

Annual Report 2006

Foundation for Local Autonomy and
Governance

Albania



Preface

Albania's move towards a decentralised democratic form of governance has been a long and tortuous process. Nevertheless, milestones have been reached and marked improvements have been seen and felt by its people. The staff of the Foundation for Local Autonomy and Governance (FLAG) and its pool of experts in local government issues have assisted in some of the aspects in this difficult process, most notably with supporting the development of the Association of Albanian Municipalities (AAM), Association of Albanian Communes (AAC) and Training Agency for Local Government of Albania (TALGA), and also through advising the Task Force for the Ministry of Local Government and Decentralisation, preparing in the process a number of draft laws on local government issues. FLAG has also provided assistance to many of Albania's municipalities and communes, across the country. Furthermore the Foundation has brought to bear the expertise of its extensive pool of local government and economic development trainers in producing a range of documents and manuals for elected or appointed local officials.

As Albania has progressed along the road towards European integration, the capacity development of its institutions has been of prime importance, enabling structures to be set in place for the country to be able to meet its responsibilities, both to its people and to Europe in a more general sense. FLAG has provided its expertise in this capacity and institutional development and is currently taking on more projects that sustain the Foundation and feed into the development of a more decentralised and democratic society in Albania.

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Highlights

The year 2006 was an important year for FLAG. It was the year in which the Foundation strengthened its roots, broadened its expertise base and expanded the number and range of projects in which it is involved.

Of the projects implemented in 2006, five were designed to strengthen the functioning of democracy at the local level, three to create conditions for stimulation of local economic development and one to strengthen the Albanian Institute of the Environment.

In 2006, FLAG implemented from beginning to end three projects, while at the same time it finalised five projects whose implementation began in previous years. Meanwhile, the Foundation is continuing to implement a project that will be finalised in 2008, with a budget of € 1,250,000. The total budget of the projects completed in 2006 came to the equivalent of about € 597,250, from which FLAG managed local expertise and implementation, including five projects (€ 192,320) that were managed totally by the Foundation.

The three projects both begun and completed in 2006 all concerned development of local governance, with a total budget of more than € 38,000. The Foundation is very pleased with the level of success achieved.

Developing the Albanian Association of Communes (DAAC) is a project funded by Swedish International Development Agency (SIDA) aimed at enabling the AAC to play a significant role in the reform of Albania's public administration system, especially in strengthening its communes.

Finalising the project proposal *Support programme for strengthening local governance in Dibër Qark, Albania* was funded by the Royal Netherlands Embassy and was aimed at finalising the programme design and proposal for a project that will strengthen local governance in the Region of Dibër, eastern Albania. The project *Accompanied self-assessment of Decentralisation and Local Development Programme (DLDP) partner LGUs* was funded by the Swiss Agency for Development and Cooperation (SDC) and was implemented in various local government units (LGUs) in northern Albania. It involved applying methodology for local governments to be able to assess and improve their standards of governance. In this project FLAG was able to exercise the experience it gained in the *Local Government Leadership Programme*, which was funded by the Council of Europe (CoE), Local Government Initiative (LGI) and the Organisation for Security and Cooperation in Europe (OSCE). This programme introduced a self-assessment mechanism into 15 pilot municipalities, the conclusions from which will be used to develop distinct leadership improvement plans. In addition, a reference manual on undertaking self-assessment was published for use by local government officials.

Of the five projects begun in previous years, one was aimed at strengthening local governance, one was to strengthen Albania's Institute of Environment and three were to do with local economic development, with a combined total budget equivalent of about € 565,470.

Partnership with Administration for an Effective Governance in Rubik Municipality was a project funded by the Open Society Institute (OSI) aimed at increasing the effectiveness, capacities and standards of local government in Rubik, in north-central Albania, while creating conditions for improved quality of life for the municipality's citizens. *Providing Support to the Institute of the Environment* was a project funded by the Royal Netherlands Embassy, Tirana. It was aimed at developing methodologies and systems used in the Institute so that it can reach satisfactory (ISO) standards. This project has been

suspended due to institutional restructuring in Albania. A new agency is being created that will include the former Institute of the Environment and a decision will be taken whether to continue this project with that agency.

Developing Enterprise Locally through Techniques and Alliances (DELT A) was a project financed by OSI through LGI and the World Bank (WB) Group. It involved developing in five Albanian municipalities strategies and action plans for policy reform and private sector development, building capacities in municipal government and the business community to foster institutionalisation of public-private partnerships and developing locally owned projects and programmes that promote sound private sector development. One of the products of DELTA is a set of books (one from each municipality) that set out the Strategic LED Plans. A business profile was developed for one of the participating municipalities, and a television documentary prepared that presents the unfolding of the DELTA project. The project experience and publications are available on the worldwide web at a site developed in 2006 by FLAG through another project, *Development of DELTA webpage*, funded by OSF, LGI and the WB Group.

The project *Combined Economic Development & Strategic Planning for Communes* was funded by EU CARDS and Cafod Albania. FLAG staff (through MGS) provided expertise in training in economic development strategic planning, and in formulating and reviewing LED plans and profiles.

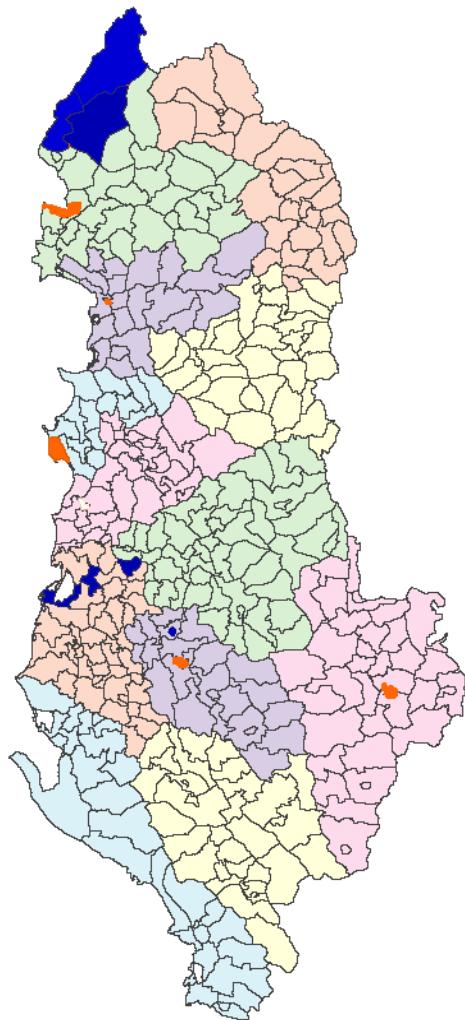
Mission

to encourage achievement of the most advanced standards in decentralized and democratic governance

To fulfil its mission the Foundation for Local Autonomy and Governance, FLAG, supports the activities of Albania's local authorities and community-based organisations, contributing thus to the development of Albanian society. Through its work, the Foundation disseminates the idea of civil self-governance, widely perceived as the fundamental form of democracy. In its endeavours, FLAG complies with the principles of being non-political, independent, non-commercial, transparent, professional and responsive to needs.

FLAG aims at achieving sustainable results, excellence in performance and full customer satisfaction.

Using up-to-date methodology and approaches, FLAG offers to local government units (LGUs) services from its wide ranging expertise.



