

**ALBANIA ONE UN COHERENCE FUND**  
**FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT**  
**PILLAR 1 – GOVERNANCE**  
**REPORTING PERIOD: FROM Jan 2007 TO Dec 2011**

<p style="text-align: center;"><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>Programme Title: <b>GOVERNANCE</b></li> <li>Programme Number <i>n/a</i></li> <li>MPTF Office Project Reference Number:<sup>3</sup> 65641, 65642, 65643, 65644, 65646, 65647, 65648, 65649, 65651, 65652</li> </ul>	<p style="text-align: center;"><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p><i>(if applicable)</i> Country/Region <b>ALBANIA</b></p> <p>Priority area/ strategic results <b>GOVERNANCE</b></p>
<p style="text-align: center;"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>Organizations that have received direct funding from the MPTF Office under this programme</li> </ul> <p><i>UNDP, UNESCO, UNFPA, UNICEF, UNWOMEN, WHO</i></p>	<p style="text-align: center;"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>National counterparts (government, private, NGOs &amp; others) and other International Organizations</li> <li>Prime Minister's Office, Ministry of Innovation and ICT, Ministry of Labor and Social Affairs, Ministry of Education, Ministry of Health, Ministry of Economy, Department of Public Administration (Ministry of Interior), INSTAT, Albanian FDI Agency</li> </ul>
<p style="text-align: center;"><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: <b>9,137,446.38</b></p> <p>MPTF /JP Contribution<sup>4</sup>:</p> <ul style="list-style-type: none"> <li><i>by Agency (if applicable)</i></li> <li><b>UNDP – 5,373,129.38</b></li> <li><b>UNESCO – 284,750</b></li> <li><b>UNFPA – 1,668,151</b></li> <li><b>UNICEF – 1,289,476</b></li> <li><b>UNWOMEN – 406,940</b></li> <li><b>WHO – 115,000</b></li> </ul> <p>Agency Contribution</p> <ul style="list-style-type: none"> <li><i>by Agency (if applicable)</i></li> </ul> <p>Government Contribution <i>(if applicable)</i></p>	<p style="text-align: center;"><b>Programme Duration</b></p> <p>Overall Duration <i>(60 months)</i> Start Date<sup>5</sup> <i>(01.01.2007)</i></p> <p>Original End Date<sup>6</sup> <i>(31.12.2011)</i> Actual End date<sup>7</sup> <i>(31.12.2011)</i></p>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

<sup>4</sup> The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

<sup>5</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>6</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>7</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

Other Contributions (donors)  
(if applicable)

**TOTAL:**

**Programme Assessment/Review/Mid-Term Eval.**

Evaluation Completed:

- Culture and Heritage for Social and Economic Development (**September 2011**)
- Youth Employment and Migration Joint programme (**December 2010**)
- Economic Governance (December 2011)
- Joint programme on gender equality mid-term evaluation (**December 2009**)
- Institutional mechanisms for the implementation of the rights of the child in Albania in 2005-2011 (**September 2011**)
- MDG Report for Albania (**July 2010**)

Have agency(ies) operationally closed the Programme in its(their) system? **Yes** ☒ **No** ☐  
Expected Financial Closure date<sup>8</sup>:  
31 August 2014

**Report Submitted By**

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<sup>8</sup> Financial Closure requires the return of unspent balances and submission of the Certified Final Financial Statement and Report.

## **FINAL PROGRAMME REPORT FORMAT**

### **EXECUTIVE SUMMARY**

Albania continues to make progress in consolidation of democratic governance, including in the areas of human rights and protection of minorities, though further efforts are needed to improve enforcement of the existing legislation in several areas. Under this pillar, further progress was made in government policy and strategy planning, with the Integrated Planning System continuing to provide a platform for modernisation, linking policy programming and medium-term budgeting with the National Strategy for Development and Integration (NSDI), which sets out the strategic direction of the country's development and reforms.

The global economic crisis left Albania fairly unscathed, recession was avoided and the growth shock was less severe than elsewhere in Europe. However, economic performance has not yet fully recovered to pre-crisis levels and the International Monetary Fund has adopted a more cautious forecast for growth. The downward revision took into account signs of poorer economic performance in the second quarter, including much slower export growth and a decline in domestic consumption. In this context, measures were taken to revitalise trade and industrial growth. In July 2011, Parliament abolished customs duties on finished products and raw materials in the textile and footwear industries with the purpose of making Albanian manufacturing more competitive, and to encourage textile and footwear producers. Government also revised the 2011 budget halfway through the year to meet the projected full-year deficit of 3.5 percent of GDP in light of the shortfall in the planned revenue. The Ministry of Economy, Trade and Energy (METE) led the preparation of the first national Foreign Direct Investment (FDI) report and progressed well in implementing its Strategy on Consumer Protection, including through the launch of a Consumer Complaints Management System.

In other policy domains, the Strategy for Gender Equality and Against Domestic Violence was revised and approved while efforts were made to mainstream gender in the Justice Strategy. Implementation of the National Action Plan for Youth Employment 2010–2013, launched by the Ministry of Labour, Social Affairs and Equal Opportunities (MoLSAEO), continued to progress. The National Plan of Action for Children 2012-2017 was finalised, approved by the Council of Ministers and launched. The juridical package with regard to the implementation of the Law 10347 On the Protection of the Rights of the Child was also approved and adopted by the Council of Ministers. Preparation of the 2011 Population and Housing Census made good progress with the Census expected to provide Albania with updated demographic, economic and social data.

