



End of Phase Report dldp 3

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Project Name: Decentralisation and Local Development Project (dldp) 3

Reporting period: 2014-2017

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Front Cover picture

Presenting General Local Plan components - citizens of Malësi e Madhe Municipality attending regional cultural event, make use of GLP maps

Photo: Iceberg communication/dldp

List of Abbreviations

3R	Reduce, Reuse, Recycle
ASPA	Albanian School of Public Administration
CC	Coordination Committee
CoC	Centre of Competence
CoE	Council of Europe
DCM	Decision of Council Ministers
dldp	Decentralisation and Local Development Programme
EU	European Union
EC	European Commission
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLP	General Local Plan
KM	Knowledge Management
LGU	Local Government Unit
FPT	Financial Planning Tool
ILO	International Labour Organisation
IOM	International Organisation for Migration
MoE	Ministry of Environment
MoF	Ministry of Finance
Mol	Ministry of Interior
MoSLI	Minister of State for Local Issues
MoU	Memorandum of Understanding
MoUD	Ministry of Urban Development
MP	Member of Parliament
MTBP	Medium Term Budgeting Programme
MTR	Mid Term Review
NAIS	National Agency for Information Society
NALAS	Network of Associations of Local Authorities of South East Europe
ODA	Overseas Development Assistance
OSCE	Organization for Security and Co-operation in Europe
iOSSH	(integrated) One Stop Shop
PCM	Project Cycle Management
PFM	Public Finance Management
PLGP	Programme for Local Governmental Planning (USAID)
PMO	Prime Minister's Office
PO	Programme Officer
PPA	Public Procurement Agency
SDC	Swiss Agency for Development and Cooperation
SDP	Strategic Development Plan
SDPeMTBP	e stands for the electronic version of the Financial Planning Tool developed under Phase 2 in order to link SDP with MTBP.
SP	Service Provider
STAR	Support to Territorial and Administrative Reform
SWM	Solid Waste Management
TAR	Territorial and Administrative Reform
UNDP	United Nations Development Programme
WB	World Bank
WiP	Women in Politics
WM	Waste Management
WRA	Water Regulatory Authority
YPO	Yearly Plan of Operation

1. Project Status

Name of project:	Decentralization and Local Government Program (DLDP) in the North of Albania		Country:	ALBANIA
Project no:	No. Ref. 7F-4382.04		DAC Category:	
Working Area:	Qarks of Shkodër, Lezhë, Kukës, Dibër & Durrës		Working Field:	GOVERNANCE
Start date of current phase:	1-Jan-14		End date of current phase:	31-Dec-17
Phases:	Phase I: start/end dates (year/month) 2006 - December 2009	Phase II: start/end dates (year/month): January 2010 - December 2013	Phase III: start/end dates (year/month) January 2014 - December 2017	Extension: January 2018 – June 2019
Phase Budget; contribution per donor:	4.5 Mio. CHF	4.8 Mio. CHF	8.37 Mio. CHF ¹	1.4 Mio. CHF
Short description of project, primary stakeholders and project logic (Impact Hypothesis/Results Chain):	<p>DLDP contributed substantial inputs at local, regional and national levels as well as for SDC's role as leading donor. DLDP 3 expanded its project area in three more Qarks (Dibër, Durrës and Kukës). This allowed for selecting new LGUs and disseminating/upscaling best practices horizontally. The project area (direct implementation) covered 5 of the 12 Qarks - or 30 % of the population. In the remaining 7 Qarks, DLDP worked through national stakeholders to facilitate and assure the dissemination of its proven tools and manuals.</p> <p>Dldp implemented an intervention approach (and impact hypothesis) that involved capturing and consolidating experiences at the local level, validating these experiences through a wider stakeholder engagement and anchoring this knowledge and know-how with national institutions in order to develop capacities and influence policy. Dldp has continued to use this bottom-up approach alongside multiple stakeholder engagement in the third phase thereby fostering its reputation for high-quality and well-tested inputs in order to contribute to improved governance systems.</p>			
Development Goal (Overall Goal):	Inclusive quality service delivery to citizens (men and women) is improved through strengthened capacities of local governments in Northern Albania, anchored dldp products at the national level and by contributing to a conducive legal framework.			
Outcome 1:	Partner municipalities have consolidated their planning, financial & administrative management capacities for quality service delivery as a response to territorial reform. ²	Main Indicators: • New plans and strategies are introduced to women and men citizens in all administrative units in the partner municipalities; • A unified system for collecting taxes and tariffs (in the supported services) is established in the partner municipalities; • Women and men staff of partner municipalities contribute actively to the development of know-how; • At least 80% of administrative units benefit from the grant scheme		
Outcome 2:	Functional mechanisms are in place, through which dldp key products (support packages, curricula, standards, etc.) are accessible, used & disseminated by national actors	Main Indicators: • Number of new functional mechanisms that DLDP has contributed to putting in place; • Number of existing functional mechanisms that DLDP contributes to; • No. of evidence for using/replicating DLDP technical packages at regional / national level (outside project area)		
Outcome 3:	DLDP and its key partners contribute to a more conducive national decentralization policy and legal frameworks by feeding in systemic and structured learning	Main Indicators: • % of successful inputs / lobby interventions of LGUs and their experts to improve decentralization and sectorial reforms; • Number of evidences that contribute to the development of service standards; • No. of DLDP/LGU experiences feeding into multi-stakeholder discussions and donor positions towards government; • Number of socially-sensitive DLDP inputs taken up by parliament / political parties		
Primary Stakeholders/ Right Holders:	Direct beneficiaries at local level are Municipalities in the northern part of Albania. Municipalities benefit support in the various core packages of DLDP, and capacity building through the Center of Competence (thematic groups of Municipalities' staff). At national level there are different beneficiaries including Line Ministries and national agencies covering waste management, PFM, e-gov, fund access, knowledge management, and policy influence. Targeted groups include the population of the Municipalities where the program is active, as well as disadvantaged groups such as: women, poor, cultural minorities (Roma).			
Project area, main location	DLDP is active in the north of Albania, i.e. Qarks (Counties) of Shkodër, Lezhë, Kukës, Dibër and Durrës.			
Project Set-up:	HELVETAS is the implementing organisation of DLDP. The project is under responsibility of the EEU unit. DLDP has two offices: one in Shkodër which is responsible mainly for the work at the local level; and one in Tiranë which is mainly responsible for working with the national level.			
Main implementing partners:	Local implementing partners are organizations and individual experts (service providers). Metro-POLIS, URI, Milieukontakt, REC, ICT Solution, ANTTARC, ALCDF, ISB, IP3, Studio D, CDI, Euro Partners, FLAG, DM Consulting, Atelier4, B&L Studio, UTS-01, IDRA.			
Project staff:	PM - Valbona Karakaçi. DLDP engages 12 national staff (no international, long-term staff).			
Donors:	SDC Swiss Cooperation Office c/o Embassy of Switzerland. Rruga: Ibrahim Rugova 3/1, Tirana, Albania			

¹ Additional budget awarded by SDC, in 2016, for the new line of GLP (CHF 500.000)

² Formulation of Outcome 1 and Outcome 2, after MTR

1. Introduction

The decentralisation and local development programme (dl dp) has supported a process of empowering local government units (LGUs) in Albania since 2006.³ Starting off in two regions (Qarks) of Northern Albania (Shkodër and Lezhë), the programme expanded its geographical focus in its third phase (January 2014 until December 2017) to working with LGUs in three more regions, namely Dibër, Kukës and Durrës. This expansion covered five out of the twelve regions of Albania, covering approximately 30 per cent of the country's population. In the remaining seven Qarks, dl dp has increased outreach through supporting national policies and strengthening national institutions to disseminate its proven tools and manuals developed and validated during the previous two phases.