The Foundation

FLAG is a non-profit organisation set up in January 2003, when it was registered with the Courts of Tirana as an Albanian Non-Profit Organisation. The initiative to set up the Foundation emerged from a core group of Albanian managers and experts who had worked together for the previous seven years (since 1996) in implementing SLGCP and COMPASS.

Internal organisation

FLAG's highest decision-making body is the Board while the highest executive body is the Director supported by the Senate of Senior Councillors.

The Foundation employs four full-time staff, including the director and vice-director. Three staff members are Albanian, with excellent command of English and Italian, while the fourth member is English. The Foundation's strength, however, rests in the large pool of experts developed over the past ten years, formed since before FLAG was established.

Network of experts

FLAG's organisational and technical expertise is supported and complemented by short-term inputs from top local and international experts in specialised disciplines. A group of 44 experts comprised the core of the COMPASS programme's local network, and this group has been extended for FLAG. These experts underwent training for trainers courses and are well proven in implementation of

specific projects or delivery of training courses. They comprise people with hands on experience who are capable of disseminating knowledge, managing processes and projects and encouraging sustainable change.

The core group is complemented by a broader structure that includes more than 100 professionals, in various policy areas, that have undertaken training of trainers courses, either generic or topic-oriented, or both.

FLAG's approach and methodology

Three major concepts describe the methodology FLAG applies in implementing activities to fulfil its mission:

- process management
- multidisciplinary and integrated approach
- sustainable change.

Process management

FLAG addresses management processes such as strategy formulation and performance improvement, and supports primary processes within Albanian organisations and LGUs. Its experts are very familiar with an approach to process management that involves as much as possible the ultimate beneficiaries from the process, at all stages. Through this approach the final achievements and results are accepted and embedded in the beneficiary organisation and environment much better than in its absence.

Multidisciplinary and integrated approach

FLAG, through its established network of experts, offers possibilities to create effective links between management and primary and support processes. The Foundation is supported by management specialists from a wide range of disciplines such as institutional development and strategic planning, while for primary processes it offers expertise in technical and non-technical issues such as social services, waste management, personnel management, tax collection, etc.

Sustainable change

FLAG believes strongly in creating sustainable change. It therefore emphasises the importance of maximising the use of local capacities in the development trajectory. The Foundation tries to make best use of the resources available and of best examples from outside Albania while at the same time it tries to encourage the exchange of best experiences among Albanian institutions and foreign counterparts. Provision of training supports the process for the beneficiaries to consolidate and sustain results, while at the same time it encourages dissemination of experiences of LGUs and organisations.

FLAG's expertise

FLAG's expertise extends from strengthening institutional capacities and collaboration, improving capabilities and performance of organisations, management and staff, to enhancing levels of coordination with beneficiaries and their primary target groups, mainly citizens. Naturally, there is much overlap across areas of expertise (e.g. providing coaching for capacity building in continuously managed projects), but the general areas fall into the following categories: citizen participation and

information policy, decentralisation, environment, institutional and capacity building, local economic development, municipal management and services, project cycle management, and training development and delivery.

Citizen participation and information policy

Of crucial importance in the development of democracy and decentralisation and in the improvement of local government management and services is the concept of citizen participation. It is after all only with extensive and active participation of individuals in the governance of their community can such a system be regarded as fully democratic. Many of the projects undertaken by FLAG involve the citizens as much as possible, and at every level.

This issue was a main focus of two Dutch-financed programmes Strengthening Local Government and Citizens' Participation in Albania (*SLGCP*) and Community and Public Administration Support Strategy (*COMPASS*), and FLAG has brought this experience to bear in participatory local economic development (LED) strategic planning (*Developing Economies Locally through Techniques and Alliances; DELTA*) and in a cross border project *Promoting active citizenship at the local level in Albania and FYROM*.

Decentralisation

FLAG experts assisted in the compilation of Albania's decentralisation strategy and in its implementation at the local level.

At the national level, assistance was provided under *COMPASS* to the *Task Force on Decentralisation*. A FLAG expert was assigned as a permanent advisor to the Task Force and provided feedback on the policies that were drafted. Experts were also involved in organising round-tables to obtain feedback from local authorities on the draft Albanian Strategy on Decentralisation in early 1999. During the implementation of the strategy and compilation of several laws, FLAG experts were involved in association building, developing organisational documents, making international contributions, LED, LGA development, and holding conferences, seminars, workshops, round-tables and assemblies with local authorities on the proposed draft laws ('Functioning and Organisation of Local Government in Albania'; 'The Prefect'; 'Package on Taxes and Fees'; 'Urban Planning'). The round-tables were organised in close cooperation with the Association of Albanian Municipalities (AAM) and recommendations submitted to central government on behalf of the AAM were drafted by FLAG's team of experts.

At the local level, strategic plans, local economic development plans, a municipal and business profile, a tourism management plan and urban plans were elaborated by FLAG experts assisted by a municipal working group that provided the basic local information and other input serving implementation of decentralisation.

More recently, FLAG experts have been involved in undertaking *Accompanied self-assessment of Decentralisation and Local Development Programme (DLDP) partner LGUs* and participating in the *Local Government Leadership Programme and Partnership with Administration for an Effective Governance, Rubik Municipality*. Through these projects FLAG has assisted nine first-level LGUs identify needs for improvement of their performance in exercising their functions. In addition, FLAG experts have assisted the second level of local government (the region, 'qark' in Albanian) through the project *Finalising the project proposal 'Support programme for strengthening local governance in Dibër Qark, Albania'*.

Environment

FLAG believes strongly in improving the environment, both at a local, national scale and globally. In accordance with its views on the importance of creating and maintaining a healthy environment for Albania's citizens, FLAG has formed a group of five environment experts.

Two environmental projects that have been implemented over the past four years by FLAG staff include *Feasibility Study: Management of Solid Waste in South-east Albania* and *Providing support to the Institute of Environment*, which involved participation of three of FLAG's experts. Meanwhile, a waste management regulation template has been developed and has been adapted up to now in at least ten LGUs.

Institutional and capacity building

Just as important as involving citizens in decision making is providing them with institutions that can perform their functions, represent them at various levels and monitor their social and biological environment. Since it was set up in 2003, FLAG has devoted much of its time to strengthening institutions in Albania, through *Providing support to the Institute of Environment*, providing *Support to the Albanian Association of Communes to broaden their membership base through institutional strengthening*, *Providing Support to the Albanian Association of Communes to broaden their membership base (Inception Period)*, *Developing the Albanian Association of Communes (DAAC)*, *Providing support to the Albanian Association of Municipalities (COMPASS extension)*, developing a *National Training Strategy for Local Government in Albania* and contributing towards building a democratic Kosova through the project *Good Governance / Institutional Building – Support Municipal Administration in Kosova (inception period)*.

Meanwhile, FLAG experts have been involved in the preparations for setting up a Solid Waste Management Association in the Korça Region.

Local economic development

At the core of improving the living standards of the inhabitants of a village, town or city lies the direction taken by economic development. A stagnant or regressive economy means a stagnating or regressing quality of life. FLAG has been very active in seeking ways to stimulate economic development at the local level in Albania through assisting and facilitating community-wide strategic plans for LED.