#### **I. Purpose**

This pillar strives to achieve more transparent and accountable governance in Albania and focuses its contribution towards three different outcomes. The first outcome is about the ability of national institutions and the public sector to respond to EU accession requirements. The second outcome focuses on policies and practices of the Government and how these promote social inclusion as well as a reduction of regional disparities. The last area of work concentrates on the economic policy, the regulatory and institutional frameworks of the Government to promote pro-poor growth, social inclusive legal and economic empowerment. In this context, the UN worked on strengthening the statistics and data management for evidence policy making, strengthening the capacity of the public sector, strengthening policy and legal frameworks for social inclusion, gender equality, youth employment and migration, economic development and inclusive growth and culture and development. Each of these areas will be discussed separately in the section below.

#### **II. Assessment of Programme Results**

## **More Transparent and Accountable Governance**

The United Nations continued to support the strengthening of Albania's public sector capacities to respond to citizen's needs, accelerate EU integration and enhance the state's ability to comply with international norms and standards. The effort included the provision of support for improved statistics capacity and evidence-based policy making, and for e-governance through the use of Information and Communication Technology (ICT). The UN also continued to assist the country in addressing gender equality and the needs of socially excluded people. Another key area of UN assistance included supporting Albania's efforts to mobilise its full human potential (youth, diaspora and migrants) to advance reform and development goals.

### **Strengthening statistics and data management for evidence-based policy making**

In 2011, UN agencies agreed that in the area of statistics increased support was required to strengthen dissemination capacities and generate demand for statistics. Assistance has in the past focused mainly on preparing surveys with government and the National Institute of Statistics (INSTAT). Agencies have therefore begun to explore ways to support the Ministry of Labour, Social Affairs and Equal Opportunities (MoLSAEO) in managing social statistics in close coordination with INSTAT. In this context, UN agencies jointly developed terms of reference to support the assessment of MoLSAEO's statistical management capacities and prepared an analytical paper addressing critical areas related to social statistics. This will be further pursued in the context of the new Programme of Cooperation 2012–2016.

During the first half of 2011, United Nations Population Fund (UNFPA) support was provided in collaboration with UN Women and United Nations Fund for Children (UNICEF) with a focus on developing national capacities to advance data analysis. A dynamic programme of training and technical assistance was provided to around twenty researchers from INSTAT, Institute of Public Health (IPH), academic institutions and Non-Governmental Organisations (NGOs). Researchers were trained in advanced statistical techniques, analysis and interpretation of results and drafting papers for publication. Technical guidance was also provided to the researchers for each step of the Demographic Health Survey data analysis and authoring.

With UNFPA support, educators across the country informed school children about the Population and Household Census. The activity was an integral part of the Census Communication Plan Project to encourage participation in the 2011 Census. The Census in School programme was implemented in 36 secondary and high schools across the country. In parallel, UN Development Programme (UNDP) focused on facilitating registration of Roma for the Census in coordination with other donors.

UNFPA and UN Women further assisted INSTAT to complete the first ever national Time Use Survey (TUS) with a sample size of 2,250 households. Training was provided throughout every phase of TUS to help INSTAT build capacity on gender data collection, processing and analysis. The preliminary report of this survey was launched in July 2011. The report provides information on how Albanian women and men organise their everyday life, including how they allocate time to paid and unpaid work. The report also analysed issues such as gender equality, caregiving and balancing family and paid work responsibilities. The information obtained unveiled gaps between women and men correlated to the existing differences in their position in the labour market and their participation in education, cultural activities and other spheres of life. The final report was published in December 2011.

Child rights data, statistics and information were developed further with UNICEF support, addressing the recent policy developments of the Albanian government in the context of EU integration, with a focus on improving knowledge about inequalities. This included support to routine data collection by regional Child Rights Units, using a standard set of child wellbeing indicators, as well as information collection by regional civil-society-run Child Rights Observatories. Moreover, assistance was provided to conduct a nation-wide mapping of Roma settlements and for the improvement of the Education

Management Information System (EMIS) in two regions. With UNICEF support, MoLSAEO capacity to prepare a registry of NGOs involved in child protection was strengthened and the first report of the Child Rights Observatories was published.

With the aim to improve social assistance for children, an analysis of the national cash transfer system (“ndihma ekonomike”) was completed with UNICEF support, resulting in recommendations to complement the current system with multi-sector social care services and non-cash entitlements to directly benefit children. With UN support, a DevInfo (<http://www.odf.al/devinfo>) database with 17,200 entries for 205 indicators collected in eight regions become available to state authorities and civil society organisations for situation monitoring.

With ILO support, the capacities of INSTAT, MoLSAEO and other line ministries to analyse labour market information were improved through the establishment of a working group on the Labour Force Survey (LFS), with particular focus on the nexus between informal employment and youth migration. The Youth Employment and Migration (YEM) capacity building programme on labour market statistics facilitated the addition of more than 30 variables to the LFS needed for monitoring implementation of the National Aids Programme (NAP), in order to integrate measurable targets on youth employment and migration in NSDI.