Dl dp was conceived and implemented in the context of the decentralisation reform in Albania. The regularly revised decentralisation strategies were the reference point for project design and implementation. For example, the National Cross-Cutting Strategy for Decentralisation and Local Governance 2015-20 has the objectives to: 1) Initiate and complete the administrative-territorial reform; 2) Improve the decentralisation process of public funding; 3) Enhance the quality of and upgrade public services provided by local government, on the basis of European Union standards; 4) Enhance the transparency and accountability of the local government towards the community; and 5) Increase the participation of citizens and interest groups in the local government decision-making process.

The third phase of dl dp was implemented under extensive local government reforms. On 31 July 2014 the Albanian Parliament approved the law 115/2014 "On the territorial and administrative division of local government units in the Republic of Albania" which reduced the number of LGUs from 384 to 61 (municipalities). This left LGUs facing new governance challenges requiring them to devote much of their attention and capacity to simply adapting to the new situation. Moreover, enlarging the territory of the LGUs required greater emphasis on ensuring the internal cohesion of both remote rural areas and wealthier urban areas within the newly established territorial boundaries. For dl dp, in particular, this expanded territory meant ensuring that rural and urban areas were integrated and receiving the same level of service delivery.

In light of the shifting political context, the programme underwent a Mid-Term Review between October - December 2015 to establish progress in achievements and how to efficiently and effectively move forward and build on existing progress up until the end of the phase in December 2017. Based on the dynamic political context, evaluative discussions during the Mid-Term Review led to a change in the overall goal of the programme from improving inclusive quality service delivery to citizens (men and women) to instead maintaining this service level through strengthening capacities and internal cohesion of the newly reconstituted LGUs. This maintenance in service outreach and quality was further based on anchoring dl dp knowledge products and know-how at the national level and by contributing to a conducive legal framework to sustain the positive effects of dl dp's interventions beyond the duration of the programme. In achieving this overall goal, dl dp decided on an intervention approach (and impact hypothesis) that involved capturing and consolidating experiences at the local level, validating these experiences through a wider stakeholder engagement and anchoring this knowledge and know-how with national institutions in order to develop capacities and influence policy. Dl dp has continued to use this bottom-up approach alongside multiple stakeholder engagement in the third phase thereby fostering its reputation for high-quality and well-tested inputs in order to contribute to improved governance systems.

³ LGUs and municipalities are used interchangeably in this report.

Operating in a transitory political environment creates challenges from a project management and monitoring perspective. A shifting political context required several amendments to the log-frame to include supporting municipal partners on strategic and sectoral planning (initially foreseen to be phased out in this phase) and to respond to the implications that arose from the TAR rather than the capacities of municipalities to plan, implement and monitor services under 'routine' governance circumstances. Changes to the log-frame have disrupted a baseline for some key indicators used to monitor progress through the entire phase of the programme. This has created some reporting issues and therefore, wherever possible, an emphasis is placed on brief qualitative case studies and examples that indicate the achievements of the programme.

2. Outcomes achieved

Dldp's interventions in the third phase were based on three interlinking outcomes.

Outcome 1 was based on partner LGUs consolidating their planning, financial and administrative capacities for quality service delivery as a response to the territorial reform. In doing so, dldp piloted and developed experience across four thematic packages (Public Finance Management with Strategic Territorial Planning, Solid Waste Management, e-Governance, and Fund Access).

Outcome 2 aimed to capture the experiences acquired across the four thematic packages, to disseminate the knowledge to other municipal experts/staff all over Albania and anchor these experiences in national institutions. The outcome therefore involved ensuring functional mechanisms were in place through which dldp key products (training packages, sectoral standards, good practices, publications, policy papers, etc.) were accessible and disseminated by national actors.

Outcome 3 involved specific policy inputs and contributions that were broadly consulted among the various stakeholders, then consolidated and eventually fed into the policy formulation process in various sectors (mid-term budgeting, strategic planning, waste, e-governance) and the policy dialogue in decentralisation reform in general.

Despite the transitory context, it is highly commendable that dldp achieved or overachieved on the indicators linked to the three outcomes and their respective outputs while disbursements of the total project were over 95 per cent: an impressive achievement given the circumstances.

Description of intended and unintended effects (outcomes/ if possible impact)

The log frame attached as Annex 1 provides a comprehensive overview on objectives and achievements.

Impact Indicators

From a comparison based on Own Source Revenues (i.e. the collection of taxes and fees) for 2015 and 2016, revenue collection has increased for nine out of ten LGUs that have benefitted from the direct intervention of dldp, with an average increase of 63.2 per cent in revenue collected across the ten LGUs.⁴ In comparison to LGUs outside of the dldp area with a similar population level, geographical area and level of economic development, eight out of the ten compared LGUs saw an increase in revenues but at a significantly lower rate in comparison to dldp LGUs (an average of 29.97 per cent increase in revenue). The level of conditional and unconditional transfers from national level to municipalities did not increase despite the fact that new functions were delegated to the LGUs. Fiscal decentralisation remains a challenge since own revenues

⁴ For the full report on Impact Indicators linked to Own Source Revenues see the Impact Indicators Analysis, Annex 6.

over the past 10 years have not grown substantially and the tight financial situation of municipalities makes the sustainable financing and quality improvement of services challenging.

The representation of women substantially increased at local and national level, especially at the local level. The number of women elected in local elections was 12 per cent in 2011 while in 2015 this increased to 34 per cent. Meanwhile, the representation of women in the national parliament has increased from 18% in 2013 to 28% in 2017. Further, two women from the Women in Politics Network, both from Shkodër, upgraded from representing at the local to the national level in the Albanian parliament in 2015 and 2017 respectively.

Unconditional and conditional transfers from the national budget to all LGUs increased by 19 per cent between 2016 and 2017, while specific transfers dedicated to support new functions allocated to LGUs in 2016 was 11 per cent higher in comparison to 2015. Moreover, by the end of 2017 service delivery covered 83 per cent of the population of the LGUs in the dldp working area.

Outcome 1: Partner Municipalities have consolidated their planning, financial and administrative management capacities for quality service as a response to territorial reform

Reported along the thematic lines.

Public Finance Management and Strategic Territorial Planning

Dldp has supported partner LGUs in improving processes and practices towards more transparent, accountable and participative strategic and financial management and in particular on closing the whole Public Finance Management (PFM) cycle. This has involved supporting nine LGUs in developing Medium-Term Budget Plans (MTBP), Fiscal Packages and Annual Budgets using public hearings to ensure such processes are participatory. In total, 1002 citizens were involved in 68 public hearings related to PFM.

In further supporting the social and economic cohesion of the newly established municipalities, dldp has assisted with the development of General Local Plans (GLPs) for five LGUs (Tropojë, Vau Dejës, Mat, Klos and Malësi e Madhe). An intervention not initially part of the programme planning, this intervention was added to respond to changes implemented as part of the TAR as well as to build on dldp's existing knowledge and expertise acquired through the Functional Area study and the preparation of the Functional Area Programme in nine LGUs. Moreover, the success and long-lasting importance of the Functional Area Programme became evident in 2015 by the number of candidates (61% comprising the two main coalitions) using FAP documents as a basis for forming their electoral campaigns.

These plans are linked to the Medium-Term Budget Programme (MTBP) and have been developed through the active engagement of local stakeholders and the diaspora. Linking the GLP with the MTBP, as well as engaging with diaspora, were both earmarked by the Government of Albania as a good practice that should be incorporated into GLPs. The involvement of diaspora in preparing the GLP has been especially innovative for involving a typically educated, trained and experienced community with potential capital finance available to assist the development of remote areas while also responding to the Government of Albania's mission to promote and strengthen overall cooperation with the diaspora community and host countries.