The *DELTA* project (Developing Economies Locally through Techniques and Alliances), completed in 2006, resulted in the elaboration of separate strategic plans for the local economic development of five municipalities in Albania (Berat, Durrës, Korça, Lezha and Shkodra). A business profile was also developed with and for one of these cities (Korça). The plans are published as books in Albanian and in English, while the business profile is a bilingual brochure, all of which are downloadable from the worldwide web (www.flag-al.org and lgi.osi.hu/documents.php?m_id=58). In addition, a documentary film on DELTA was made, copies of which are available from FLAG (www.flag-al.org) or LGI, Hungary (lgi.osi.hu). An additional project undertaken by FLAG was the development of a website to document and promote the methodology and techniques used during the implementation of the DELTA project in Albania.

The experience gained from DELTA was extended into assisting LED in other parts of Albania with the projects *Combined Economic Development & Strategic Planning for Communes*, and *Partnership with Administration for Effective Governance, Rubik Municipality*.

Municipal management and services

Over the last few years, FLAG staff have been responsible for publishing many manuals and guides concerning municipal management and services. In addition, FLAG experts were involved directly in improving such services through implementation of the project *Modernisation of Municipal Services in Selected Partner Towns*, in the towns and cities Berat, Elbasan, Kavaja, Korça, Kuçova, Lushnja, Maminas, Pogradec and Shkodra.

The manuals and guides that FLAG staff have published include the following:

- Guide to Establishing a Local Government Association
- Management of Local Taxes and Fees
- Model Internal Regulation for Municipalities
- Model of a Municipal Statute
- Modern Human Resource Management
- Guide on Issuing Building Permits
- Municipal Regulation on Waste Management (template)
- Municipal Urban Planning
- Organisation and Structure of Local Government in Albania (includes Municipal Council rules of procedure)
- Public Information and Communications Office
- Study Cases – Juridical Disputes

Project cycle management

The total budget of COMPASS was € 2.6 million, of which the FLAG executive directly managed € 646,000, along with two additional components: Municipal Management Training Programmes (with an additional budget) and the financial arrangements between the Municipalities of Obdam, Netherlands, and Rrëshen in their efforts to develop a twinning relationship.

The executive staff of FLAG were responsible for project management and monitoring, preparation of annual plans, compilation of project progress and financial reports (for the budget directly managed by the local office) and drafting contracts for local experts as well as allocating the time. Budgeting was activity based and 44 local short-term experts were under contract to implement various activities in the programme.

FLAG has subsequently implemented, or is currently implementing, a further *17 projects or programmes*. The Foundation's budget has grown considerably (e.g., the budget that it will manage for the current DAAC project is €440,000 – it has so far managed €125,000 – while that for DELTA was €151,750) and the experience and knowledge of the executive has grown accordingly.

Training development, coaching and delivery

FLAG experts have been involved in delivering training or coaching countrywide to most Albanian municipalities and communes. During the COMPASS programme, FLAG's core executive staff arranged delivery of 119 end-user courses throughout Albania, training 2,581 local government officials and some civil society representatives, making best use of the network of experts.

Since then, FLAG has coached six municipalities and four communes in local economic development (*DELTA, Combined Economic Development & Strategic Planning for Communes, Partnership with Administration for Effective Governance, Rubik Municipality*) and five municipalities and three communes in improving their standards of governance using Common Assessment Framework (CAF) methodology (*Accompanied self-assessment of Decentralisation and Local Development Programme (DLDP) partner LGUs*). In addition, its experts are currently coaching Albanian Association of Communes (AAC) staff and fora in institutional capacity building.

FLAG experts have prepared and delivered training and coaching on the following curricula:

- Citizen's information centres
- Citizens' commissions, partnerships with city council
- City council internal relations
- City council role and responsibilities
- City council vision and mission
- Financial management
- Human resource management
- Institutional capacity building
- Land use and urban planning
- Leadership styles, characteristics
- Local economic development
- Local government budgeting
- Local taxation
- Service delivery standards
- Standards of governance
- Strategic planning

Services

FLAG offers a range of services based upon its wide ranging and in-depth expertise. It provides services to individual LGUs, LGU networks and LGAs (Local Government Associations), including advice on policy and best practices.

Individual LGUs

For individual LGUs, FLAG assists in the implementation of their own functions as part of the national decentralisation strategy, particularly in relation to infrastructure and public services, local economic development and public administration.

Infrastructure and public services

FLAG was part of a team that undertook a *Feasibility Study: Management of Solid Waste in South-east Albania*, and has reviewed the waste management needs of 33 LGUs in Albania, serving 18 per cent of the municipalities, seven per cent of the communes and ten per cent of the Albanian population. It has developed a regulation on urban waste management, as well as a manual on setting up a compost facility, both of which will shortly be available from the on-line library.

Local economic development

FLAG has assisted development of LED plans in 14 LGUs, covering twelve per cent of Albania's municipalities, two per cent of its communes and 20 per cent of the entire population. Within the *DELTA* project alone it accessed 15 per cent of the population, while it has also implemented the PAQE (peace) project with Rubik Municipality. The Foundation also specialises in developing community and business profiles, as well as training curricula concerning economic development. The Foundation has published a large amount of material, which is available from its on-line library.

Public administration

FLAG has advised the administration of five LGUs on local tax management, covering two per cent of municipalities in Albania and seven per cent of the population, and created a manual on management of local taxes and fees available from its on-line library. It has also helped set up a civil registry for one LGU.

LGU networks

Inter-municipal cooperation

FLAG has been involved in stimulating inter-municipal cooperation at two levels. At the local level it implemented with IU-IGIP the project Feasibility Study: Management of Solid Waste in South-East Albania. A component of this project involved bringing municipalities together to set up for the first time in Albania an Inter-municipal cooperation entity. This body was streamlined in terms of objectives, scope of work and legal basis. At the international level, FLAG was responsible for the financial arrangements between the Municipalities of Obdam, Netherlands, and Rrëshen in their efforts to develop a twinning relationship.

DELTA forum

During the DELTA project, a forum of Mayors was set up to facilitate sharing of experiences during local economic development strategic planning among five cities in Albania.

Local Government Associations

FLAG has assisted two Albanian LGAs—Albanian Association of Communes (AAC) and Albanian Association of Municipalities (AAM)—and the Training Agency for Local Government in Albania (TALGA) on a number of issues. For the AAC, FLAG helped and continues to help set up procedures for endorsement of democratic values, while at the same time helping with its organisational, institutional and capacity building. For the AAM, FLAG has provided training on local tax management. FLAG has advised on policy issues to the Training Agency for Local Government in Albania (TALGA), and served on the Best Practice Commission of the AAM.

Partners

FLAG is affiliated with VNG-International (VNG-I) and its strategic partners are:

- Albanian Association of Municipalities (AAM)
- Albanian Association of Communes (AAC)
- VNG-I Group members, particularly MGS (International Urban Associates located in Bulgaria and USA)
- Albanian LGUs
- Albanian central government agencies
- CAFOD

Customers

FLAG has acted as local implementer of projects for Netherlands government, VNG-I, Swedish International Development Agency (SIDA), Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Kreditanstalt für Wiederaufbau (KfW), World Bank Institute, Open Society Institute and Council of Europe.