UN Women, with the technical support of UNFPA Albania and the Gender Working Group of the UN Joint Programme on Gender Equality, supported the production of the Harmonised Indicators on Gender Equality and the Status of Women in Albania. This set of harmonised indicators will serve as a basic manual for data collection to better support gender analysis and development of improved assessment and monitoring of women’s participation in several development sectors. The Harmonised indicators will also be used to produce regular reports on the Status of Women and Gender Equality in Albania.

### **Strengthening the capacity of the public sector**

The UN continued to support the implementation of the Paris Declaration in 2011 by contributing to the preparation of an Organisation for Economic Co-operation and Development–Development Assistance Committee (OECD–DAC) survey and of its Gender Equality Optional Module. In support of the implementation of the Paris Declaration principles, UN Women enabled the participation of representatives of the Government and civil society to the fourth High Level Forum on Aid Effectiveness in Busan.

Important support was provided to establish an Integrated Planning System through introducing a set of operating principles and supporting structures to ensure that government planning, implementation and monitoring processes take place in an efficient and harmonized way. These processes were linked and harmonized with other global and regional processes such as the MDGs and EU integration, which were embedded in a holistic national development framework (NSDI).

UNDP assisted the establishment of the Department of Strategy and Donor Coordination (DSDC) of the Council of Ministers. Establishment of DSDC and the support to the implementation of its functions included creating working linkages with other key government units especially the Ministry of Finance, Ministry of European Integration, and the line ministries.

Assistance focused on organizational and human resource development, relationship building, establishing a donor coordination function in the DSDC, undertaking an assessment for the establishment of an IPS Information System (IPSIS), and providing other advisory and training services as they arose. These activities led to the preparation of the National Strategy for Development and Integration (NSDI) and the Medium Term Budget Programme (MTBP).

UNDP also supported the Department of Strategy and Donor Coordination (DSDC) with formulation of a roadmap for the update of the NSDI. In parallel, UNDP helped the Council of Ministers (CoM) review its current business processes, in order to promote administrative efficiency. UNDP continued to support the Brain Gain programme to facilitate the return of qualified Albanian nationals to take up key public and academic positions through provision of incentive packages, while also exploring measures to ensure sustainability of the programme's impact. In 2011, 140 individuals were supported by Brain Gain incentive packages and contributed to teaching, research and policy making in universities and central government. Moreover, GoA granted a contribution of USD 500,000 to the programme in order to sustain its activities in 2012.

With ILO support, the National Employment Service (NES) employment and training capacities were strengthened and a critical shift in the nature of its services realised by introducing Active Labour Market Policies and Programmes (ALPM). In this context, following a piloting phase for four ALPM, the NES will continue to work towards increasing their number.

In addition, ILO provided assistance to the State Labour Inspectorate for the implementation of the Occupational Health and Safety Law, recently approved by the Albanian parliament, particularly for risk assessment, in order to strengthen prevention measures and increase safety in the work place. The Social Insurance Institute capacity to manage the social insurance scheme was also strengthened. In this context, an actuarial assessment was conducted to measure the payment power of the social insurance fund and to improve its budget management.

UNDP continued its support for ICT and e-services at both the central and local levels. Support was provided to the Ministry for Innovation and ICT (MITIK) for the establishment of a National Broadband Network (NBN) for Albania. Serious attempts were made to prepare Geographic Information System (GIS) policies and legislation. Progress was achieved in the implementation of Rights of Way to further promote Internet use. MITIK has also been supported in introducing reforms in the postal service making use of the best experiences available in this sector. At the local level, the municipalities of Kamza and Elbasan were assisted with development of an Electronic Document Management Systems (EDMS) for processing requests and complaints from citizens and correspondence with other institutions. In addition, e-portals for the two municipalities were developed with the aim of enhancing the participation of citizens in processes concerning administration, policy making, decision making and service delivery.

### **Strengthening policy and legal frameworks for social inclusion**

In late 2011, an evaluation of the Social Inclusion Strategy (2007-2013) was initiated with UNICEF support. The Social Inclusion Strategy comprises measures related to social protection, health, education, employment, justice, water supply and transport specific policies. The review of this strategy will focus on the effectiveness of the social inclusion framework to capture progress by a variety of stakeholders in specific areas, and will assess the coordination and monitoring capacity of MoLSAEO, including in the area of data management systems.

As a part of UN's support for Albania to ratify and implement the UN Convention on the Rights of Persons with Disability (CRPD), UNDP assisted MoLSAEO in conducting a review of the disability-related legislation and policy documents with a view to assess their compliance with CRPD. The findings and recommendations of the assessment were endorsed by the relevant stakeholders. Meanwhile, the Inter-Ministerial Working Group (IMWG), established with UNDP support to improve the legal framework on disability, produced a draft Disability Act aiming at regulating rights and issues specific to persons with disabilities. The IMWG members also agreed on necessary amendments to be introduced to other legislation to align it with the CRPD and mainstream the rights of persons with

disabilities. A participatory and consultative process among various national stakeholders, including government officials, representatives of independent human rights institutions and of civil society, was also facilitated.

UNICEF supported the preparation of a new plan of action for children in line with NSDI and the Strategy for Social Inclusion (SSI). In this context, newly established institutions at the national and regional level were strengthened, laying the foundations for evidence-based policy analysis with regard to realisation of the rights of the child.