Solid Waste Management

In capitalising on the one of the manifold potential benefits of TAR, dldp supported the drafting of Local Waste Management Plans for the LGUs of Dibër, Lezhë, Malësi e Madhe, Shijak, Shkodër and Tropojë. The plans are especially important for expanding waste management services across the geographical extent of the LGUs and thereby including rural and remote Administrative Units - the second-tier administrative level of the municipality - rather than limiting the waste management services to urban areas. In Shkodër, service coverage at the population level has

increased from 82 to 92 per cent between 2015 and 2017 and from 66 to 91, 81 to 100 and 25 to 35 per cent in Lezhë, Shijak and Dibër respectively.⁵ Moreover, a Service Survey conducted at the end of 2017 found that 81 per cent of the respondents from the dldp intervention area rated the improvement of service quality during the previous three years (2015 – 2017) as either ‘good’ or ‘very good.’ This perception rating was 16 per cent higher than the rating of service quality in non-dldp LGUs. Moreover, revenue collection increased in supported LGUs from 5.1 per cent between 2015 and 2016 and a further 1.1 per cent from 2016 to 2017 while planned tax collected increased from 61.5 to 66.6 per cent from 2015 to 2016 and 66.6 to 68.2 per cent from 2016 to 2017.

e-Governance

The intervention of the e-Governance thematic package contributed to supporting new information and communication tools and channels between local government and its citizens in order to ensure higher transparency and accountability of LGUs (in line with the National Cross-Cutting Strategy Digital Agenda of Albania, 2015-2020).⁶ Responding to the territorial reform by emphasising the need to maintain the internal cohesion of the newly established municipalities, dldp supported the development of an integrated One Stop Shop (iOSSH) concept – whereby local governments offer multiple services from one consolidated office operating at multiple fixed locations across the territory and offering the same level of administrative services – qualitatively and quantitatively – in both urban and remote rural locations. In Albania, Administrative Units (AU) are connected to the centre of the Municipality via an electronic system. Dldp has supported the implementation of iOSSH for service provision in Shkodër (83 electronic services in total), Lezhë (71 services), Vau Dejës (79 services), Mat (76 services) and Klos (76 services) ensuring that these are functional in 23 out of 34 Administrative Units in these five LGUs.⁷ Through this, a 100% population coverage in Klos and Mat were achieved. Moreover, from a Service Survey carried out at the end of 2017, 88 per cent of respondents from the LGUs where dldp supported the implementation of iOSSH were either ‘satisfied’ or ‘very satisfied’ with the accessibility of services, in comparison to 12 per cent in LGUs where no iOSSH were implemented.⁸

Fund Access

With a total fund value of CHF 1.68m, dldp supported (together with co-financing from the LGUs) 15 projects in three areas of intervention: (i) infrastructure (ii) waste management and (iii) administrative services. Out of the 86 Administrative Units that form the new LGUs, 69 benefitted from the Grant Fund (approximately 80 per cent). In total, 527,000 inhabitants of northern Albania benefitted from investments in the waste sector (seven projects focusing on service improvement, management and infrastructure by procuring waste containers and trucks), integrated One Stop Shops (five projects established iOSSH) and linking local infrastructures with social cohesion (three projects on urban revitalisation and reconstruction). Meanwhile, the activities of gaining access through dldp’ funding process set a positive trend for municipalities to use the skills they learned to apply for funds from other funding programmes.

Outcome 2: Functional mechanisms are in place, through which dldp key products (support packages, curricula, standards, etc.) are accessible, used and disseminated by national actors

⁵ Data from ‘Survey on the Waste Management and Administrative Service Synthesis Report’, see Annex 3.

⁶ Ministry of Innovation and Public Administration “Cross-Cutting Strategy Digital Agenda of Albania, 2015-2020): The Government will invest in systems, infrastructure and services that intend to reduce corruption, increase transparency and increase interaction with citizens and businesses.

⁷ See Annex 3.

⁸ The two non-dldp municipalities used for comparative purposes were Kukës and Mirditë where only two administrative services (Economic Aid and Civil Register Certificate) were accessible by citizens in the Administrative Units; other services are only available by the municipal centre.

Over its entire duration, dldp has built up a rich collection of training packages, sectoral standards, documentation of good practices, publications, and policy papers. During the third phase substantial efforts were made to update know-how and knowledge products following the implementation of the TAR and disseminate as well as anchor them with national institutions. All of these knowledge management processes aimed at establishing a system that enabled the continuous building of capacities of LGU staff, improving the inclusive quality of public service delivery, updating guidelines and standards in specific sectors on regional and national level, and influencing policy making and the legislation process. From piloting and innovation undertaken with municipal partners to capitalising that knowledge for national distribution through national public mechanisms and contributing to policy dialogue, dldp's learning and knowledge sharing activities were comprehensive, multidimensional and involved a range of different stakeholders.

Dldp has contributed to the introduction of new functional mechanisms such as thematic working groups and platforms on the new Local Finance Law (together with USAID's Planning and Local Governance Programme (PLGP) and the Ministry of Finance), Waste Management (in collaboration with GIZ) and the e-platform on PFM (in Shkodër and Durrës), as well as diaspora involvement in developing GLPs.⁹ Moreover, dldp has contributed to improving existing functional mechanisms including the legal framework and government policies on territorial planning required to produce GLPs, National Training and Certifications, as well as the upgrading of the Inter-Ministerial Working Group on Waste Management and the various best practice competitions rewarding good practice at the municipal level and disseminating it. The Best Practice Competitions have been important for recognising achievements of all the newly formed LGUs in Albania in implementing decentralisation and TAR. Dldp organised two Best Practice Competitions (one in 2016 and the other in 2017) which, for each year, included four regional competitions and one national competition. Awards were presented based on efforts to improve tourism services, implement successful iOSSHs, provide services for disabled persons as well as offering and providing information to services.¹⁰

Replication of technical packages outside of the dldp geographical area has been evident both nationally in Albania and internationally. The LGU of Patos has begun to use the Financial Planning Tool (FPT) for their Medium-Term Budgeting process¹¹ while the municipalities of Librazhd and Kavajë as well as the municipalities of Himarë, Peqin Rogozhinë, under GIZ's Governance & Democracy programme, have applied the Waste Management Cost Model in their own working practices. Further, the STAR 2 programme has prepared OSSH standard technical Terms of Reference based on the list of electronic services identified and developed in dldp's iOSSH model. The dldp solid waste costing and tariff calculation model has been used in Kosovo and Peru while the dldp planning manual on local waste management was used in Kosovo (Decentralisation and Municipal Support - DEMOS) and Bolivia (Gestión ambiental municipal - GAM).

Outcome 3: dldp and its key partners contribute to a more conducive national decentralization policy and legal framework by feeding in systemic and structured learning

In the third phase, dldp has been increasingly engaged in policy dialogue and advocacy at the national level with its lobbying efforts leading to 40 recommendations being considered in various laws, bylaws, and drafts. The law on Territorial and Administrative Reform (enacted in 2015) reflects, to a considerable degree, the Functional Area approach developed by dldp. This initial engagement paved the way for dldp to participate further at the national level in discussions on the new Decentralisation Strategy (approved in July 2015) and the new law on Local Self

⁹ The e-platform allows citizens to see where the municipality plans to allocate funds as well as revenue sources. Citizens can also calculate the amount of taxes payable and any fees that they have to pay.