Contact

Rr. Brigada 8

Pallati Jeshil, Kati V

PO Box 8291

Tirana, Albania

Tel/Fax +355 4 239611 / 270242

Cel. +355 68 2037541

email: flag@flag-al.org

website: www.flag-al.org

Summary of projects

Project	Aims Results	Donor and volume	Partners	Period mm-yy / mm-yy
Currently being implemented				
DELTA II				
Strengthening Albanian Civil Society Organisation for an improved Environment	Prepare for Waste Working Group a Position paper that will be communicated in media, to government and international institutions	Millieukontakt € 350	Millieukontakt	09-08 / 08-11
Develop prescriptive policy paper and advocacy plan for Inter-Municipal Cooperation	Participate in training on Inter-Municipal Cooperation and develop prescriptive policy paper and advocacy plan	OSI 7,008 USD	CoE, LGI, UNDP Bratislava Regional Center	10-08 / 10-09
Establishment of citizens information centre and one-stop-shop in Dajç commune	Improve supply of information and communication between commune and citizens, improving transparency, efficiency and effectiveness; introduce new management and ensure quality service delivery	Swiss Intercooperation € 52,241	Dajç Commune, Shkodra Qark	04-08 / 02-09
Completed in 2008				
Providing Support to the Institute of Environment	Develop methodologies and systems used in Institute of Environment for it to reach satisfactory (ISO) standards	Royal Netherlands Embassy, Tirana € 369,834*	Albanian Institute of Environment, Oranjewoud, Netherlands	09-07 / 12-08†
Developing the Albanian Association of Communes (DAAC)	Enable AAC to play a role in reform of Albania's public administration, especially in strengthening its communes	Swedish International Development Agency (SIDA) € 1,250,000*	SALAR (Swedish Association of Local Authorities and Regions), VNG-I, AAC	09-05 / 12-08
Combined Economic Development & Strategic Planning for Communes, CEDSPC	Training courses provided in CEDSPC; formulation of LED plans and profiles facilitated for two partner LGUs; strategic plans for two communes reviewed	EU CARDS, CANGO € 2,100	MGS, CANGO, Rreshen municipality and Kacinar commune	02-08 / 9-08
Developing a SWOT analysis for Shkodra Qark	Gather latest background data and undertake SWOT analysis of Shkodra Qark	Teuleda € 1,155	Shkodra Qark	11-08
Integrated Informatics System for Management of the Activities of the LED Department, Korça Municipality	Develop capacities for Korça LED department to monitor and evaluate strategy, establish system to monitor and measure progress to achieving goals, provide reference system for LED measurements	Canada Fund 12,205 CD	Korça Municipality	09-07 / 10-08
Moldova Study Tour	Moldavian stakeholders visit LED departments in the five DELTA cities in Albania, exchange information and increase inter-country cooperation, focusing on budgeting, citizens participation and strategic planning	LGI, OSI 18,992 USD	Moldovan municipality stakeholders	06-08
Develop Strategic Plans for three communes in Dibër Qark	Provide expertise and training for Strategic Plan development for Communes Arras, Zall Dardha and Fushë Çidhën; publish plans	Dibër Qark 1,999,198 leke	Dibër Qark communes of Arras, Fushë Çidhën, Zall Dardha	09-07 / 02-08
Completed in 2007				
Combined Economic Development & Strategic Planning for Communes, CEDSPC	Training courses provided in CEDSPC; formulation of LED plans and profiles facilitated for two partner LGUs; strategic plans for two communes reviewed	EU CARDS, CANGO € 1,600	MGS, CANGO, Fan and Orosh communes	07-07 / 11-07
Decentralisation and Regional Development in Albania	Advise on financing of LGUs as part of decentralisation, specifically LG rights to tax population	SIDA € 1,980	Ministry of Interior, SIPU	10-07

Project	Aims Results	Donor and volume	Partners	Period mm-yy / mm-yy
Cooperation towards a modern LGA	Provide expertise in Towards a modern local government association conference	CoE, UNDP € 1,572	Network of Associations of Local Authorities (NALAS) in CEE, Austrian Association of Cities and Towns	07-07
Donor Research in Albania	Review ongoing and completed operational programmes and regional development strategies in Albania	Lara Interreg € 1,000	MEPCO	04-07 / 07-07
Provision of expertise in training on Role of Local Government Associations	Provision of expertise and development of training programme based upon Transforming a Local Government Association toolkit	UNDP 2,884 USD	UNDP, Bratislava Regional Center	04-07 / 05-07
Completed in 2006				
Finalising project proposal 'Support programme for strengthening local governance in Dibër Qark, Albania'	Finalise programme design and proposal with the objective of strengthening local governance in the Qark of Dibër, east Albania	Royal Netherlands Embassy, Tirana € 11,678	Dibër Qark (Region), SNV	07-06 / 12-06
Partnership with Administration for an Effective Governance, Rubik Municipality	Increase effectiveness, capacities and standards of local government in Rubik, while creating conditions for improved quality of life for citizens	OSI 23,650 USD*	OSI, Rubik Municipality	05-05 / 12-06
Accompanied self-assessment of Decentralisation and Local Development Programme (DLDP) partner LGUs	Assist LGUs in N. Albania assess and improve standards of governance	Swiss Agency for Development and Cooperation (SDC) 1,217,180 Leke (€ 9,896)	Intercooperation (IC) Albania, KPM University of Bern	09-06 / 11-06
Local Government Leadership Programme	Self-assessment mechanism introduced into 15 pilot municipalities; conclusions will lead to development of distinct Leadership Improvement Plans; manual published	Council of Europe (CoE), LGI, Organisation for Security and Cooperation in Europe (OSCE) € 16,900*	AAM, CoE, OSCE	06-06 / 09-06
Providing Support to the Institute of the Environment	Develop methodologies and systems used in Institute of Environment for it to reach satisfactory (ISO) standards	Royal Netherlands Embassy, Tirana € 369,834*	Albanian Institute of Environment, Oranjewoud, Netherlands	05-05 / 05-07†
Provision of expertise for Combined Economic Development & Strategic Planning for Communes, CEDSPC	Training courses provided in CEDSPC; formulation of LED plans and profiles facilitated for two partner LGUs; strategic plans for two communes reviewed	EU CARDs, Cafod € 2,100	Cafod, MGS, LGUs Hysgjokaj, Gruemire, Shkrel, Ballagat	05-05 / 10-06
Developing Enterprise Locally through Techniques and Alliances (DELTA)	Development of strategies and action plans for policy reform and private sector development at municipal level; building capacities in local government and business community to foster institutionalisation of public-private partnerships; development of locally owned projects and programmes that promote sound private sector development	OSF, LGI, WB Group 199,382 USD	Municipalities of Shkodra, Lezha, Durrës, Berat, Korça, MGS	10-03 / 04-06
Development of DELTA webpage	Development of website to document and promote methodology and techniques used during and products resulting from implementation of DELTA project in Kosova, Albania and Mongolia	OSF, LGI, WB Group 19,800 USD	LGI	07-04 / 04-05 extended into 2006