In June 2011, the Law number 10347 On the Protection of the Rights of the Child entered into force. The law regulates the establishment of a comprehensive nation-wide mechanism for the monitoring and promotion of children's rights. The law institutionalises the accountability of specific government authorities for the enforcement of children's rights. A National Agency for the Protection of the Rights of the Child has been established. Regional Child Rights Units (CRUs) are introduced as an integral part of the Regional Councils. With UNICEF support, CRUs have been established in 11 regions.

The Municipality of Tirana Social Housing Report, prepared with UNICEF assistance, assessed possible solutions vis-à-vis the current situation of housing needs in the municipality, especially for the most vulnerable families and children, and lays the foundations for a public policy on social housing. The report provides valuable and documented public policy solutions, which both address housing provision based on social criteria and suggest social development plans for the area. The report can serve as a guideline for other big municipalities, and for central government for adoption of a cohesive social policy on housing.

Policy advice was provided by ILO to the Ministry of Agriculture, Food and Consumer Protection (MAFCP) to support formalisation of agricultural sector workers based on a similar approach used by other government programmes (such as Mountain Areas Development Agency, MADA) and by those implemented with donor funding. These measures are expected to lead to a two percent reduction in informal employment in agriculture.

With UNFPA support, around 200 social service employees and care providers for older people and persons with disabilities were trained in 'Communication process and means of communication' as part of SSI.

### **Gender equality**

With UN support in the context of the Joint Programme on Gender Equality, GoA finalised and adopted the National Strategy on Gender Equality and against Gender-Based and Domestic Violence 2011–2015 and its Action Plan, with revised priorities reflecting recent developments and challenges. The revised strategy focuses on four priority areas: strengthening institutional and legal mechanisms on gender equality; increasing women's participation in decision making; advancing women and girls economic empowerment; and reducing violence against women. With UN Women's support, the strategy action plan was costed, enabling proper resourcing and more effective implementation. As of December 2011, three new legal proposals, that better reflect Albania's international and EU commitments on gender equality and against gender-based violence, were discussed in parliamentary committees for the Criminal Code, the Electoral Code and Regulation of Parliament.

In the context of revision of the Justice Strategy, UN Women provided technical support to include gender equality obligations in this strategy for the first time. With UNDP support, and based on successful local pilots, CoM adopted a Decision 'On the Set up and Functioning of the Coordination and Referral Mechanism of Domestic Violence Cases' in 2011. This reflects an increased awareness and institutional commitment towards implementing the national obligation on gender equality and women's rights in Albania.

In this context, UNDP, in collaboration with MoLSAEO, continued to organise training and updating sessions to a multitude of professionals and authorities to strengthen their capacities. UN Women and

UNDP provided technical and financial support to Civil Society Organisations (CSOs) to identify and calculate the costs (to the justice system, police and women survivors) of protection orders for survivors of domestic violence. The findings of the report will support government and non-government institutions to better plan and allocate financial resources needed for the implementation of the Law on Measures against Violence in Family Relations. The report will also be used by civil society to advocate and monitor the effective allocation of the requisite resources.

Under the leadership of MoLSAEO, and with UN Women support, work on the first national report on the Status of Women and Gender Equality in Albania was initiated, by taking advantage of the recently adopted set of “National Harmonised Indicators on Gender Equality and Status of Women in Albania”. The main theme of the 2011 report is women’s economic empowerment, one of the priorities of the newly adopted NSGE-GBV&DV (2011–2015). The report presents a comprehensive picture of the actual situation of women in Albania in several social-economic sectors and will serve as a baseline to measure progress in advancing gender equality and women’s rights in the coming years.

UNFPA assisted MoES in cooperation with the NGO partner Albanian Centre for Population and Development to improve pre-university school curricula on sexual and reproductive health. A group of experts identified five cross-curricula main topics (health, sexuality, HIV and AIDS, nutrition and drugs, alcohol and tobacco) and are supporting the updating of the respective curricula for grades one to six and seven to nine, as well as preparation of a teacher’s manual for these grades.

Exposure to international best experience of gender mainstreaming in policies and budgets has been crucial in building capacities of the government officials. Seven government officials were exposed to Austrian Government’s mechanisms to achieve gender mainstreaming and gender responsive budgeting. As a result of the visit, at the initiative of MoLSAEO and Ministry of Finance (MoF) a draft decision of the Council of Ministers was prepared, with the aim of legally binding each line ministry to set up a gender related objective in the Medium-term Budget Programme 2012-2014.

### **Youth employment and migration**

The UN continued to provide support to MoLSAEO in the context of the NAP on Youth Employment 2010–2013, which targets around 64,000 individuals aged between 15 and 29 years of age. NAP envisaged 44 policy options to enable youth employment and school-to-work transition.

The decentralised implementation of youth employment programmes in collaboration with the Regional Employment Boards in Kukes and Shkodra contributed to an increased ownership of the interventions in the two pilot regions, in terms of implementation of both the innovative youth employment programmes and the necessary financing mechanisms.

The Kukes Regional Employment Board has adopted and is implementing the 2011 Territorial Employment Pact for Youth (Y-TEP), targeting around 1,000 young people—informal workers and contributing family workers in particular. The Kukes Regional Employment Board has also undertaken development of the 2012 Y-TEP for the region.