¹⁰ See: <http://www.dldp.al/bp/>

¹¹ At the time this Report was finalized, the Ministry of Finances of Albania had issued a sub-legal act presenting officially FPT for use by all Municipalities in Albania.

Governance (approved in December 2015).¹² Indeed, dldp's approach for interlinking Strategic Development Plans with Medium Term Budget Planning (SDPeMTBP approach) was incorporated into the new law on Local Self Governance. The experience gained by dldp on PFM throughout the years was transferred into a significant contribution to the reform of the Local Finance Law in early 2016 where dldp took the lead in lobbying for the inclusion of expenditure-related aspects (together with the MoF, PLGP/USAID for the revenue part). Dldp continues to be involved in providing technical support on five of the twelve bylaws required for implementation of the main law.

There is solid evidence that dldp contributed to the development of service standards. The dldp modeled benchmarking methodology in waste management, for instance, was promoted by the LGU Associations in the Network of Associations of Local Authorities South-East Europe (NALAS) Solid Waste Management taskforce. Also the draft National Strategy on Waste Management prepared by GIZ and Ministry of Tourism and Environment includes the dldp approach and methodology on defining minimum affordable standards (as required by the Law on Local Self Governance). Many dldp and LGU experiences stimulated multi-stakeholder discussions and donor positions towards the government (e.g. PFM studies and reports, process of consultation on the Local Finance Law, the Waste Management conference or the donor position on incinerator issues).

Transversal themes

Gender

Local realities in the areas covered by the programme showed that the participation of women in politics was very low. The low level was manifested within the political parties, but also in the decision-making bodies, be it in the Parliament, Government or LGUs. With the support of dldp, the Women in Politics Network (WiPN) was established in the earlier phases to take form as a fluid grouping of women leaders responding to and based on local realities and experiences. The WiPN has played a particularly important role in ensuring socially- and gender-inclusive provisions were included in the Law on Local Self-Governance and the Law on Local Finance. The network also directly influenced the budgets of Shkodër and Klos LGUs to include gender sensitive provisions for reduced taxes and tariffs for widows and reduced irrigation tax for women in Klos.

Six female councillors were also supported to participate in the Political Academy of the Council of Europe. According to the Director of the Academy: WiP members are no longer just simple participants but are also capable to act as resource persons with other participants learning from their experience. A further 16 members of the WiPN participated in the Council of Europe Political Academy and obtained a certificate of Academy of Political Studies.

Specific indicators on gender highlight the increased number of women elected in local elections (from 12 per cent in 2011 to 34 per cent in 2015). Meanwhile the number of women MPs in the Albanian Parliament increased from 23 (2009) to 33 (2013) to 39 (2017) out of 140 for the 2009 – 2013 and 2017 – 2021 political terms. Further, two members of the WiPN became Members of Parliament in 2015 and 2017 respectively, following earlier political representation at the local level in municipal councils.

Dldp has made efforts to ensure significant representation of women in its activities through the Centres of Competence. From a total of 851 local experts who were trained on issues of the thematic lines, 432 (or 51 per cent) were female. Further, the number of women involved in adapting and consolidating new strategic documents was 248 out of 527 local experts (47 per cent).

¹² See also 'Changing Policies beyond Policy Dialogue', Annex 5.

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Dldp was also asked to host the Women’s Political Empowerment workshop in September 2017 which provided the opportunity for different HELVETAS staff members to share experiences and lessons learned from existing initiatives in the field and to also interact with women politicians from Albania who were part of the WiP network. The workshop included a visit to Shkodër and a discussion with two female politicians and male council member to discuss balancing personal and professional life, the demands, challenges and opportunities of being a woman in politics, as well as strategies for engaging men in gender discussions.

It is worthy of note that the dldp team is also gender-balanced.

Social Inclusion

Dldp supported nine LGUs in the preparation and approval of socially sensitive municipal budgets through participatory processes. Six LGUs have also applied the Solid Waste Cost and Tariff Model developed by dldp which includes socially sensitive provisions concerning low income families and the Roma community. The model offers the possibility for the potential exclusion from tariff payment of households which fall under the government’s social aid scheme. The use of this deduction parameter is a local political decision, as by law it is the Local Council which decides whether or not for full exclusion, reduced tariff or inclusion of this group. Further, special modules were made available for LGUs that have implemented the iOSSh. These modules are based on assuring delivery of services for families or individual citizens that receive social assistance as well as disabled persons. Social Inclusion was also a key component of the Grant Fund. For example, a social centre for the integration of women, children and older people with different disabilities was set up in Kukës. The centre provides therapy for children with mental and physical disabilities, advice for women who have experienced violence and social support for older people who have no family support network.

3. Outputs and performance, partners and context

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The programme has performed well at the output level (see Log-Frame annexed). Key indicators are highlighted below.

Summary of main outputs / outreach

Outputs under Outcome 1

The indicators show that all outputs under Outcome 1 were achieved or even overachieved.

Partner municipalities’ technical capacities and implementation at a strategic and sectoral level are consolidated

An emphasis was placed on supporting the training of women and men staff of the LGUs working in dldp’s thematic working areas as well as ensuring staff of partner LGUs are involved in adapting and consolidating dldp’s new strategic documents. In total, 851 local experts received training on strategic planning, public finance management, General Local Plans, waste management, e-Governance, fund access and Women in Politics while 248 female and 279 male experts of partner LGUs supported the adaption and consolidation processes of new strategic documents (e.g. Territorial Strategies, linking Strategic Plans with the Annual Budget, and General Local Plans) as members of the Centers of Competence (see also outcome 3).

The (on-system) grant scheme supports partner municipalities in implementing reorganized services

Consolidated through support of the Grant Fund, the OSSH model was upgraded into the integrated OSSH as a response to TAR, thus enabling service delivery to newly established

Administrative Units. Five LGUs have benefitted from this assistance (Shkodër, Lezhë, Vau I Dejës, Mat and Klos) and a total of 109 administrative services have been digitalised, thereby expanding the baseline list of 67 administrative services initially identified. These additional digitalised services include newly identified decentralised functions.

Six good practices in the Waste Management Sector were implemented (rather than the four intended in the log-frame) including Service Organisation in Remote Rural Areas and Tourist Areas and the rehabilitation of historical disposal sites (Dibër LGU). Moreover, dldp designed and promoted the model of cost and tariff in local waste management in order to establish a unified system for waste management tariffs which takes into consideration all indicators necessary for cost analysis and recovery. The model has been applied in six municipalities and has, since 2015, contributed to an increased tax revenue collection from 61.5 per cent to 68.2 per cent in 2017 (final scores to be published in March 2018).

Three projects were implemented which were oriented towards the inclusion of peripheral areas of LGUs. This included a bridge linking two Administrative Units in Durrës, a social service centre in Kukës and a central public space and market in Tropojë. At least 65 per cent of citizens living in peripheral areas in Tropojë, Durrës and Kukës benefitted from dldp grant investments during 2017, while 100 per cent of citizens living in peripheral areas in Shijak and Malësi e Madhe LGUs benefitted from dldp investments related to Waste Management projects. 83 per cent of citizens living in peripheral areas in Shkodër, Lezhë, Vau Dejës, Mat and Klos benefitted from dldp investments in iOSSHs.

Socially sensitive models of planning and service delivery for consolidating territorial reform are identified and piloted contributing to national and local standards

Dldp has supported the development of a number of good practices that consolidate the territorial reform process and which have been used to contribute to curricula of civil servants as well as in influencing policy (e.g. Functional Area study, Auditing in Waste Management). Additionally, dldp has been engaged with supporting initiatives on citizens' participation in developing Annual Budgets and Medium-Term Budget Programmes for nine LGUs as well as Waste Sector Plans in five LGUs.

