

Survey on the Waste Management and Administrative Service Synthesis Report

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Abbreviations

AAM	Albanian Association of Municipalities
ALA	Association for Local Autonomy
ASPA	Albanian School of Public Administration
AU	Administrative Unit
CoM	Council of Ministers
CP	Collection Point
dldp	Decentralization and Local Development Programme
EU	European Union
FG	Focus Group
FG	Focus Group
GLDP (PPV)	General Local Development Plan
GIZ	German Cooperation
GoA	Government of Albania
iOSSH	Integrated One Stop Shop
IWM	Integrated Waste Management
LG(U)	Local Government (Unit) (Municipalities)
MC	Municipality Council
MIS	Management Information System
MoARDWA	Ministry of Agriculture, Rural Development and Water Administration
MoE	Ministry of Environment
MoF	Ministry of Finance
MSLI	Minister of State for Local Issues
MTBP)	Medium Term Budget Planning
NE	Economic Aid
NGO	Non-Governmental Organisation
NSDI	National Strategy for Development and Integration 2014-2020
NSDLG	National Strategy for Decentralisation and Local Governance
PFM	Public Financial Management
PGM	Waste Collection Points
PLGP	Planning and Local Governance Project
PPP	Public Private Partnership
PR	Public Relations
PWD	Persons with Disability
RDA	Regional Development Agency
SAA	Stabilization and Association Agreement
SDC	Swiss Agency for Development and Cooperation
SWM	Solid Waste Management
TA	Technical Assistance
TAR	Territorial and Administrative Reform
UNDP	United Nation Development Programme
USAID	U.S. Agency for International Development
WMP	Waste Management Plan