With UN support, a suitable administrative solution for the Shkodra Regional Employment Fund was found. UNICEF supported the establishment of Youth Employment Services (YES) centres in three districts. At present YES services, initially planned in two regions, are delivered in five as part of the regional employment offices. They provide youth with information and counselling services on employment. Direct youth employment services were provided to 640 youth in two regions. Orientation and career development sessions were organised involving 3,600 young people in secondary schools over the project life cycle. 240 youth received livelihood and life skills extensive courses. Moreover, orientation and career development sessions were organised involving around 400 young people in secondary schools.

The work-training and wage subsidies schemes implemented in a public private partnership framework highlighted the critical role that the private sector can play in finding effective solutions to the youth employment challenge. Through this intervention, 328 disadvantaged youths received on-the-job



training in 37 private sector enterprises in 2011, and of these nearly 90 percent were subsequently formally employed. This piloted measure equipped the National Employment Service with a new modality of collaboration with the private sector. An intermediary assessment report has recommended replication of this measure in other regions in a decentralised approach to active labour market measures, as it better responds to the needs of the local labour market.

In addition, the online mapping tool of Albanians who recently graduated abroad became fully operational. Through this tool, more than 800 such graduates were identified and their profiles made available to private enterprises seeking interns. By the end of 2011, 65 new internships were realised, matching the competence profiles of these young people with in-country employment opportunities.

An information campaign on regular migration and the risks of irregular migration was successfully carried out with the support of academic institutions, agencies and civil society. The first of a series of four out-of-country events was delivered with the aim of reaching out and mobilising the Albanian diaspora. The Regional Employment Boards also participated in the design and implementation of this initiative.

In a complementary project, UNDP and ILO started working together in 2011 with funding from the Austrian Development Cooperation to support MoLSAEO in equipping the vocational education and training system in three regions of Albania (Fier, Elbasan and Lezha) with the necessary capacities and skills to address the training needs of vulnerable groups in these three regions.

### **Economic development and inclusive growth**

With UNDP and UN Conference on Trade and Development (UNCTAD) support, the new Foreign Direct Investment (FDI) Agency (AIDA) started its preparations for the Foreign Direct Investment Report 2011. The World Investment Report 2011 was launched in Albania, showing that FDI flows in Albania in 2010 rose to more than USD 1 billion for the first time ever, making it the second largest FDI recipient in south-east Europe after Serbia.

UNDP also supported the international exposure of AIDA. In this context, the capacity of AIDA staff was strengthened to better define and elaborate their services on business promotion.

Through the Spanish Millennium Development Goal (MDG) Achievement Fund contribution, the Economic Governance Joint Programme, supported by UNDP in cooperation with the World Bank, contributed significantly to the visibility of consumer issues in Albania. Regional awareness raising events with journalists were organised, successfully attracting media attention. Meanwhile, the website of the Consumer Protection Commission at METE was developed. This site constitutes an access portal to the Consumer Complaints Management System, which was launched publicly on 15 March 2011, consumer rights day. Within the framework of the programme, a model water contract that regulates many elements of the country's water policy was prepared and later approved by the Water Regulatory Authority. In addition, a study on the customer services of the water utilities was completed, establishing a benchmark in line with international best practices of customer services. An awareness campaign was developed to raise awareness of citizens of their rights as consumers and advocate for implementation of the consumer protection law. Training in alternative resolution of disputes between consumers and businesses in European countries was provided.

METE, with technical support from UNDP, finalised a detailed NAP on Corporate Social Responsibility (CSR). The action plan, launched at a joint UNDP–METE event in December 2011, underpins the clear vision with which Albania promotes CSR with the intention of developing the sustainable competitiveness of companies, creating social value for the long-term prosperity and welfare of Albanian citizens and protecting the environment for future generations.

### **Culture and development**

With United Nations Educational, Scientific and Cultural Organisation (UNESCO) and UNDP support, and financed through the Spanish MDG Achievement Fund, rehabilitation of the ethnography pavilion at the National History Museum (NHM) and the works for reopening the Apollonia archaeological

museum were completed, while those for renovation of the NHM conference room continued to progress. Visitor information tools produced for the archaeological site of Antigonea and for the city of Berat have improved the visitor's experience. Meanwhile, the artisan incubator in Gjirokastra continues to operate. Visitor information quality has improved with completion of a cultural heritage signage project in the historic centre of Gjirokastra and the opening of a new tourism information centre. The capacity of civil servants to implement the UNESCO convention on intangible heritage was enhanced with a national conference on the subject, exposing participants to, e.g., international best practices. The first year of an MA level programme on Culture Resource Management was successfully concluded with a field trip to Greece, enabling students to validate their historical, cultural and management knowledge.

UNDP supported the drafting of a cultural marketing strategy and a strategy on cultural diplomacy to be adopted by GoA, along with recommendations related to the fiscal mechanism in the area of culture in general and archaeological parks in particular.

With UN support, a publication entitled *Heritage in Albania—Centre for Restoration of Monuments in Tirana* was printed and distributed to promote transformation of the centre into a regional centre for restoration of monuments in south-eastern Europe. Additionally, UNESCO supported the preparation of new courses at the centre, beginning in October 2011.