Outputs under Outcome 2

The indicators show that all Outputs under Outcome 2 were achieved or even overachieved.

Institutions are supported to establish and strengthen mechanisms for disseminating know-how related to consolidating territorial reform

Dldp has been particularly strong at anchoring knowledge with national institutions as well as disseminating know-how to other development partners. The Ministry of Finance, the Albanian School of Public Administration (ASPA) and the Ministry of Environment have all adapted various dldp manuals on PFM and Solid Waste Management while GIZ has adopted tools on waste management (Local Waste Planning Manual and Cost and Tariff Guidelines) for their own project on climate-friendly integrated solid waste management and circular economy in Albania.

Dldp also supported the development of a Quality Assurance System used to evaluate training curricula delivered to civil servants at the local and national level and implemented by ASPA. Overall, the Quality Assurance System has evaluated 67 curricula with 33 experts from 22 organizations involved in the evaluation process. To date, 41 out of 67 curricula have successfully passed the standards of the Quality Assurance System (QAS). In the future, ASPA will only be able to use curricula that has passed the evaluation criteria in this system in order to ensure the use of high quality learning material within the organisation.

Dldp tools and curricula are disseminated on national scale to municipalities outside the dldp area

Experts involved in Quality Assurance procedures, say that

QAS makes sure that training documentation is coherent and providing structured knowledge to civil servants, and that enables ASPA to provide a better service.

E-Library users, say that

They use E-library in the course of their training for consulting on-line the training documentation and afterwards as a resource to address issues coming up on their daily job.

281 experts from LGUs outside of dldp's direct intervention area (5 Qarks) were trained through the ASPA on dldp thematic issues and specific dldp tools, including the PFM Financial Planning Tool and Local Waste Plans.

National and international events and platforms are organised and operational for knowledge sharing and management

Dldp, with ASPA, has supported the development of an e-Library Project. The e-Library is an online platform which is public and accessible to local municipal experts and other interested stakeholders and contains full curricula used for training local level civil servants. The platform currently has 1067 registered users (as of May 2018) with this set to increase further as ASPA continues to provide more training. ASPA is highly interested to expand it for including national level training curricula.

Dldp has also organised and/or supported various national and international events. An e-Governance fair was organised in collaboration with MoIPA and the private sector that served to share dldp products concerning web standards and One Stop Shops as well as sharing the Functional Area Programme methodology. Dldp has also played a key role in organising events on Waste Management, including a conference held in collaboration with the EU, a multi-stakeholder forum and organising various inter-ministerial working groups. The international conference on Diaspora in October 2017, supported by dldp, was particularly important for raising awareness of key actors on the potential role of Diaspora in issues related to the socio-economic development of their home country. The conference aimed to create bridges of cooperation between diaspora representatives, civil society organisations and policy makers dealing with migration and developmental issues and was attended by representatives from Albanian central and local government institutions, international organizations (IOM, OSCE, UNDP, World Bank, ILO, GIZ, SDC), embassies, civil society organisations, academia and students. Other events include a national sectoral event on Annual Budgeting and workshops on the Local Finance Law. In collaboration with the MoSLI, PLGP, STAR/UNDP and the Council of Europe, dldp held a national conference on Local Government to share Switzerland's experience of territorial amalgamation.

Dldp has not only done ample capacity development with the members of the Centers of Competence in the dldp thematic areas but indirectly strengthened the various local service providers thematically and methodologically by gaining new knowledge that they applied for other mandators or projects.

Outputs under Outcome 3

All Outputs were achieved or overachieved under Outcome 3.

The various centres of competences are active networks to exchange and contribute to policy developments

Dldp has supported strengthening the capacities of LGUs experts through Centres of Competence – a pool of 851 dldp trained local staff - that operated along the dldp thematic lines. These experts that form the Centres of Competence have also gained exposure to a number of international practices on landfill operation, experiences in relation to territorial development and the 3R (Reduce, Reuse, Recycle) model. Dldp also actively engaged the Centres of Competence in adapting and consolidating new strategic documents and instruments as well as in the preparing policy papers on Budget Instruction and the monitoring of LGU functions.

Dldp partners provide inputs to and support policy reform at the national level

Dldp has been involved in proposing inputs and amendments for by-laws in the thematic areas. Following the successful contribution of dldp and the partner programme, PLGP, to the Local Finance Law, dldp has engaged with the Ministry of Finance in drafting five bylaws that support the implementation of the main law. Dldp has largely influenced the Law on Local Self-Governance, the Decentralization Strategy as well as the Digital Agenda of Albania, 2015-2020. Other proposals have included inputs for a draft Decision of Council Ministers (DCM) on the Cost and Tariff Model and an elaborated draft DCM, together with ASPA, on the regulation of the Quality Assurance System used to evaluate training curricula used for civil servants, as well as the DCM on approving the Regulation for Territory Planning.

International expertise provided to support policy reform on national level

International experts have played a key role in providing expertise and know-how on international best practices related to public finance management and waste management as well as specific technical expertise to the Local Finance Law and the Law on Prefectures.

Efficiency

The original budget for Phase 3 was CHF 7.28m, this was increased in 2015 by CHF 0.6m and in 2016 by another CHF 0.5m, primarily to finance more Grant Fund projects as a result of areas of intervention discerned during the Functional Area Programme exercise. This resulted in an overall revised total budget of CHF 8.38m; while the budget for the Grant Fund almost tripled (from originally CHF 0.48m up to 1.68m). The final expenditures were CHF 8.08m, thus, the project spent 96.4% of the budget: a commendable achievement given the political uncertainties and policy changes in the context.

Figure 1 shows the expense categories for the overall expenses (CHF 8.08m).

