orange color, the measure is in the process of realization.

2.2.13 "Revision of the legal basis for environmental permits to determine municipal regulatory and monitoring responsibilities and powers for industrial activities that have a relatively low impact on the environment and that are developed in urban areas, outside industrial areas": Feasibility 100%, green color.

2.2.14 "Review of municipal competence for monitoring and direct administrative sanctions related to environmental protection and local competence in the field of protection from air, water and acoustic pollution": Feasibility 100%, green color.

2.2.15 "Support and capacity building for local action plans for the environment and air quality, as well as related structures": Feasibility 50%, green color measure implemented for the first year of the action plan.

2.2.16 "Support and increase of capacities for the protection of nature and biodiversity, in accordance with the relevant legislation in force": Feasibility 20% orange color, the measure is in the process of implementation.

2.2.17 "Strategic assessment of the environment of each municipality (identification of environmental problems, updating of sensitive areas where buildings with special noise level requirements are located, determination of local environmental objectives for each municipality, etc.): Feasibility 31%, orange color, the mass is in the process of realization.

2.2.18 "Initiative for the environmental education of the community (the importance of waste separation at the source, their disposal on schedule as well as the use of recyclable ecological bags, which improve and protect the urban environment)": Feasibility 100% green color.

2.2.19 "Study for the determination of waste areas and the institutional model of the governance and organization of Waste Areas and the role of LGUs": Feasibility 50%, green color, measure implemented for the first year of the action plan.

2.2.20 "Study and technical assistance for the clarification and negotiation of the contractual relations of the LGUs with the central government and waste treatment plants, including the review of the regulatory framework": Feasibility 0%, red color, the measure has not yet started is realized.

2.2.21 "Technical and financial assistance for LGUs for the provision of services according to standards, including differentiated collection and recycling (waste management plans, fiscal packages, etc.)": Feasibility 100%, green color.

2.2.22 "Drafting the regulatory framework for the applicability of the principle of extended producer responsibility for municipalities and counties": Feasibility 20% orange color, the measure is in the process of implementation.

2.2.23 "Conception and design of fiscal and financial incentive measures for recycling and composting activities at the local level": Feasibility 100%, green color.

2.2.24 "Information and awareness campaign for community mobilization for resource sharing and service quality monitoring": Feasibility 100%, green color.

2.2.25 "Elevation of human resources at the technical and managerial level for the management of the waste service through a curriculum and a computerized certification system": Feasibility 20%, orange color, the measure is in the process of implementation.

2.2.26 "Drafting the evaluation report for the safety supervision of dams and the role of LGUs": Feasibility 100% green color.

2.2.27 "Harmonization of the regulatory framework for the management of local water resources": Feasibility 100%, green color.

2.2.28 "Harmonization of the regulatory framework for road transport. Alignment of the legal framework with the acquis of the EU, related to public passenger road transport services": Feasibility 30%, orange color, the measure is in the process of implementation.

2.2.29 "Drafting and approval of projects for the construction and operation of passenger terminals and local public transport service buses": Feasibility 40%, green color, measure realized for the first year of the action plan.

2.2.32 "Study on the mechanism of the Social Fund and the financing of social care services at the municipality/district level as well as all actors in the effective use of the Social Fund": Feasibility 100%, green color.

2.2.33 "Completing the regulatory framework for the procurement of social services (manual and guide) and cooperation with public and private actors": Feasibility 100%, green color.

2.2.34 "Support for the empowerment of NJVNRs for case management in a gradual manner in all local units": Feasibility 100%, green color.

2.2.35 "Increasing capacities for local staff for management, provision and monitoring of services, including subcontracting of social care based on models, quality assurance and inspection": Feasibility 50%, green color, measure implemented for the first year of the action plan.

2.2.36 "Identification and planning of necessary services at the municipality and district level for women, girls, children, the elderly and PWD (specialized services)": Feasibility 80%, green color.

2.2.37 "Establishment of specialized services in support of PWD reform and improvement of physical access to these services, accompanied by the package for referral and provision of rehabilitation, as well as their rehabilitation": Feasibility 100%, green color.

2.2.38 "Proactive support and cooperation with SSS, AKPA for activation of NE beneficiaries of working age and referral to social services": Feasibility 100%, green color.

2.2.39 "Raising capacities for local staff to deal with minors in conflict with the law and relevant protocols, coordination with the Center for the Prevention of Juvenile and Youth Crimes": Feasibility 33%, green color, measure implemented for the year first of the action plan.

2.2.40 "Establishment and use of the systematic data collection system related to social housing in some pilot municipalities": Feasibility 20%, orange color, the measure is in the process of implementation.