News ideas on conservation and protection of cultural monuments were shared successfully with local communities, civil society and the private sector through UNDP-led public seminars in the cities of Gjirokastra and Berat. The recommendations from these activities are being published in the form of a user's manual to serve as an orientation tool in future revitalisation efforts. In addition, UNDP provided support to MoYCTS for the finalisation of terms of reference for a feasibility study on rehabilitating and improving the tourism potential of the Plepa-Perroi i Agait area in Durrës, for which an international company was contracted.

**ii) Indicator Based Performance Assessment:**

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

The UN in Albania, under the first programme cycle has not reported on the basis of indicators (see annual reports 2007, 2008, 2009, 2010 and 2011); we will not be able to fill in this table retroactively.

### **iii) Evaluation, Best Practices and Lessons Learned**

- Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?
- Explain challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?
- Report key lessons learned and best practices that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

This section focuses on the evaluations conducted under this outcome area for the following joint programmes:

- Culture and Development for Social and Economic Development (CHSED);
- Youth Employment;
- Economic Governance c)

#### **1-) Culture and Heritage for Social and Economic Development**

The CHSED JP was a major intervention, with five comprehensive components and significant difficulties in implementation. Programme design was over-ambitious taking into account the modest size of the budget. Nevertheless, overall, the programme has been highly relevant to Albania, putting forward for the first time an external intervention with a clear focus on culture and heritage and its linkage with socio-economic development. But, at the programming stage, sustainability should have been more strongly explored. Programme implementation was complicated and delayed because of a lack of preparation for construction and modernization works. It has also suffered from long-lasting delays often, attributed to the political environment and technical complexities, and time extensions are still needed to complete all agreed works.

The MoTCYS, within its limitations in terms of competencies and funds, has always acted as a clearly committed partner. The programme outputs will be mostly achieved and they will contribute to the largely effective achievement of the set goals. Most project activities have been finished or are close to completion. Programme impacts are still difficult to trace however. Positive immediate impacts that appear can be seen in an increased public and political discussion in respect to Albania's culture and heritage. The decision-making process for the NHM renovation was an unexpected, difficult to manage, but positive unplanned impact.

Socio-economic impacts would have been more visible if the culture marketing strategy had been implemented, which however, is still not the case. The same is true for the cultural diplomacy strategy, where administrative reasons still delay the establishment of a cultural diplomacy department in the MoFA. Despite the initial uncertainties with the joint programme management and coordination approach, the cooperation between UNESCO and UNDP greatly improved and ensured a high degree of joint work.

#### **Lessons learned**

##### Joint programming and joint programmes

CHSED programming and implementation confirms the need to establish realistic work programmes and adequate budgets. The CHSED JP shows that effective joint work is possible and successful. Despite all

implementation difficulties, the joint programme approach has been the right decision for both agencies involved and facilitates well a One UN identity in Albania. However, the impact of significant implementation delays on participating agencies' resources and planning should not be underestimated.

Programming of culture and heritage activities has to carefully assess the technical aspects of modernizations works at the programming stage, including realistic feasibility studies, technical assessments, land ownership issues, etc. The artisan incubator project in Gjirokaster is an example of good practice and deserves dissemination.

The designers of joint programmes should recognise that, within a longer-term vision that moves in the desired development direction, results are identified within the donor timeframes, and at the same time set the stage for continued commitment to achieve the broader, longer-term vision in line with national policies.

### **General recommendations vis-à-vis joint programming**

- Programming of future joint programmes should include a sustainability strategy as an integrated part of the programme document. The current programming section on sustainability as well as the sustainability strategy document are insufficient and provide only general statements in respect to the durability of project outputs.

### **Recommendations to UN partners**

Programming of future joint programmes in the area of culture and heritage should:

- Focus on support given for the implementation of the respective sectoral strategies (national culture strategy, cultural marketing strategy, cultural diplomacy strategy);
- Have a direct link to defined culture objectives and indicators, in order to trace directly the contribution of UN assistance towards Albania's goals;
- Strongly recognize the national interest and the variety of opinion in this area;
- Consider a more pronounced developmental perspective with plans to strengthen the poverty/ economic benefits orientation and possibly focus more on rural areas.

## **2-) Youth Employment and Migration.**

**The Youth Employment and Migration final** evaluation pointed out the inclusive process to develop the national Action Plan and the Territorial Employment Pacts (TEP) has allowed the Albanian institutions at national and local level to adopt active labor market measures for youth employment and to tackle migration more effectively. Shkodra regional board offers a good example of empowering the different stakeholders in view of the decentralization process. It is critical in building the regional capacity to attract and manage EU funding for the implementation of actions that address youth employment and migration issues in the future since the REF is based on the ESF structure. As a consequence of the capacity building interventions related to the Pact implementation, the local communities and regions are developing the capacities to mobilize resources and may in the future be able to access national and IPA fund for infrastructure and development, as well as future structural funds from the EU.

Strong ownership of actors at national and regional levels and high value of the approach used as a model for potential replication not only in Albania but also to other countries were based on strong technical competencies on employment, youth and migration provided through the participating UN agencies.

The Joint Program has consistently responded and provided support in a complex operational environment. The JP as a multi-level actors' effort was flexible to address changing needs and creating foundation for long-term development. Reliable data and background analysis concerning the underlying relation between youth migration and unemployment is necessary in order to provide policy-makers with recommendations in order to properly address the challenge of contributing to improve employment opportunities of the young people and preventing irregular migration.