Figure 1: Expenses per budget item

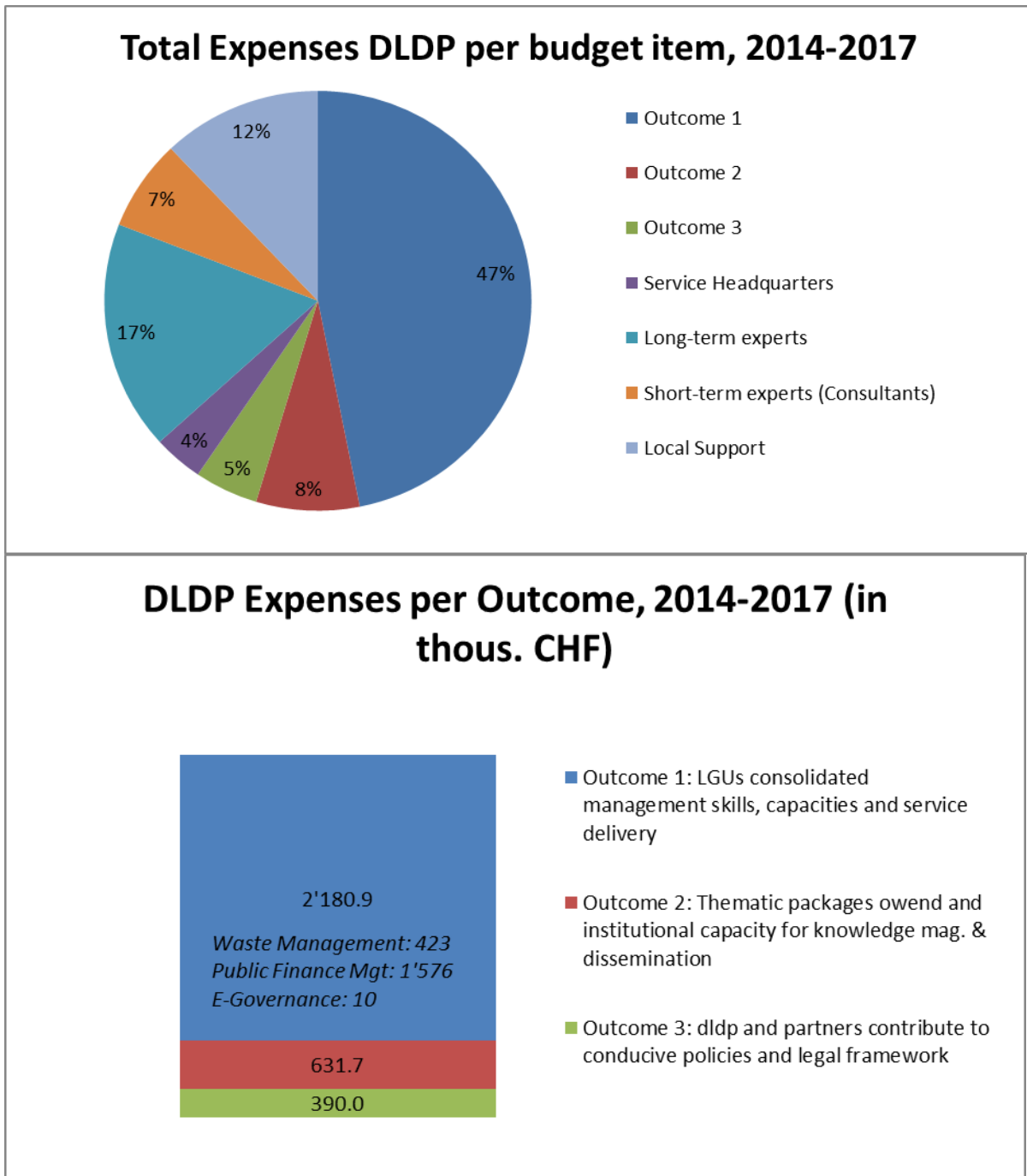


Figure 2: Expenses per Outcome

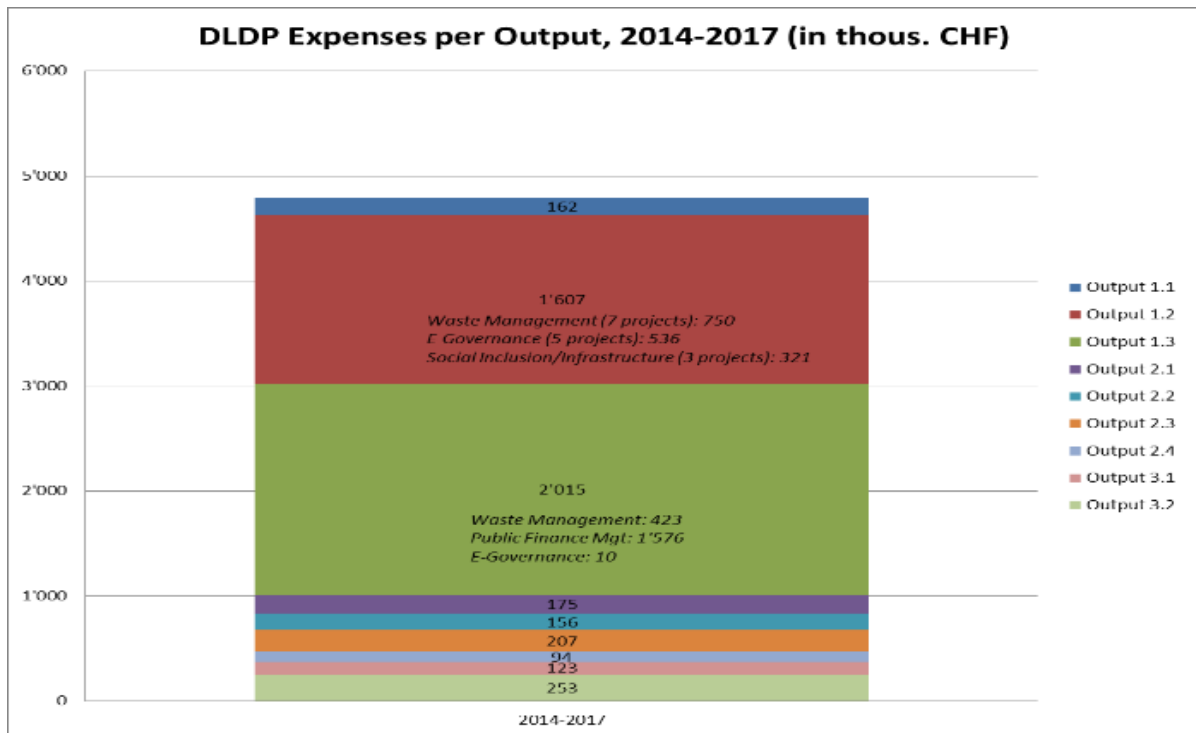


Figure 3: Expenses per Output

As can be seen in Figure 1, 47 per cent of the total funds have been allocated for Outcome 1 and were mainly used for Outputs 1.2 and 1.3. Outcome 2 was allocated 8 per cent of the total project funds. Figure 1 shows that only 4% of the expenditure was used to finance activities for Outcome 3 but this outcome also benefitted from investments under Outcome 1. Staff costs (local long-term experts with 17 per cent) and local support (consultants, etc. with 12 per cent) absorbed 39 per cent of project costs. This appears to be a significant amount and is explained by the intensive coordination work with the municipalities and the other stakeholders. It is also due to the heavy engagement in policy dialogue and networking activities. Foreign consultancies absorbed only seven per cent of the total budget and were mainly allocated for the waste management thematic package. The projects therefore developed and used a lot of local knowledge.

The increase in funding of the grant scheme from CHF 0.48m (or 4% of the original budget) to CHF 1.68m has allowed substantially more investment into the improvement of local services through the 15 grants. Even though this was a pleasing development, available funds for grants in relation to the whole budget was still low at only 20% of the entire budget.

Compared to the achievements under the other outcomes, outcome 1 contributed most to the overall set goal.¹³ The cost efficiency appears especially good in the case of the e-Governance thematic package where the beneficiaries of the five municipalities felt a substantial service quality improvement. The cost-effectiveness in the case of Solid Waste Management appears somewhat lower. The coverage area of solid waste disposal and the frequency/quality of the service could be improved but these improvements required larger investments in comparison with iOSSH.¹⁴

The expectations in outcome 2 and 3 were overachieved. Therefore, dldp has achieved a high outreach and policy impact thanks to solid investments and trust building under outcome 1.

¹³ Impact (overall goal): "Inclusive quality service delivery to citizens (men and women) is maintained through strengthened capacities and internal cohesion of reconstituted local governments in Northern Albania, anchored dldp products at the national level and by contributing to a conducive legal framework."

¹⁴ See the Service Survey Report by Mirsa Titka 2018.

Contributions

Key contributions include:

Municipalities

- a. Municipalities have been highly collaborative in all activities carried out by or with dldp. Staff of the municipalities have been committed and attended regularly these activities, either in their own city or elsewhere in Albania. Members of the Center of Competence have contributed significantly to the elaboration of strategic documents, as well as in the validation of various dldp products, including policy influencing inputs.
- b. Municipalities involved in dldp's fund access scheme have contributed to the approval and implementation of the projects supported through this scheme. Municipal Councils have approved co-financing for grants (at least 20% of the project budget); financing from Municipalities was made available on time and as agreed.
- c. Municipalities have always been enthusiastic to share their collaboration experiences with dldp, and various other stakeholders, including the national Government, the donor community, SDC and other Swiss stakeholders (journalists, parliament, etc.), as well as with various delegations from other countries visiting Albania. Municipalities have responded promptly to all experts' missions organized by dldp.