2.2.41 "Development of social housing plans and periodic monitoring of their implementation": Feasibility 49%, green color, measure implemented for the first year of the action plan.

2.2.41.1 "Increasing the coverage of social housing programs": Feasibility 20%, orange color, the measure is in the process of implementation.

2.2.42. "Designing intervention methodology and standard procedures for intervention in case of fire and natural disaster": Feasibility 50%, orange color, the measure is behind schedule.

2.2.42.1 "Identification and mapping of processes at all levels of the structures of the FP in order to propose innovative systems for facilitating work processes, real-time monitoring and providing online services to citizens": Feasibility 50 %, green color, measure implemented for the first year of the action plan.

2.2.43 "Identification of projects that would enable the digitization of the FP service related to calls addressed to the unique number 128": Feasibility 50%, green color, measure implemented for the first year of the action plan.

2.2.44 "Drafting strategy documents for risk reduction and assessment at the local level (national civil emergency plan and operational plan)": Feasibility 35% green color, measure implemented for the first year of the action plan.

2.2.45 "Drafting the local plan for civil emergencies": Feasibility 48%, green color, measure implemented for the first year of the action plan.

2.2.46 "Creating a database at the local level for civil emergencies": Feasibility 67%, green color.

2.2.47 "Strengthening the local structure for civil protection": Feasibility 26%, orange color, the measure is in the process of implementation.

2.2.48 "Training of LGUs employees and voluntary community groups to deal with natural disaster situations": Feasibility 70%, green color.

2.2.49 "Drafting by-laws in addition to the new Municipal Police Law": Feasibility 100%,

green color.

2.2.50" Completion of the regulatory framework for the operation of Local Public Safety Councils": Feasibility 50% green color, measure implemented for the first year of the action plan.

2.2.51 "Incentive for strengthening administrative capacities and training of municipal police officers": Feasibility 70%, green color.

2.3.1 "Mapping of all service standards provided by municipalities, dividing them according to the type of standards (technical, administrative, service)": Feasibility 0%, red color, the measure has not yet started to be implemented.

2.3.2 "Development of the methodology for establishing minimum national standards for selected services": Feasibility 50%, green color, measure implemented for the first year of the action plan.

2.3.3 "Prioritization of a list of minimum national standards and coordination of the process for their establishment": Feasibility 0%, red color, the measure has not yet started to be implemented.

2.3.4 "Drafting and approval of preschool education service standards and their costs": Feasibility 30%, orange color, the measure is in the process of implementation.

2.3.5 "Determining unit costs for social care services as well as drafting new standards and reorganizing existing standards in the field of social care services": Feasibility 50%, green, measure implemented for the first year of the plan of action.

2.3.6" Drafting and approval of the complete package of minimum national standards for the provision of UKN services": Feasibility 30%, orange color, the measure is in the process of implementation.

2.3.7 "Design and approval of waste service standards and their costs": Feasibility 20%, orange color, the measure is in the process of implementation.

2.3.8 "Feasibility study for minimum national standards for the provision of local public transport services and social policies (facilitated fares)": Feasibility 30%, orange color, the measure is in the process of implementation.

2.3.9" Drafting and approval of standards for the construction and operation of multimodal stations of local public transport vehicles": Feasibility 0%, red color, the measure has not yet started to be implemented.

2.4.1 "Building a system based on performance based on measurable and verifiable indicators": Feasibility 100% green color.

2.4.2 "Adaptation of the normative framework for the construction of a performance-based system": Feasibility 20%, orange color, measure in the process of realization.

2.4.3 "Drafting guidelines for setting up Performance Units at the municipal level and increasing capacities for its use": Feasibility 99% green color.

- **PP 3**

3.1.1 "Assessment of practices, needs and digital readiness of municipalities and the public": Feasibility 100%, green color.

3.2.1 "Implementation of electronic services on the e-Albania platform": Feasibility 30%, orange color, the measure is in the process of implementation.

3.2.2 "Implementation of the application handling and management system": Feasibility 30%, orange color, the measure is in the implementation process.

3.2.3 "Creating the electronic system of records and electronic documents": Feasibility 30%, orange color, the measure is in the process of realization.

3.2.4 "Implementation of the e-inspection system": Feasibility 0%, red color, the measure has not started to be implemented yet.

3.2.5 "E-fines system for the Municipal Police": Feasibility 100% green color.

3.2.6 "Establishment of the online system of local taxes and fees"; Realization 0%, red color, mass has not started to realize yet.

3.2.7 "Establishment of the financial system for accounting and warehouse management": Feasibility 0%, red color, the measure has not started to be implemented yet.

3.2.8 "Implementation of new and unified official websites (websites) of each municipality": Feasibility 30%, orange color, the measure is in the process of implementation.