The evaluation pointed out that the lead-time for programme implementation should not be underestimated and that a clear communication strategy for the JP should be in place and is adequately disseminated.

### **3-) Economic Governance**

**The Economic Governance programme** evaluation pointed out that despite the obvious contribution of the JP toward the One UN programme in Albania, the day-to-day management and administration of the Economic Governance JP falls short of fully piloting the One UN approach promoted by the MDG-F that was "promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies".

Adaptive management has been used regularly to adapt to a constantly changing environment; particularly to commit project resources when there is a need and not only to meet a disbursement schedule. As a result, services delivered are of good quality and each assignment is conducted on an as needed basis. This approach is particularly important in the context of Albania where there is a good donor coordination approach; particularly in the water and energy sectors.

Flexibility and adaptability was recognized by some stakeholders during the interviews conducted by the Evaluation Team. In addition to being flexible, stakeholders like the fact that it was a concrete programme with a set of clear activities that delivered concrete results that were integrated into larger strategies and programmes and contributed to improving systems to deliver better water and electricity services to consumers.

The programme had a broad scope – intervening in three critical sectors – a limited duration – two years – and a strategy that is activity-based without an overall objective to achieve. Nevertheless, the implementation of the programme was done in such a way that the impact and the long-term sustainability of JP achievements should be ensured over the long run. They are part of larger strategies and programmes and the uptake of most deliverables will be through follow up activities funded by other national and international funded programmes. They should contribute to the implementation of better water and electricity supply systems in Albania and also on improving the consumer protection system in the country.

National partners were much engaged and the JP benefited from a strong national ownership where national partners were central to guide and direct the programme; particularly under the PMC chaired by the Deputy Minister of Water as the main decision-making body for the JP. Work plans were discussed and approved at the PMC level and activities and their timing were reviewed by members to ensure an effective contribution of the JP to national priorities.

**In terms of lessons learned**, the evaluation pointed out that two agencies with very different management procedures and decision-making processes cannot work efficiently without harmonizing their systems. In addition, this type of joint programme needs an explicit inception phase with clear guidelines to review the design and adapt/update the programme to new realities. It should be finalized with an inception workshop

and documented in an inception report that should be part of the design documents and become the new “blue-print” for the implementation of the joint programme.

Flexibility was one critical success factor for this type of programme. Once the strategy of the joint programme is approved, the planning of activities should be kept flexible to adapt to national priorities and needs. It is only with a flexible approach that a programme of this nature can be fully responsive to national priorities and needs.

#### **4-) Institutional mechanisms for the implementation of the rights of the child in Albania**

The programme was deemed very important for Albania. There have been qualitative changes in the perception of children’s rights from the institutions and the society. Albanian state policies and in particular the National Strategy and Action Plan for Children created the conditions for a fundamental reform in terms of institutional strengthening of policy and decision-making organizations at central and local level. In this sense, the programme was initiated and is being implemented in a suitable medium.

The programme was in accordance with the priority of the respective institutions and policies for the protection of children’s rights in Albania. It was delivered in accordance with UN standards, taking into account the complex interventions of UNICEF in policies, legislation, institutions and human capacity building.

Most of the funding was used for policy development and drafting of new legislation. A considerable part was used for human capacity building in the CRUs and CROs. The evaluation appreciated the fact that the programme has been using internal (local) experience and expertise in drafting policies and for capacity building trainings.

The programme has secured the involvement and commitment of a significant number of actors who have created premises for the programme’s continuity and sustainability in the future. However, the involvement of local stakeholders in the programme has to be followed up as it constitutes one of the risks for the sustainability of the programme due to frequent political changes and rearrangement of staff.

**Lessons learned:** The programme has not ensured longer-term interventions within the system, be it in policy drafting or in institutional support.,

#### **5-) The Joint Programme on Gender Equality**

The overall opinion was that the JPGE was effectively employing its advantage of delivering as One UN, to build up what can be seen as a synergetic ally constructed multi-pronged complex adaptive system to guarantee GE and respect for WHR throughout the country, in compliance with the national application of international norms and standards.

Working as one and the internal coordination of agency activities can permit the four UN agencies involved to have greater synergetic combined effect. Stakeholders considered that the most important aspect of JPGE was the synergy created between implementing partner organizations. It was widely commented that not only was the coordination between UN agencies much improved, but it was moreover having the side effect of improving coordination and collaboration between line ministries.

#### **6-) MDG Report 2010**

Albania was unique in that it created a 9<sup>th</sup> national MDG on “Good Governance”, using six indicators to measure it. Frequent reports were generated on the progress status of MDGs since the MDGs became part of the National Strategy for Development and Integration (NSDI), and sector and crosscutting strategies.

Challenges:

- The ability of the government to adopt the project results into the business practices will remain a continuing challenge;
- Continuing gaps in coordination and management of processes and institutions pose a greater risk.
- The remedy is not that complex: Concerted effort, discipline and vigilance are required. But to achieve this, will entail a major shift in the management culture within the public administration.



# CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECTS - PILLAR I GOVERNANCE

## Result 1.1.1 - Strengthening Statistics and Data Management for Evidence-Based Policy Making

MPiF Project ID	Project description	Country	Fund	Theme	Organization	Period	Budget
00055641	ALB Result 1.1.1 - Data and statistics	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011	1,117,511.00
00055641	ALB Result 1.1.1 - Data and statistics	Albania	Albania One UN Coherence Fund	Governance	UN-PA	01.01.2007 - 31.12.2011	1,638,151.00
00055641	ALB Result 1.1.1 - Data and statistics	Albania	Albania One UN Coherence Fund	Governance	UNICEF	01.01.2007 - 31.12.2011	644,500.00
00055641	ALB Result 1.1.1 - Data and statistics	Albania	Albania One UN Coherence Fund	Governance	UNWOMEN	01.01.2007 - 31.12.2011	110,490.00
00055641	ALB Result 1.1.1 - Data and statistics	Albania	Albania One UN Coherence Fund	Governance	WHO	01.01.2007 - 31.12.2011	55,000.00
							3,565,652.00

## Result 1.1.2 - Brain Gain

MPiF Project ID	Project description	Country	Fund	Theme	Organization	Period	Budget
00055642	ALB Result 1.1.2 - Brain Gain	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011	568,500.00
00055642	ALB Result 1.1.2 - Brain Gain	Albania	Albania One UN Coherence Fund	Governance	UNESCO	01.01.2007 - 31.12.2011	84,750.00
							953,250.00

## Result 1.1.3 - Government

MPiF Project ID	Project description	Country	Fund	Theme	Organization	Period	Budget
00055643	ALB Result 1.1.3 - Government	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011	1,009,200.00
00055643	ALB Result 1.1.3 - Government	Albania	Albania One UN Coherence Fund	Governance	WHO	01.01.2007 - 31.12.2011	80,000.00
							1,089,200.00

## Result 1.1.4 - Migration

MPiF Project ID	Project description	Country	Fund	Theme	Organization	Period	Budget
00055644	ALB Result 1.1.4 - Migration	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011	20,000.00
00055644	ALB Result 1.1.4 - Migration	Albania	Albania One UN Coherence Fund	Governance	UNICEF	01.01.2007 - 31.12.2011	60,000.00
							80,000.00

## Result 1.2.1 - NSDI Implementation







MPiF Project ID	Project description	Country	Fund	Theme	Organization	Period	Budget
00055646	ALB Result 1.2.1 - NSDI Implementation	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011	1,010,000.00
00055646	ALB Result 1.2.1 - NSDI Implementation	Albania	Albania One UN Coherence Fund	Governance	UNICEF	01.01.2007 - 31.12.2011	525,270.00
							1,535,270.00

## Result 1.2.2 - Gender Equality

MPiF Project ID	Project description	Country	Fund	Theme	Organization	Period	Budget
00055647	ALB Result 1.2.2 - Gender Equality	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011	478,240.00
00055647	ALB Result 1.2.2 - Gender Equality	Albania	Albania One UN Coherence Fund	Governance	UN-PA	01.01.2007 - 31.12.2011	30,000.00
00055647	ALB Result 1.2.2 - Gender Equality	Albania	Albania One UN Coherence Fund	Governance	UNICEF	01.01.2007 - 31.12.2011	59,705.00
00055647	ALB Result 1.2.2 - Gender Equality	Albania	Albania One UN Coherence Fund	Governance	UNWOMEN	01.01.2007 - 31.12.2011	296,450.00
							864,395.00

Result 1.3.1 - Trade						
MPTF Project ID	Project description	Country	Fund	Theme	Organization	Period
00065648	ALB Result 1.3.1 - Trade	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011
						Budget: 350,000.00
						350,000.00
Result 1.3.2 - Informality						
MPTF Project ID	Project description	Country	Fund	Theme	Organization	Period
00065649	ALB Result 1.3.2 - Informality	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011
						Budget: 416,678.00
						416,678.00
Result 1.3.4 - Promoting Cultural Heritage and Tourism						
MPTF Project ID	Project description	Country	Fund	Theme	Organization	Period
00065651	ALB Result 1.3.4 - Culture and heritage	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011
00065651	ALB Result 1.3.4 - Culture and heritage	Albania	Albania One UN Coherence Fund	Governance	UNESCO	01.01.2007 - 31.12.2011
						Budget: 48,000.00
						200,000.00
						248,000.00
Result 1.3.5 - Frameworks that promotes CSR and Global compact						
MPTF Project ID	Project description	Country	Fund	Theme	Organization	Period
00065652	ALB Result 1.3.5 - CSR and Global Compact	Albania	Albania One UN Coherence Fund	Governance	UNDP	01.01.2007 - 31.12.2011
						Budget: 55,000.00
						55,000.00
GRAND TOTAL GOVERNANCE						9,137,446.00

By signing, Participating UN Organizations certify that the projects under Pillar 1 - Governance have been operationally completed.

<b>UNDP</b> Ms. Yesim Onuc Country Director Signature:  Date: 9 June 2014	<b>UNESCO</b> Ms. Yolande Valic-Matt Regional Director Signature:  Date: 9 June 2014	<b>UNFPA</b> Ms. Manuela Bello Assistant Representative Signature:  Date: 09 June 2014	<b>WHO</b> Dr. Batzge Boudjoghchev Officer in Charge Signature:  Date: 27/06/2014
<b>UNICEF</b> Mr. Dettlef Palm Representative Signature:  Date: 09 June 2014	<b>UNWOMEN</b> Mr. David Saurdey Representative Signature:  Date: 9 June 2014		