Project	Aims Results	Donor and volume	Partners	Period
Completed in 2003-5				
Modernisation of Municipal Services In Selected Partner Towns	Improving municipal service responsibilities in town planning, including permits and supervision, assets, technical services, including solid waste management, related budget and financing policies, and participation of citizens and businesses in local policy making	GTZ € 1,200	Municipalities of Korça, Pogradec, Elbasan, Lushnja, Berat, Kuçova, Shkodra, Kavaja, Maminas, Institut für Projektplanung (IP-GITEC)	03-02 / 02-05
Feasibility Study: Management of Solid Waste in South-East Albania	Improvement of environmental conditions and minimising health risks, contributing thus towards the sustainable social and economic development of the region	KfW, EU € 667,000*	Municipalities of Korça, Pogradec, Erseka, Maliq, Bilisht, IU, IGIP	05-03 / 12-04
Support to the Albanian Association of Communes to broaden their membership base (Inception Period)	Identify, probe and analyse problems facing Albania's communes; produce detailed DAAC proposal (see above)	SIDA € 21,925*	SALAR, VNG-I, AAC	05-04 / 10-04
Support to the Albanian Association of Communes to broaden their membership base through institutional strengthening	Broaden membership base and support for AAC with enhanced legitimacy of AAC steering committee	VNG-I € 23,814	VNG-I, AAC	04-04 / 06-04
Community and Public Administration Support Strategy (COMPASS, one year extension)	Publishing and promoting through the AAM the experiences of the previous three years of programme implementation	Netherlands Ministry of Foreign Affairs, VNG-I € 35,145	AAM, MLGD, Municipalities of Peshkopi, Rrëshen, Kruje, Fier, Korça	05-03 / 05-04
National Training Strategy for Local Government in Albania	Development of a National Training Strategy for local government	CoE, EC € 5,500	NTS Working Group AAM, AAR, AAC, MLGD	05-03 / 03-04
Good Governance / Institution Building – Support for Municipal Administration in Kosovo (inception period)	Building a democratic Kosova with strong effective institutions with a respect for human rights and rule of law	European Agency for Reconstruction € 3,052	VNG-I	05-03 / 07-03
Promoting Active Citizenship at the Local Level in Albania and the FYR. of Macedonia	Contribute towards transparent, accountable and responsive governance at the local level through increasing civic participation in policy-making processes	World Bank \$ 1,800	Cittadinanzattiva's Active Citizenship Network, Italy	01-03 / 05-03

*, total budget from which FLAG manages local expertise and implementation, otherwise the figure is the total managed by FLAG; †, suspended due to institutional restructuring

Projects

Developing the Albanian Association of Communes (DAAC)

September 2005–September 2008

Client: AAC

Financing agency: Swedish International Development Agency (SIDA)

Implementing consortium: Swedish Association of Local Authorities and Regions (SALAR), VNG-I, FLAG

Budget: € 1,250,000*

The DAAC project has been designed to enable the AAC to play a role in the reform of Albania's public administration, especially in strengthening its communes. The overall objective of the project is for the AAC to contribute towards improving conditions for communes, while enhancing its services.

The project has so far involved recruiting executive staff, providing staff training, holding a workshop in Stockholm to develop and launch the operational components of DAAC and perform initial training for AAC staff, holding an annual steering committee meeting and 12 regional meetings, developing internal procedures for decision making, developing a strategic plan, equipping the AAC office, developing and implementing a revenue-raising plan for the AAC, assisting in improving negotiating and operating techniques, undertaking needs assessment and service delivery and assisting the association in communicating with its membership. It is planned for a General Assembly to be held in 2007. The above functions are now part of the routine work of the AAC, and during its first year the association became a point of reference and communication for Albanian governmental agencies and other national and international organizations operating in the field of local government.

Expected results are that the AAC:

- represents its members
- has a qualified executive staff
- has a system in place for ensuring financial self-support
- has a system in place for advocating the interests of communes towards central government
- provides services for the benefit of its members
- has a system in place for AAC to disseminate information and communicate with its member base



Finalising project proposal ‘Support programme for strengthening local governance in Dibër Qark, Albania’

July–December 2006

Client: Dibër Qark (Region) Albania

Financing agency: Royal Netherlands Embassy Tirana

Implementing consortium: FLAG, SNV

Budget: € 11,678

This project emerged at the request of the mayors of several municipalities and communes in the Region (Qark) of Dibër in eastern Albania. It was implemented with SNV and, in consultation with VNG-I, aimed at finalising a programme design and proposal with the objective of strengthening local governance in the region. During project implementation, the Regional Council extended its representation with the mayors in a process that was not only participatory but also institutional, with discussions held with a group mandated by the Council.

The tasks included:

- i) assessing the financial and absorption capacity of the municipalities and communes with respect to a trust fund, and the demand for such a fund
- ii) designing the rules and regulations of the trust fund
- iii) incorporating these points into a draft proposal and writing the budget chapter

Results:

- Project designed for implementation to improve governance in Dibër region
- Capacity assessment undertaken for Local Government Units (LGUs) in Dibër Qark and transfers from central government were found to be not wholly dependent upon population size
- FLAG suggested that 30 per cent of project value to be matched by communes, allowing for those that cannot contribute more than 20 per cent and those that can cover up to 70 per cent of two average-sized projects
- Project proposal prepared for submission to Royal Netherlands Embassy, Tirana
- Manual prepared of management of trust fund to improve the quality of life and encourage economic growth in the LGUs of Dibër



Partnership with Administration for Effective Governance, Rubik Municipality

May 2005–December 2006

Client: OSI

Financing agency: OSI

Implementing consortium: OSI, Rubik Municipality, FLAG

Budget: \$ 23,650*

The objective of this project was to increase the effectiveness, capacities and standards of local government in Rubik, while creating conditions for improved quality and standards of life for the municipality's citizens.

Specifically, the project: formed working groups and ensured understanding and support for local economic development; provided support for the LED office; held capacity building workshops; prepared an LED plan; prepared a business questionnaire; documented the experiences, actors, products, investors, beneficiaries and results of the LED plan; promoted the plan's products and LED projects; restructured economic sector organisation; installed a novel management system for local taxes and tariffs; published information on taxation; communicated with the community and gathered ideas on taxation.

Results:

- Increased active participation of citizens in process of decision making in the municipality through representation in strategic planning of local economic development
- Increased capacities of the municipality through development of a system of management of local taxes and tariffs



Accompanied self-assessment of Decentralisation and Local Development Programme (DLDP) partner LGUs

September–November 2006

Client: Swiss Agency for Development and Cooperation (SDC), Intercooperation (IC) Albania

Financing agency: Swiss Government

Implementing consortium: Kompetenzzentrum für Public Management (KPM) University of Bern Switzerland, IC, FLAG

Budget: 1,217,180 Leke (€ 9,896)

The objective of the Common Assessment Framework (CAF) project is to assist LGUs in northern Albania assess and improve their standards of governance. The DLDP project formed a part of CAF, and involved the conducting of a pilot round of an accompanied self-assessment of eight partner LGUs (five municipalities and three communes) in the region of Shkodra, based on CAF methodology.

The project held workshops to provide assistance for and advice on undertaking self assessment, strategic planning, quality management and finance issues, including local taxation, reforms in public services and administration, civil society participation, including developing means of communication and informing citizens, inter-LGU and regional cooperation and vertical integration into national policies.

Results:

- Specific situation in eight partner LGUs analysed
- CAF methodology adapted to Albanian situation
- Questionnaire prepared
- Workshops held to introduce and adapt methodology and questionnaire
- Self-assessment conducted in eight partner LGUs
- Local situation analysed; urgent, mid- and long-term needs, priorities and project proposals, improvements and reforms identified



Local Government Leadership Programme

June–September 2006

Client: AAM

Financing agency: CoE, LGI, OSCE

Implementing consortium: AAM, CoE, OSCE, FLAG

Budget: € 16,900*

The Local Government Leadership Programme, implemented by the AAM and assisted by FLAG, introduced into 15 pilot municipalities a self-assessment mechanism the conclusions from which will lead to the development of distinct Leadership Improvement Plans within each municipality. A manual for Albanian mayors was subsequently produced by the AAM for distribution nationwide prior to the February 2007 local elections.