3.2.9 "Implementation of the public works management system": Feasibility 0%, red color, the measure has not started to be implemented yet.

3.2.10 "Establishing the system of electronic acts of the Municipal Council and their publication": Feasibility 0%, red color, the measure has not yet started to be implemented.

3.2.11 "Establishment of centralized hardware infrastructure for local government ICT systems": Feasibility 0%, red color, the measure has not yet started to be implemented.

- **PP 4**

4.1.1 "Increase in income from real estate tax": Feasibility 51%, green color.

4.1.2 "Population and updating of the fiscal cadastre": Feasibility 51%, green color.

4.1.3 "Approval of the law and regulatory framework for real estate tax": Feasibility 60%, green color.

4.1.4 "Establishment of a monitoring system for real estate tax": Feasibility 51%, green color.

4.1.6 "Implementation of the division of income from personal income tax, according to the provisions of Law no. 68/2017, "On the finances of Local Self-Government": Feasibility 100%, green color.

4.1.7 "Drafting the Instruction and how to calculate the division between local self-government units of income from personal income tax": Feasibility 70%, green color.

4.1.8 "Implementation of the necessary changes (interconnection) in the IT system of the central tax administration to enable full identification of the residence of taxpayers": Feasibility 50%, green color, measure implemented for the first year of the action plan.

4.1.9 "Change of the legal framework to reflect the increase of the taxing part of the local self-government units from the mining rent from the current level of 5% to 8%": Feasibility 10%, orange color, the measure is in the process of implementation.

4.1.10 "Establishment of a reporting and reconciliation system between the central administration and local self-government units for the amount of royalty payable": Feasibility 80%, green color.

4.1.11 "Feasibility study for the allocation of revenues from other national taxes (joint taxes)": Feasibility 10%, orange color measure is in the process of implementation.

4.1.14 "Feasibility study for the Unified Tax MIS System (TAIS), including module for financial management of assets": Feasibility 10%, orange color, the measure is in the process of implementation.

4.2.1 "Integration of specific transfers in the unconditional transfer (general and sectoral) for the management of functions. Transfer of general grants and sectoral grants": Feasibility 50%, green color measure implemented for the first year of the action plan.

4.2.2 "Designing a study on local functions that are financed with conditional transfers, the needs of municipalities for financing and the possibilities of financing": Feasibility 20%, orange color, the measure is in the process of implementation.

4.2.3 "Improving the legal and regulatory framework for financing with conditional grants of local functions or capital projects in strategic sectors for local self-government units": Feasibility 20%, orange color, the measure is in the process of implementation.

4.3.1 "Financing through borrowing of local government units": Feasibility 70%, green color.

4.4.1 "Feasibility study for domestic AFMIS: defining functional requirements and business processes": Feasibility 100%, green color.

4.4.2 "Development of the detailed concept for AFMIS and the detailing of the IT solution and the terms of reference for the construction of the system": Feasibility 10%, orange color, the measure is in the process of realization.

4.4.10 "Estimation of costs and approval of a legal act (VKM) for the registration and provision of information free of charge with simplified modalities to LUs related to local public assets and the establishment of insurance burdens on properties": Feasibility 0% , red color, the measure has not yet started to be realized.

4.4.11 "Inclusion in the SIFQ of the requirements of NJVV for incremental accounting, management of debtors and creditors, as well as periodic and annual financial reports. Coincides with the process of further development / expansion of SIFQ.": Feasibility 20%, orange color, the measure is in the process of realization.

4.4.12 "Evaluation of the technical aspects for the division of local accounts into the Unified Treasury Account": Feasibility 0%, red color, the measure has not yet started to be implemented.

4.4.13 "Identification (separation) of local accounts": Feasibility 0% red color the measure has not started to be implemented yet.

- **PP 5**

5.1.1 "Consolidation of the role of LGUs in the exercise of their functions by clarifying legal and administrative overlaps in relations with the central government (competencies of the Municipal Council, public consultation and citizen decision-making): Feasibility 20%, orange color, the measure has not yet started to be implemented.

5.1.2 "Building an incentive mechanism for increasing the efficiency of Municipal Councils considering its performance, municipal commissions and other aspects related to transparency and accountability, taking into consideration gender-based integration": Feasibility 0%, color red, the measure has not yet started to be implemented.

5.1.3 "Strengthening the capacities of Municipal Councils and encouraging the exchange of good practices on transparency, accountability and decision-making based on the principle of subsidiarity": Feasibility 50%, green color, measure implemented for the first year of the action plan

5.2.1 "Coordination and co-ordination with LGUs for the drafting of integrity plans and the Code of Conduct": Feasibility 100%, green color.