SDC contribution

SDC's contribution to the successful implementation of the program has been considerable. SDC has been an active key player of various donor platforms sectoral working groups, donor coordination meetings, bilateral coordination, etc. and assuming positions which supported the programmes' ideas and/or efforts. In particular cases, SDC has played an important role in mitigating potential risks to the program's activities. The Swiss Ambassador has also been especially active in participating in events organized by dldp, as well as in steering various coordination platforms (the steering committee, coordination committee meetings, conferences, visits in partner Municipalities, etc.). To highlight is SDC's role in the policy dialogue and linked advocacy that contributed considerably to the achievements of dldp in concert with SDC.

HELVETAS – Head Office

Helvetas Head Office (general and specific support) has included documenting and assessing advocacy initiatives and knowledge management (as part of the End of Phase workshop); facilitating an International Workshop on Women's Political Empowerment (September, 2017); facilitating internal workshops on concepts related to social inclusion, good governance and knowledge management; and supporting the MTR and its subsequent implementation. Helvetas has also contributed significantly into the internal administrative and managerial aspects of the program as well as in strategic decision making and overall coordination.

Development partners (PLGP, GIZ)

There are a number of donors and development programs active in Albania. With the major part of these stakeholders, dldp has converged in principles and has tried to coordinate efforts in order to maximize the effects of the support provided. In many cases, development partners have played a complementary role in dldp's activities, and vice versa.

Development partners have contributed significantly in replicating and further sharing dldp's products, tools and instruments, serving as anchoring points for dldp sustainability.

Contribution of others in DLDP achievements

Albanian institutions have been particularly collaborative during the third phase of dldp. This has created the appropriate environment for enhancing the effects of dldp-provided support. Line Ministries, in particular those who were responsible for the areas of dldp engagement, have contributed to dldp achievements through their staff, data and information as well as through their commitment and openness towards the programme staff and ideas, enabling the on-system approach of dldp.

Context Developments

Following the formation of the coalition government led by the Socialist Party in 2013, a political shift was marked in Albania that has led to reforms advancing at remarkable pace transforming the form and function of LGUs and at the same time paving a way for Albania to join the European Union. Such a rapid pace of transformation has been challenging for most LGUs which have had to adapt quickly to new functions, organisational set-ups and a more transparent relationship with their citizens. These political reforms have operated under the clear political will of the new national government ensuring a generally supportive politico-institutional environment in which dldp at the onset could carve out a clear and meaningful role to position itself within dynamic governance processes and draw on its long-standing commitment and excellent networks rather than lobbying and pushing for reform per se.

Dldp was adept at presenting timely, conceptually solid and feasible interventions to the rapidly implemented and delicate political processes of decentralisation and territorial and administrative reform. Planning ahead, predicting scenarios and developing a range of proposals to fit with a host of potential scenarios has been a particular strength of dldp. Developing the Functional Area study, for example, required a certain degree of foresight and a deft understanding of the political environment which led to its eventual inclusion in the implementation of the TAR. Such a contextual, political shift did not happen without its challenges, however. The opposition party's refusal to participate in the TAR process and their subsequent appeal lodged with the Constitutional Court on the grounds that the reform did not consider the will of the local communities, required a strategy based on a non-partisan approach in the interest of ensuring maximum consensus. In doing so, dldp organised a study trip to Switzerland which provided the opportunity for both major parties to discuss the TAR on 'neutral territory' and de-politicise a process that was otherwise part of a highly politicised debate.

The national election in 2017 returned an outright majority for the Socialist Party resulting in the ability to form a single-party government and therefore for uninterrupted continuation of the reform processes implemented since 2013.

4. Lessons learned

Multi-stakeholder engagement for ownership

Dldp has consistently emphasised the need for broad and inclusive engagement across a range of stakeholders operating at multiple levels rather than working with singular change agents. Such an approach offers an opportunity for consensus building, especially on highly politicised issues, and aims to build up a certain level of ownership and responsibility through the active engagement of the stakeholders. While such a participatory and inclusive approach can be time-consuming and resource-intensive to operate, it ensures opposing viewpoints are understood, discussed and considered. This has provided space for dldp to advocate bottom-up and evidence-based approaches in policy formulation. Moreover, maintaining a neutral positioning and engaging across political parties, as was particularly evident in its engagement with the TAR, has given access to dldp to manoeuvre across highly politicised contexts and issues in its attempt to develop understanding and consensus.

Multi-stakeholder engagement combines experiences across levels using international expertise, experience and best-practices as well as investing in and promoting local expertise in maintaining its inclusive approach. Dldp has aimed to bring locally-tested solutions into national-level discussions while also ensuring proposed solutions are locally 'owned' by involving stakeholders in the process from the onset.

Anchoring

Dldp has maintained an emphasis on anchoring its inputs 'within the system' through bylaws, capacity building modules for public servants, practical tools for LGUs and encouraging former programme partners and staff to take positions in key ministries or as mayors of municipalities to

ensure that the programme's DNA lives on in public administration and government. Such an approach ensures sustainability and replication. The collating, gathering and transfer of knowledge occurred not only between different stakeholders but has become embedded within wider institutional structures to ensure greater systemic change. The Functional Area approach developed by dldp, for example, directly influenced the Territorial Administrative Reform and the associated Law on Territorial Administrative Reform. Further, dldp's involvement and experiences in Public Finance Management led to important inclusions in the Law on Local Finance, especially in relation to widely drafted piece of legislation that includes provisions on both revenue and expenditure. The Law on Local Finance was particularly innovative from an Albanian perspective whereby, prior to its enactment, only taxes were regulated whereas the law ensures the wider aspects of Public Finance Management in its entirety is regulated. Dldp also advocated for the inclusion of local level activities in the Digital Agenda of Albania 2015 – 2020, including e-Governance at the local level, regulatory provision at the local level, and improvement of e-infrastructure.

Replicating

Dldp has worked closely with a series of implementing partners rather than directly implementing activities itself. The advantage of this approach is that the project leaves behind an extensive network of service providers consisting of consultants and local experts who are familiar with dldp's approach. Dldp has actively transferred its knowledge products with development providers in order to ensure other development partners and other projects provided support in related fields with the expectation that this may assist implementation partners in the future or upon completion of dldp after the Exit Phase. Indeed, GIZ has been using the same local service providers that were previously engaged with dldp for the waste management programmes. A close engagement throughout the third phase of dldp through various events, study tours and meetings, also led to GIZ adopting know-how developed with the support of dldp while also providing a channel for dldp to influence decision-making processes of the National Strategy on Waste Management.

Difficulties Faced

Overcoming opposition

Dldp remained steadfast, continuing to lobby and build consensus when faced with opposing views on issues where a particular stance had been confirmed based on evidence gathering and validation exercises (e.g. Recycling, Local Finance Law). Such an approach requires a certain level of confidence that comes with dldp's many years of experience from engaging with local governance issues in Albania but also confirms the importance of validation exercises and wide stakeholder engagement whereby, in comparison to other programmes, dldp's positioning was developed through extensive participatory processes and data gathering exercises followed by rigorous evidence checking and consensus building. Such an approach was most evident over discussions related to the scope of the Law on Local Finance. Dldp was convinced that the law should include provisions on public expenditure; an issue challenged by other donor programmes. In light of the opposition, dldp strategically advocated by seeking the participation from ministries in early thematic discussions on the law (working groups and roundtables) as well as exposing ministerial staff from various departments to international experiences and best practices by inviting them on study tours. Finally, dldp took advantage of a visit by IMF to Albania in order to gain their support on the provision which eventually led to overcoming the resistance from other actors.