The project was implemented in three stages:

- i) selection of leadership team and of 15 municipalities, compilation of self-assessment questionnaire drawn up to CoE standards of an effective local authority, holding of implementation discussions with municipal staff, NGOs, public, etc., and distribution of survey
- ii) holding of focus-group meetings to discuss questionnaire, completion of questionnaire, preparation of improvement plans, holding of project evaluation workshop
- iii) design and drafting of manual, holding of workshop to discuss phases i) and ii), revision of improvement plans and finalising of manual

Results:

- Self-assessment undertaken in 15 pilot municipalities
- Mayor improvement plans prepared for each pilot municipality
- Manual published for Albanian mayors

Providing Support to the Institute of the Environment

May 2005–May 2007, suspended due to institutional restructuring

Client: Albanian Institute of Environment

Financing agency: Royal Netherlands Embassy Tirana

Implementing consortium: Oranjewoud, FLAG

Budget: € 369,834*

The long-term objective of this project was to develop the methodologies and systems used in the Institute of Environment, Albania, so that it can reach satisfactory (ISO) standards.

To achieve this objective the short-term objective was to make a significant improvement in the institute's competence and effectiveness so that it can achieve the following goals: provide a reliable analytical service; make a significant contribution to the National Environmental Monitoring System; provide technical support to the Ministry of Environment; improve project preparation skills.

Expected results:

- Reliable analytical service provided to the National Environmental Inspectorate, using methods that will stand up in a court of law
- Significant contribution made to the National Environmental Monitoring System, through effective sampling and analysis
- Technical support provided to the Ministry of Environment through effective implementation of research and technical projects
- Project preparation skills improved to the point where the institute can compete successfully in international tenders for environmental projects



Provision of expertise for Combined Economic Development & Strategic Planning for Communes, CEDSPC

May–December 2005, extended to October 2006

Client: Cafod

Financing agency: EU CARDS, Cafod

Implementing consortium: Cafod, MGS

Budget: € 2,100

As part of the CARDS EU project ‘Local Civil Society Development Programme’, FLAG staff (through MGS) provided training courses in CEDSPC, and facilitated formulation of LED plans and profiles for two partner LGUs, in Hysgjokaj (Lushnje) and Gruemire (Malesi e Madhe). In addition, the consortium reviewed the existing Strategic Plans of the communes Shkrel (Malesi e Madhe) and Ballagat (Lushnje).

The activities involved holding workshops in the partner communes and consolidating the plan and profile documents for LED.

Results:

- On-site training courses provided in local economic development for two communes in Albania
- Formulation of strategic plans for LED facilitated for two communes
- Strategic plans for LED reviewed for two communes



Developing Enterprise Locally through Techniques and Alliances (DELTA)

October 2003–April 2006

Client: Municipalities of Shkodra, Lezha, Durrës, Berat, Korça

Financing agency: OSF, LGI, WB Group

Implementer: FLAG

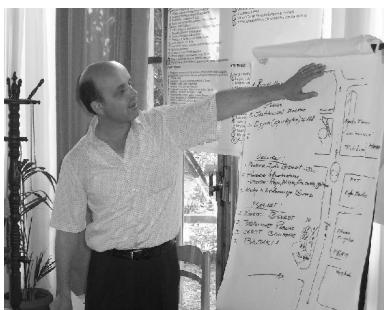
Budget: \$ 199,382

The overall goal of the DELTA project was the development of strategies and action plans for policy reform and private sector development at the municipal level while building capacities in municipal government and the business community to foster institutionalisation of public-private partnerships and development of locally-owned projects and programmes that promote sound private sector development.

The objectives were to: enhance human and institutional capacities to ensure a successful project; build local capacities to undertake participatory LED strategic planning; lobby government agencies and donors to encourage support for projects identified in DELTA; create conditions for promotion and replication of experiences gained.

Results:

- DELTA became a focus for activities conducted by other international and local organisations and programmes
- Core team and LED planning commissions were consolidated
- Business community was represented in DELTA activities and LED planning process
- LED offices were set up in two municipalities and introduced to business community
- Local governments and business communities reached a much wider audience than they had previously
- Recently appointed staff in LED offices were trained by FLAG facilitators
- DELTA found support from financial institutions, increasing opportunities for local SMEs
- Books on LED in Albanian and English published for each participating municipality
- Documentary films made about DELTA programme and the LED Plan for each municipality
- Business profile published for participating city of Korça



Development of DELTA webpage

July 2004–April 2005, extended into 2006

Client: Municipalities of Shkodra, Lezha, Durrës, Berat, Korçë

Financing agency: OSF, LGI, WB Group

Implementing consortium: FLAG, LGI

Budget: \$ 19,800

This project aimed at the development of a website to document and promote the methodology and techniques used during the implementation of the DELTA (see previous page) project in Albania.

The development of web pages detailing the DELTA programme was chosen over publication of a printed manual, as a website would reach a much larger audience, rapidly, and could be accessed easily by other towns and cities in other countries who have an interest in strategic planning of local economic development. Of course many municipalities in the world may not have Internet access, but many more would not have easy access to the printed copy.

The aims of the project were to educate and guide municipalities, donors and experts alike in undertaking LED strategic planning, and to highlight the strategies that have been completed in Albania and which could act as a reference for other LED activities.

Results:

- Electronic versions of local economic development book that was published for each of five Albanian municipalities made available on the Internet
- Electronic version of the published Korçë business profile made available on the Internet
- Promotion through the Internet of the World Bank methodology used during implementation of DELTA in Albania so that it is easily accessible to other towns and cities around the world



Modernisation of Municipal Services in Selected Partner Towns

March 2002–February 2005

Client: Municipalities of Korça, Pogradec, Elbasan, Lushnja, Berat, Kuçova, Shkodra, Kavaja, Maminas

Financing agency: GTZ

Implementer: Institut für Projektplanung (IP-GITEC)

Budget: € 1,200

This project aimed at modernising public services in nine selected Albanian towns. German financial cooperation was involved in the co-financing of public investments.

The project mainly dealt with the following crucial municipal service responsibilities: town planning, including permits and supervision, assets, technical services, including solid waste management, related budget and financing policies, and participation of citizens and businesses in local policy making.

Through this project, FLAG implemented waste management and city council training. The waste management component comprised developing and publishing a regulation on urban waste management, endorsed by all participating LGU councils. FLAG also assisted the development and implementation of other pilot projects in a selected number of participating LGUs, including the setting up of a compost facility in the municipality of Kuçova.

City council training involved development of a Council Manual and delivery of training for all participating LGUs.

Results:

- City Council Manual published and training delivered for councillors in nine Albanian LGUs
- Urban Waste Municipal Regulation published and adopted by nine LGUs
- Compost facility installed in Kuçova

Feasibility Study: Management of Solid Waste in South-East Albania

May 2003–December 2004

Client: Municipalities of Korça, Pogradec, Ersekë, Maliq, Bilisht

Financing agency: KfW, EU

Implementing consortium: Infrastruktur & Umwelt (IU), Ingenieur-Gesellschaft für Internationale Planungsaufgaben (IGIP), FLAG

Budget: € 667,000*

This project aimed at improving environmental conditions and minimising health risks in south-eastern Albania, contributing thus towards the sustainable social and economic development of the region.