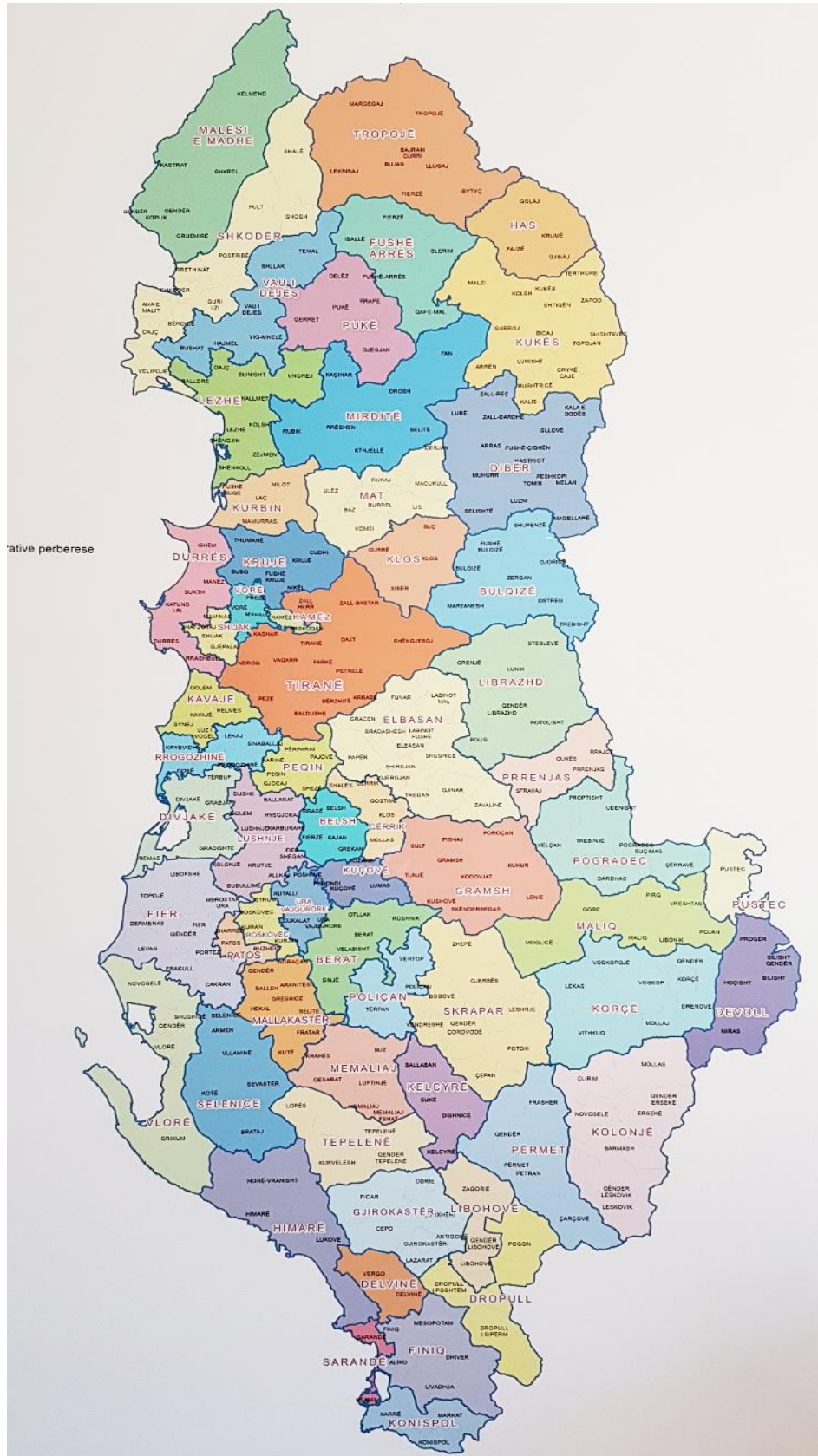


Figure 1: Municipalities and AUs in Albania after TAR

Executive Summary

Purpose

This report assesses the outcomes and achievements under the phase 3 of the “Decentralization and Local Governance Programme” (dldp) from 2014 to 2017. The programme was implemented by Helvetas and funded by the Swiss Development Cooperation (SDC).

The specific objectives of this report are threefold:

- assessment of the results of the dldp interventions,
- a detailed analysis and judgement of the performance and impacts in two main thematic areas: solid waste management (SWM) and administrative services or integrated One Stop Shops (iOSSH),
- assessment of the induced changes induced by in core dldp interventions in dldp areas (municipalities) compared to non-dldp municipalities.

The report complements the dldp reporting for the overall achievements of phase 3 which includes complementary reports and surveys.¹

Methodology

This assessment is based on quantitative and qualitative methods: interviews, focus groups and an online survey. All these data were compiled, triangulated and used to prepare this synthesis. The key findings of this report will be presented during a roundtable meeting with all stakeholders. The six dldp municipalities involved in this assessment are: Shkodër, Lezhë, Dibër, Mat, Vau i Dejës and Shijak. The two comparison municipalities are Kukës and Mirditë.

Interviews and focus groups

The interviews and focus groups were conducted to evaluate the achievements and challenges regarding solid waste management (SWM) and administrative services (iOSSH). Besides a qualitative assessment, the participants were also asked to rate the achievements through a scoring of satisfaction.

Overall, 164 persons were interviewed or participated in the focus groups during November and December 2017. For each of the following groups, a specific questionnaire was developed:

- Questionnaire 1 for 15 individual interviews of public servants and donor representatives,
- Questionnaire 2 for 29 individual interviews of public officials,

¹ E.g. on knowledge management and advocacy case studies, project M&E data, an online survey to assess the quality and impact of the capacity building programs (training) in three themes: public financial management, waste management and administrative services.

- Questionnaire 3 for 18 focus groups with overall 120 business representatives, citizens and civil society representatives.²

The questionnaires 2 and 3 were complemented with a scoring table to allow quantitative analyses (see appendix 5 and 6).

Online survey

An online survey was conducted in December 2017 among the participants of the dldp trainings, including the various SWM modules in 2016 and 2017. Out of the 99 training participants, 50 have answered (= response rate of 51%). The participants came from municipalities across all Albania. The data is presented in a separate report (KEK-CDC 2017b).