Working 'on' and 'off-system'

Dldp maintained a flexible approach when working 'on-system' during the third phase. The project worked 'on-system' as much as possible but was always ready to use direct implementation if so required to maintain integrity and efficiency. An example from the third phase was the Grant Funding system. During the previous phases, dldp had developed good experience of delivering

the grants 'on-system' and had designed a comprehensive granting process to be used in the third phase. This could not be implemented as envisaged as, due to TAR, the necessary systems were not functional at the municipal level. Dldp then developed a new strategy of using its own system, strengthened through the 'Functional Area Program'.

Maintaining good governance principles while working 'on-system' in a system that is pervaded by endemic corruption requires tenacity and creativity. Thus as dldp's strategy is to prioritise good governance standards, there was a need to step out of the 'on system' approach when these were considered to be compromised in any way. In this manner, while not being fully 'on-system', the system still benefits and learns from dldp's approach. Switching between 'on-' and 'off-system' involves a continuous process of adjustment and adaptation, code-switching between national and donor systems, and constant mediation but avoids neglecting sustainability and ownership issues that occur when working purely 'off-system' or comprising on good governance principles when working solely 'on-system'. Dldp therefore adapted a flexible approach based on constant context analysis and adaptation to maintain credibility, legitimacy and reliability with national partners and donors.

Innovation

Key innovative aspects of the programme include:

1. Engaging Diaspora

Globally, remittances from migration far outpace Overseas Development Assistance and constitute a significant investment potential for sustainable development. Similarly, Albania receives 4-5 times more remittances than ODA. However, facilitating transfers beyond the family and for purposes other than consumption remains a challenge. As a means to draw on the greater potential of diaspora in development processes, dldp encouraged the involvement of diaspora in the process of producing General Local Plans as a means to encourage direct investment particularly in peripheral LGUs in northern Albania that have witnessed high out-migration, especially of youth.

2. Communication for development

Dldp was especially effective and innovative in communicating its work and achievements. The programme has mainstreamed communication across all of its activities by using a broad range of different channels to ensure results are disseminated to the Albanian public, through public hearings, for example, while dldp's youtube channel appeals to both Albanian and an international audience.

Worthy of a special mention is dldp's engagement of communicating results and approaches to the Swiss public. Students from Swiss universities, for example, have participated in field visits to Albania during the third phase to join forces with LGUs, service providers and Albanian universities to exchange, discuss and propose solutions linked to the programme. Dldp has benefitted from the students' expertise. The students have worked on various projects that follow the thematic lines and include specifically waste collection, territorial reform drawing on comparisons with Switzerland, landfill construction, and municipal revenue. While some of the students used the study visit to write their Master thesis, the École polytechnique federal de Lausanne (EPFL) also launched an online course on waste management that draws on components of the programme. The online course has 30,000 registered users worldwide. Moreover, the students have gained new insights, skills and experiences from their time in Albania giving them a certain edge when they apply for jobs in the competitive Swiss market. Acting as a form of soft diplomacy, the exchange raises awareness of Swiss-funded development projects to a specific Swiss audience and also acts in 'Switzerland's interests' by linking development cooperation to the needs of the Swiss labour-market. Meanwhile, dldp attended the SDC's 'Annual Conference on Swiss Cooperation with Eastern Europe in 2015' in Biel to present on innovative aspects of dldp's interventions.

3. Functional Area Approach

The dldp-initiated study on functional areas supported the identification of new LGUs through an inclusive, bottom-up methodology that served as a model for efficient service delivery. The functional area approach is important for strengthening the capacities of the LGUs and reducing costs of service delivery. Dldp's use of the inclusive, bottom-up approach ensured that LGUs supported early on the functional area study which assisted in successfully influencing the national government's Territorial Reform. The study deftly combined a valuable methodological approach developed with the assistance of the Luzern University of Applied Sciences and Arts with local knowledge from the research teams in Albania and dldp staff.

4. Women in Politics

Dldp facilitated women's political engagement through the Women in Politics Network (WiPN) to overcome barriers that remained for women entering politics, despite an amendment to the electoral code in 2008 stating that 1 in every 3 candidates should be of the 'other' gender i.e. female. To ensure maximum political engagement of women, the network operated across party political lines ensuring equal opportunities for all women regardless of political persuasion. The network adapted the requirements of the women, supporting their needs as they arose and ensuring that they received support when they needed it: not only during elections but also throughout their political careers to improve their capacity in dealing with issues when required.

5. Finance Resources

The following table summarises the expenditures at the end of this four years' phase from 1st of January 2014 to the 31st of December 2017. The expenditures are compared to the contract budget and the YPO annual budget 2017 (which are divergent). The final phase balance is calculated in relation to the contract budget. A more detailed cost statement is attached in the annex 2.

	Budget phase	Expenditures up to 2016	Contract Budget 2017	Expenditures 2017	Balance 2017 against contract	YPO Budget 2017	Expenditures 2017	Balance 2017 against YPO	Balance Phase	Balance Phase %
Part 1	313'960	228'612	81'450	76'142	5'308	85'349	76'142	9'207	9'206	3
Part 3A	1'517'073	1'072'432	406'350	352'761	53'589	377'765	352'761	25'004	91'880	6
Part 3B	578'655	378'514	191'000	186'579	4'421	200'140	186'579	13'561	13'562	2
Part 3C	1'003'485	687'806	302'620	287'824	14'796	315'679	287'824	27'855	27'855	3
Part 4										
Outcome 1	3'695'524	2'180'918	1'057'631	1'603'194	-545'563	1'738'216	1'603'194	135'022	-88'588	-2
Outcome 2	887'632	312'277	551'055	319'399	231'656	313'616	319'399	-5'783	255'956	29
Outcome 3	381'310	247'793	130'350	142'178	-11'828	171'645	142'178	29'467	-8'661	-2
TOTAL	8'377'639	5'108'351	2'720'456	2'968'077	-247'621	3'202'411	2'968'077	234'333	301'210	4

The figures provided in the Table are VAT excluded. Accumulated VAT that is still outstanding at the end of this phase amounts at 265,657 CHF, that amount to 3.18% in the total spent budget. Documentation for reimbursement has been collected and made ready for submission to AZRT.

The overall expenditures result to 96% spending of the contract budget. This is considered as an excellent result and was only possible thanks to (i) flexibility of SDC in reallocating funds

between intervention lines in part 4, and (ii) highly dedicated and extra efforts by the dldp team in 2016 and above all 2017.

Only in outcome 2 the deviation from the budget is bigger than 10%. The main reasons for this underspending are:

- Based on revised log frame 2016-2017, there was a change in the outputs under outcome 2. Instead of 4 outputs served in the first two years of the project, output 2.3 - Local Governance Standard Developed and Institutionally anchored, declaimed. The budget planned under this output, 200,000 CHF, was transferred at Outcome 1, output 1.3 - Community Service Improved, to develop 5 GLPs.
- National Training have been organised in collaboration with ASPA, RDAs and LGUs. Some of LGUs covered the participants' transportation costs from their own budget.

Annexes

Annex 1	Logical framework
Annex 2	End of phase cost statement
Annex 3	Survey on Waste Management and Administrative Service Synthesis Report
Annex 4	Learning and Knowledge Sharing in dldp
Annex 5	Changing Policies beyond Policy Dialogue
Annex 6	Impact Indicators Analysis