At the end of the project a feasibility study will be compiled, including provision of information on the planning materials for the investment project.

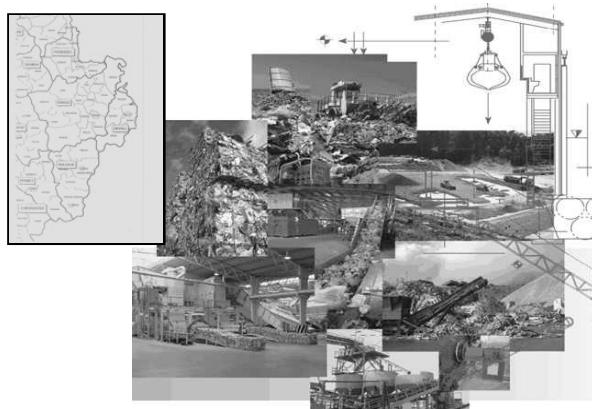
This document forms the basis for the decision of the Albanian and German counterparts to implement the project's recommendations and scheme of financing.

The project developed a modern concept on integrated solid waste management.

The request for this project was drafted by five Albanian municipalities (Korça, Pogradec, Ersekë, Maliq and Bilisht) that had signed a Memorandum of Cooperation in the field of waste management. The project had two main tasks: to define the potential area for an up to date landfill as well as design the landfill itself and set up institutional capacities of the Albanian municipalities and communes in the region to run the waste management system once set up.

Results:

- Inter-municipal cooperation entity set up for the first time in Albania, and streamlined in terms of objectives, scope of work and legal basis
- Thorough economic analysis undertaken to estimate costs involved for managing waste and for population's capacity to cover such costs



Support to the Albanian Association of Communes to broaden their membership base (Inception Period)

May–October 2004

Client: AAC

Financing agency: SIDA

Implementing consortium: SALAR, VNG-I, FLAG

Budget: € 21,925

The inception period of the project to provide support to the AAC was designed to identify and probe the problems facing the communes in Albania in general and the AAC in particular. During the inception period a range of analyses and assessments were undertaken to ensure high quality and minimized risks for the subsequent three-year project *Developing the Albanian Association of Communes (DAAC)*, currently being implemented.

The main product was a detailed project proposal for the DAAC project based on the project findings and input and desires expressed by the ACC and commune representatives. Several AAC Steering Committee meetings were held to discuss various aspects of the planned intervention to support the AAC and its members. The selection of the AAC Executive Director formed part of the inception period.

Results:

- Identification of issues to be addressed in the three-year DAAC project and the ways these issues are best met by the AAC
- Procedures established for selection and recruitment of AAC staff and for identification and preparation of international and local experts for DAAC
- Identification of appropriate projects from various Albanian communes or municipalities to be disseminated as best-practice models to other communes
- Identification of small-scale activities for selected communes
- Identification of five communes in which small-scale activities will be implemented

Support to the Albanian Association of Communes to broaden their membership base through institutional strengthening

April–June 2004

Client: AAC

Financing agency: VNG-I through the Association Capacity Building Programme

Implementing consortium: VNG-I, FLAG

Budget: € 23,814

The project objective was the broadening of the membership base and support of the AAC and enhanced legitimacy of the AAC Steering Committee and chairmanship.

The project involved preparation of the Association's statute, which was discussed widely and accepted by the AAC members, and development of a set of procedures, delivered throughout the membership, for the AAC to gather membership fees.

Project products were discussed and commissioned by 12 regional round-tables and the AAC General Assembly, which was organised within the framework of the project.

Results:

- Set of procedures developed for AAC to gather membership fees and compiled into comprehensive guide and delivered throughout the membership
- AAC statute discussed widely and accepted by AAC members; lists record that more than 60 per cent of members attended the regional meetings
- Set of priority issues for the AAC discussed at regional round-tables; FLAG experts' report described favourable reaction of members to concept ideas for long-term project with FLAG, SALA IDA and VNG-I
- Revised statute approved at General Assembly, at which 70 per cent of communes participated
- Activity report of AAC for the year commission by General Assembly



Community and Public Administration Support Strategy (COMPASS, one year extension)

May 2003–May 2004

Client: AAM, MLGD, Municipalities of Peshkopi, Rrëshen, Kruje, Fier, Korça

Financing agency: Netherlands Ministry of Foreign Affairs, VNG-I

Implementing consortium: FLAG, AAM

Budget: € 35,145

The COMPASS programme was funded by the Netherlands Ministry of Foreign Affairs and had five main aims: i) improvement of the functioning of local government in Albania; ii) increased citizen's participation in a selected number of local governments in order to stimulate social and economic development and democratisation in the country; iii) supporting the development of the AAM towards becoming a professional organisation; iv) supporting five municipalities in implementing newly decentralised tasks through a participatory governing process; v) assisting Albanian stakeholders in delivering the National Training Strategy for Local Government in Albania.

COMPASS targeted central and local institutions as well as civil society in five targeted municipalities. At the central level the project supported review and adjustment of parts of the Albanian legal framework, enhancement of capacities within the Albanian Ministry of Local Government and Decentralisation and the AAM, and build up of a training network and skills to facilitate democratic and participatory local governance. At the local level it targeted the further development of capacities and expertise within five municipalities (Peshkopi, Rrëshen, Kruje, Fier and Korça) in implementing aspects of participatory policy design, priority setting, public consultation and policy implementation. COMPASS ended in April 2003 and was implemented by VNG-I as the primary contractor.

The COMPASS extension period was a natural continuation of the COMPASS project and concentrated on publishing and promoting through the AAM the experiences of the previous three years of programme implementation. Management of the project was delegated to FLAG, which was responsible for project planning, reporting and accounting and maintaining relations with the Albanian partners. FLAG also hired Albanian consultants for specific inputs.

Results:

- *Municipal Regulation Template* published and made available to Albanian LGUs
- *Municipal Statute Template* published and made available to Albanian LGUs
- Municipal handbook *Planning Tourism Development* produced
- Municipal handbook *Restructuring the Municipal Civil Registry Office* produced
- Monitoring of demonstration projects on service delivery standards and citizens information centres completed
- COMPASS programme experiences compiled on CD-ROM



National Training Strategy for Local Government in Albania

May 2003–March 2004

Client: Working Group on National Training Strategy in Albania, AAM, AAR, AAC, MLGD

Financing agency: CoE, EC

Implementer: FLAG

Budget: € 5,500

This project aimed at bringing together all the Albanian and international stakeholders involved in local government training in Albania in developing a National Training Strategy (NTS) for local government.

This strategy was developed following a countrywide training needs analysis, with consideration given to the needs analyses of various stakeholders. At the end of the programme a mechanism to coordinate the training efforts for local government in Albania was established with the full support of the international community and the agreement of the local stakeholders.

Thus, the project coordinated and supported the establishment of a not-for-profit Training Agency for Local Government in Albania (TALGA).

Results:

- Cooperation between the three LGAs and the MLGD in the field of LG training institutionalised
- TALGA statute prepared and accepted by the founders
- First Steering Council meeting held
- Executive Director appointed by the Steering Council of TALGA

Good Governance / Institution Building – Support for Municipal Administration in Kosovo (inception period)

May–July 2003

Client: VNG-I

Financing agency: European Agency for Reconstruction

Implementing consortium: VNG-I, FLAG

Budget: € 3,052

The overall objective of this project was to contribute towards building a democratic Kosova with strong effective institutions with a respect for human rights and rule of law, whilst serving the entire population in an efficient, fair and pluralistic manner.