Key findings

Relevance and coherence

The dldp is regarded by stakeholders as an important programme for the advancement of the local governance reform processes in Albania. Dldp is highly relevant, coherent and in line with the Albanian decentralization strategy and other sectoral policy priorities.

Effectiveness of the programme

The programme's purpose and the planned results were achieved, as the programme enabled the preparation of 5 General Local Plans³ (GLP) and 5 (urban) Waste Management Plans⁴. In addition, the programme led to the development of important instruments for the waste sector planning (benchmarking for waste management, costing and tariff system) and a manual and new methodology for e-services (iOSSH system).

Over 290 local government staff were trained on public financial management (i.e. legislation, budget planning and execution, MTBP), waste management and administrative service. The training program was delivered through ASPA that has overseen the training delivery, testing and certification of the participants.

The dldp provided targeted **policy support** to the Inter-Ministerial Committee for integrated waste management, especially regarding cost and tariff system, waste management performance and benchmarking system, the promotion and implementation of waste collection and separation schemes, development of regional landfills, the promotion of interregional cooperation and public private partnership.

Setting up the Center of Competences (CC) improved **efficiency** in the utilization of human resources. Local experts were well chosen for the topics and they cooperated with international and national experts over the lifetime of the programme. They provided expert feedback, validated options and ensured targeted and high-quality expertise to the staff of the municipalities.

² 16 focus groups (FG) with 103 persons from dldp municipalities and 2 FGs with 17 persons from non-dldp municipalities.

³ Municipalities of Malësi e Madhe, Vau Dejës, Tropojë, Mat, Klos

⁴ Municipalities of Malësi e Madhe, Lezhë, Tropojë, Dibër, Shijak, Shkodër

The coordination and utilization of synergies between different donor programmes were challenging yet successfully achieved by dldp. PLGP (USAID) and dldp supported advancement of the policy and legal framework concerning the decentralization and LG reforming process.

The most significant **impact** from dldp is the valuable policy and expert contribution in the territorial and administration reform through the introduction of the functional area concept, improved strategic planning and public expenditure management (MTBP), planning and implementation capacity for integrated waste management, waste service coverage and quality of the services, introduction and implementation of the integrated One-Stop-Shop as the best model for the delivery of administrative services and local capacity building. The evidence of this is noted by different key informants. One of the most powerful strengths of dldp was its proximity to the municipalities⁵.

Effectiveness of specific activities

According to the participants of the online survey, the dldp activities that induced most changes at the level of SWM and administrative services in the municipalities were the technical trainings followed by round tables, policy dialogue/advocacy and best practice competitions.

Overall Municipalities Ratings on Waste Management

- 51% of the respondents from dldp municipalities rated the overall quality of the consultation process for the local waste management planning as “good” (37%) or “very good” (14%).
- 81% of the respondents from dldp municipalities rated the improvement of service quality during the last three years as “good” (62%) or “very good” (19%). Overall, this is 16% points higher than in non-dldp municipalities.
- The scoring of the service quality shows improvement in service quality and tariffs. Dldp supported municipalities perform better than non-dldp municipalities, especially when it comes to the extension and frequency of services. The share of respondents who rated the waste service quality as “very good” or “good” was 15% points higher in dldp supported municipalities than non-dldp supported municipalities. In terms of tariffs, the difference is small (+1% point for dldp municipalities). Possibly owing to increased tariffs in dldp municipalities as a result of service expansion.
- 56% of the respondents from dldp municipalities rated the improvement in waste disposal in their municipality during the last three years as “good” (42%) or “very good” (14%). Overall, this is 9% points higher than in non-dldp municipalities.
- 52% of the respondents of dldp municipalities⁶ rated the waste service in their municipality as “very cost effective” (12%) or “cost effective” (40%).
- When asked if the trainings, advices and grants provided by dldp during the last 3 years contributed to an improved waste management in their municipality, 61% of the respondents answered “very much” (28%) or “quite a lot” (34%). Overall, this 18% points higher than in non-dldp municipalities (where the situation is compared with national programmes).