5.3.1 "Strengthening the role of EU Units to coordinate and participate in municipal policy development processes": Feasibility 50%, green color, the measure is in the process of implementation.

5.3.2 "Extending the EU integration processes beyond the EU Units, ensuring the appropriate involvement and contribution of the entire local administration": Feasibility 50% green color, measure implemented for the first year of the action plan.

5.3.3 "Development of helpful instructions for the local administration regarding the European integration agenda at the local level": Feasibility 100%, green color.

5.3.4 "Creation of a monitoring and reporting system for projects implemented by LGUs": Feasibility 100%, green color.

- **PP 6**

6.1.1 "National assessment of training needs and continuous training based on training assessment": Feasibility 25%, orange color, the measure is in the process of implementation.

6.1.2 "Creating a dedicated training structure (Training Academy) of the administration at the local level, including local elected officials": Feasibility 30%, orange color, the measure is in the process of implementation.

6.1.3 "Analysis of the salary level and revision (increase) of the salary level of employees in LGUs, to ensure stability of existing employees and the attraction of new talented and professional employees": Feasibility 0%, red color, the measure has not yet started to be implemented.

6.1.4 "Raising the capacities of public servants through the implementation of training and internship programs, dedicated to young civil servants": Feasibility 90%, green color.

6.1.5 "Evaluation for the improvement of the functionalities of the "Administrata.al" platform, to reflect the needs of the institutions, including the local level, for a unified management of human resources": Feasibility 0%, red color, the measure has not started yet to be realized.

6.1.6 "Assessment of Training Needs for the use of the "Administrata.al" platform to respond effectively to the training needs of staff at the central and local level and the design of the training plan for LGUs on the use of the portal "Administrata.al": Feasibility 75%, green color.

6.1.7 "Increasing the capacities of the Human Resources Management Units of the Public Enterprises for the use of the portal "Administrata.al" platform through training and assistance through the help-desk set up at DAP": Feasibility 30%, orange color, measures in realization process.

6.1.8 "Increasing the use of the functionalities of the "Administrata.al" platform, for the management of human resources by LGUs, including periodic reporting" Feasibility 51%, green color, measure implemented for the first year of the action plan.

6.1.9 "Design and integration of the framework/framework of competences for the human resources of the LGUs in the ASPA training plan": Feasibility 75%, green color.

6.1.10 "Drafting the strategy/plan for the development of the capacities of elected officials and other officials of the LGUs in 61 municipalities and 12 district councils": Feasibility 75%, green color.

6.1.11 "Creating performance measurement models at the local level based on comparative results": Feasibility 75%, green color.

6.2.1 "Identification and evaluation of the relations and roles of central and local institutions in support of local governance": Feasibility 0%, red color, the measure has not yet started to be implemented.

6.2.2 "Strengthening the capacities of the Directorate of Local Affairs and ASLSG for assessment, monitoring and implementation of the decentralization agenda": Feasibility 100%, green color.

6.2.3 "Strengthening the role of the Decentralization Thematic Group in discussing the decentralization agenda and coordinating with donors": Feasibility 0%, red color, the measure has not yet started to be implemented.

6.2.4 "Review of the legal and regulatory framework of the operation of the Consultative Council to increase its proactive role under the dialogue between central and local governments": Feasibility 20%, orange color, the measure is in the process of implementation.

6.2.5 "Strengthening the role of the Consultative Council in strengthening the dialogue between the central government and local self-government for the coordination of activities and the analysis of legislation for review, as well as the increase of the role of local government in the consultative process of draft acts related to the standards of local services.": Feasibility 50%, green color, measure implemented for the first year of the action plan

6.3.1 "Evaluation of readiness for further decentralization according to specific functions and special municipal features": Feasibility 100%, green color.

6.3.2 "Assessment and re-dimensioning of the role of counties in the framework of inter-regional development, among them the identification of areas with potential for economies of scale": Feasibility 0%, red color, the measure has not yet started to be implemented.

6.4.1 "Review of the legal and regulatory framework of the institution of the prefect": Feasibility 20%, orange color, the measure is in the process of implementation.

6.4.2 "Strengthening the monitoring and increasing the cooperation of the prefect's institution with the territorial branches, including the role in the monitoring of national standards": Feasibility 0%, red color, the measure has not yet started to be implemented.

6.5.1 "Offering and sharing of knowledge/experiences by associations": Feasibility 20%, orange color, the measure is in the process of implementation.

6.5.2 "Establishment / revitalization by associations of professional forums to help the interaction between the central and local government": Feasibility 0%, red color, the measure has not started to be realized yet.

6.5.3 "Consolidation of the mechanism of the Competition of Good Practices and encouragement with prizes": Feasibility 0%, red color, the measure has not started to be implemented yet.