The project aimed, through providing support to the Association of Kosova Municipalities, to: improve legislative structures for self-government, together with practical and efficient implementation mechanisms; enforce local authority participation in central decision making and decentralisation processes, by developing and enhancing appropriate consultation mechanisms and practices; increase competence, knowledge and skills of municipalities in order to ensure higher quality and effectiveness in local service provision; increase inter-municipal cooperation and partnership in Kosova, in South-Eastern Europe and with the rest of Europe.

Results:

- FLAG provided expertise to design the project's intervention approach
- FLAG, together with VNG-I experts, carried out a field mission to gain insight into the organisation and functioning of local government in Kosova

Promoting Active Citizenship at the Local Level in Albania and the FYR. of Macedonia

January–May 2003

Client: Cittadinanzattiva's Active Citizenship Network, Italy

Financing agency: World Bank

Implementing consortium: Active Citizenship Network, FLAG

Budget: \$ 1,800

The World Bank Institute's Community Empowerment and Social Inclusion (CESI) program and Cittadinanzattiva's Active Citizenship Network jointly implemented a project entitled 'Promoting Active Citizenship at the Local Level in Albania and the FYR. of Macedonia'.

The project aimed to contribute towards transparent, accountable and responsive governance at the local level through increasing civic participation in policy-making processes.

The project produced two handbooks on active citizenship, one for Albania and one for FYROM. The handbooks draw upon current practices that bring together creative and innovative ideas and show good or promising results in promoting an active engagement of citizens in both countries.

Results:

- Good experiences compiled on local government and local community cooperation
- These experiences incorporated into a handbook to be used by actors in local government and civil society

Annex: Sample publications compiled by FLAG experts

The image shows a collection of 15 book covers for training programs, arranged in a grid-like fashion. The books are primarily black and white, with some color highlights. They cover various topics such as local government, planning, leadership, financial management, strategic planning, and ethics. The background is a blurred photograph of a group of people in what appears to be a conference or training session.

TRAINING CURRICULA FOR LOCAL GOVERNMENT

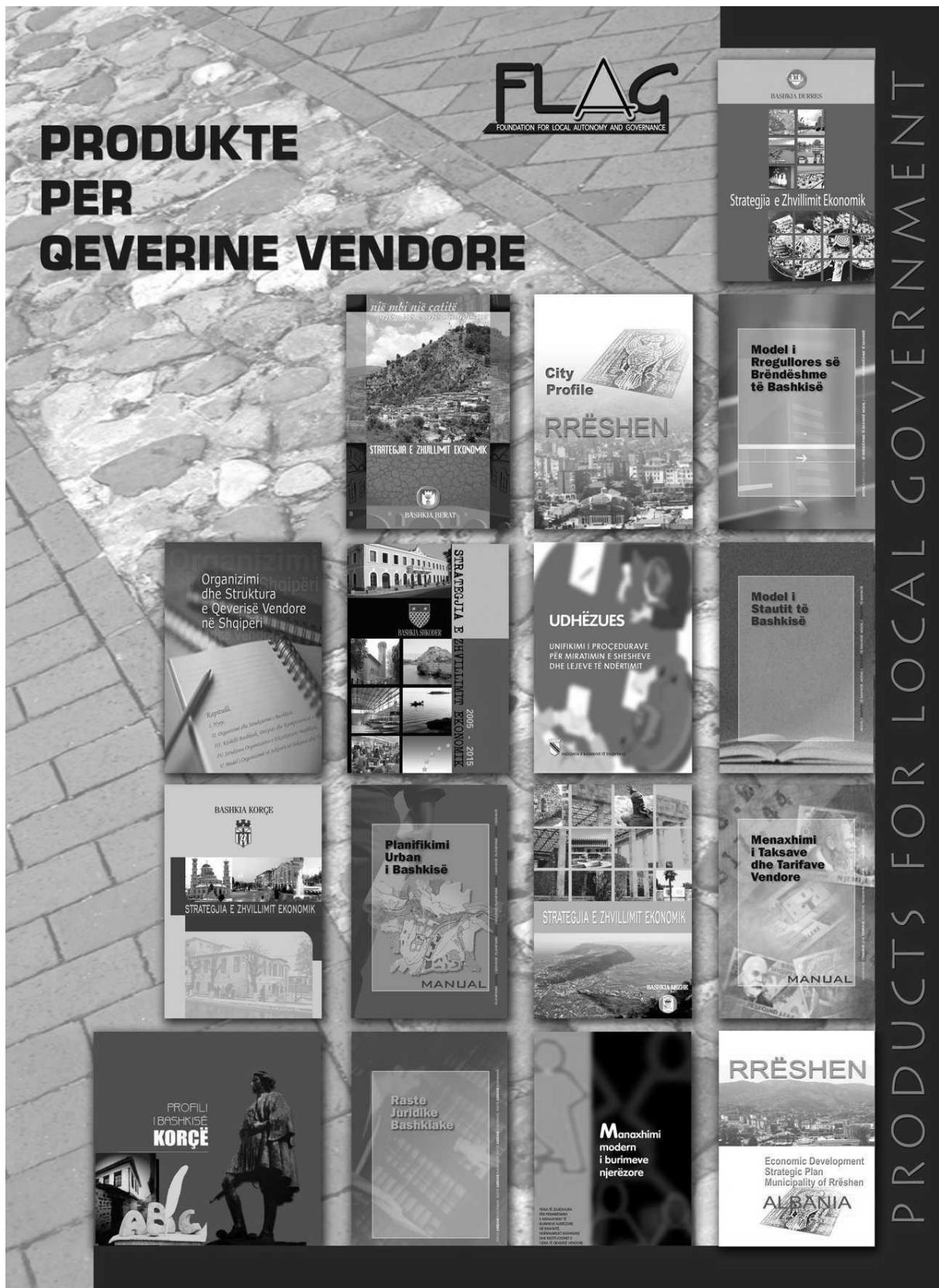
PROGRAME TRAJNIMI PER QEVERINE VENDORE

FLAG
FOUNDATION FOR LOCAL AUTONOMY AND GOVERNANCE

Sample titles from the publications:

- PISEMARIA QYTETARE
- PLANIFIKIM NE PJESEMARRJE
- STANDARDET SHERBIMEVE PUBLIKE
- KESHILLI BASHKIAK KOLEKTIV PERFEKTESI
- QENDRAT E INFORMIMIT TE QYTETARVE
- STUDIDI KARAKTERISTIKAT E LIDERISHPIT
- MENAJXIMI FINANSIAS DHE PROCEDURATE BUJILMET
- MENAJXIMI MODERN I SURIMEVE HJERZORE
- ZHVILLIM EKONOMIK VENDOR
- KESHILLI BASHKIAK ETIKA NE QEVERISSEN VENDURE
- PLANIFIKIM STRATEGIK
- PLANIFIKIM URBAN DHE PERDIDWIRAS SE BASHKI
- KESHILLI BASHKIAK PERDONIMI IL BORDEVE OHM KOMISIONEV

PRODUCTS FOR LOCAL GOVERNMENT



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January 2008