⁵ Ref. the interview with Mr. Agron Haxhimali, Head of AMM.

⁶ Shkodër, Lezhë, Dibër, Shijak

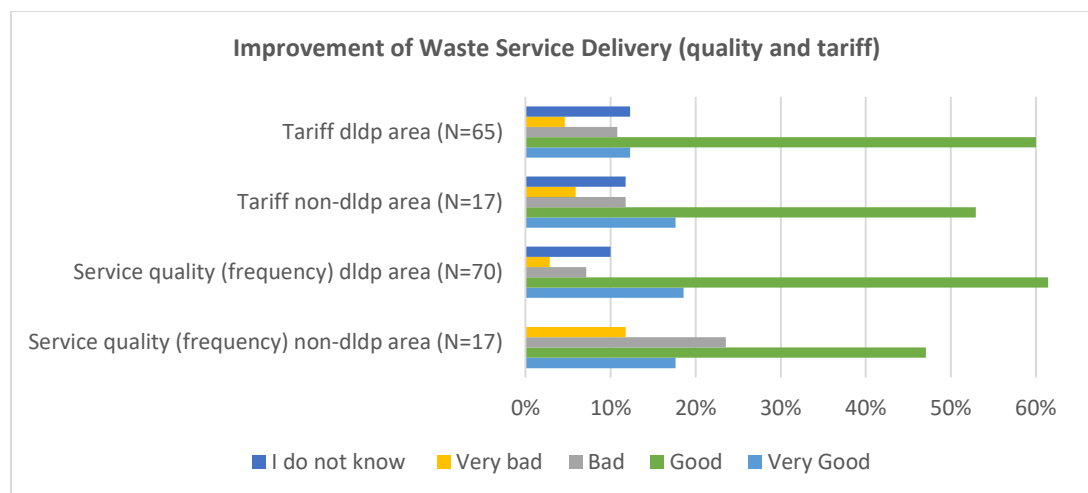


Figure 2: Improvement service quality and tariffs in SWM (scoring interviews and focus groups)

Overall, dldp supported municipalities have considerably improved the waste service planning – dldp municipalities are the only municipalities with integrated SWM plans. The manual on service costing and tariff system is being institutionalized as part of a ministerial order from the Ministry of Environment that will be used by other municipalities. The manual on waste sector benchmarking and costing system (developed with dldp contribution) have been very valuable instruments which are used during the revision of the Strategy for integrated waste management by the inter-ministerial working group (GIZ/GoA).

The quality of the service is improved compared to non-dldp municipalities⁷. In particular, the territorial (horizontally) coverage has increased and the service delivery is not anymore limited to urban areas but also reaches more remote/rural administrative units compared to non-dldp area. In Shkoder the SWM service coverage was extended between 2015 and 2017 from 82% of the population to 92%, in Lezhë from 66% to 91%, in Shijak from 81% to 100%, and Dibër from 25% to 35%. In addition, the regulatory regime of the dumpsite (disposal) is improved (Dibër is a good example) and other affordable alternatives are taken into consideration for waste collection in addition to traditional schemes. This improves the cost-effectiveness of the services (e.g. Dibër case). The logistic base for the services is enhanced. Shkoder was equipped with one additional truck (dldp contribution) and 696 new containers⁸ (168 new containers with dldp contribution). In Lezhë 156 containers were added to the system by the service providers, in Shijak the capacity was expanded with 237 new containers thanks to a dldp contribution, and Dibër⁹ was equipped with one truck and 195 new containers (the bulk of funding was by dldp and the other part by the municipality). The monitoring and supervisory role from the municipalities' administrations (dldp area) is improved – GPS system is introduced to track the trucks and the containers are marked. Dldp supported municipalities have improved their administration capacities regarding calculation on cost and tariff for ensuring the service cost recovery: Differentiated tariffs are introduced, the database on clients and the billing process were streamlined and the revenues from the service tariff increased compared to non-dldp municipalities.

⁷ Non - dldp area municipality (Kukës, Mirditë).

⁸ 240 other new containers are in procurement process in Shkodër Municipality.

⁹ Dldp contribution

Overall Municipalities Ratings on the Administrative Services

- 83% of the respondents in dldp-supported municipalities are “satisfied” (38%) or “very satisfied” (45%) with the consultation process during development (conceptualization) of the iOSSH.
- 88% of the respondents of dldp municipalities are “satisfied” (43%) or “very satisfied” (45%) with the speed of service delivery through iOSSH. Overall, this is 17% points higher than in non-dldp municipalities.
83% of the respondents of dldp municipalities are “satisfied” (47%) or “very satisfied” (36%) with the accessibility to the service delivery through iOSSH. Overall, this is 12% points higher than in non-dldp municipalities¹⁰.
- 90% of the respondents in dldp municipalities are “very satisfied” (50%) or “satisfied” (40%) with the improvements of the physical infrastructure of the administrative services. Overall, this is 7% points higher than in non-dldp municipalities.
- 83% of the respondents in dldp municipalities are “satisfied” (47%) or “very satisfied” (36%) with the professionalism of the staff. Overall, this is 13% points higher than in non-dldp municipalities.
- 94% of the respondents in dldp municipalities are “satisfied” (47%) or “very satisfied” (47%) with the improvements of the speed of the delivery of administrative services. Overall, this is 17% points higher than in non-dldp municipalities.
- 92% of the respondents (58) in dldp municipalities are “satisfied” (52%) and “very satisfied” (40%) with improvements of the accessibility in delivery of administrative services. Overall, this is 17% points higher than in non-dldp municipalities.
- 74% of the respondents rated “very much” (53%) and “quite a lot” (21%) dldp contribution through trainings, advice and grants during the last 3 years to improve the administrative services in their municipality (or 15% points higher compared to non-dldp area).

The results from the online survey indicate that there was good progress in SWM in the municipalities, but less prominent compared to PFM and administrative services. However, dldp related conclusions cannot be drawn from this because it covers all Albania and the sample size per service differ too much.

Recommendations for consideration of future orientations

Overall, dldp supported municipalities considerably improved their planning and implementation capacity for administrative services compared to non-dldp municipalities - particularly regarding the quality and accessibility to the services, physical infrastructure, speed of the service delivery, costs and professionalism of the staff.

- Prospective trainings for the municipalities staff should be carried out on the basis of the regions¹¹.
- Stronger selection criteria for the best practices should be considered.
- Further support is needed for the development of General Local Development Plan (GLDP/PPV) for Bulqizë and Kamëz.

¹⁰ In non-dldp municipalities, only 2 administrative services (Economic Aid and Civil Register certificate) are accessible by citizens in AUs; they have to come to the center for getting other services, whereas in dldp-municipalities 75 administrative services on average are accessible in their AUs through iOSSH.

- The municipalities must allocate funds in their annual budget to ensure sustainability of the actions supported by the dldp¹².
- The models and good practices supported by the dldp should be replicated in other municipalities. Therefore, the GoA and donor-funded programmes should support other municipalities for the GLDP/PPV.
- Due to the lack of municipal capacities in project formulation, further trainings are needed¹³.

Other raised issues

Some comments highlighted by the interviewed senior officials and key informants in the context of future activities of dldp and other donor/GoA supported programmes related to the local governance reform processes are listed below:

- To deliver things more effectively, a deliberate process should have been designed to clarify responsibilities and foster ownership¹⁴.
- Greater involvement of associations such as AAM and ALA in similar projects supporting the Albanian municipalities.
- Further support to extend the integrated services over the whole territory.
- Extension and integration of the existing iOSSH along with economic aid and taxation systems.
- Some bureaucracy in the back offices.
- High cost of the internet provision in remote and mountain area.
- The AUs do not have dedicated staff for the waste management (it is covered by the municipality (center)). Assigning a monitoring function to the heads of villages of AU is not sufficient for ensuring an adequate supervisory role. There is pollution of rivers from businesses, e.g. Erzen (Shijak) and Fan (Mirditë).
- New small transport vehicles are needed to cope with narrow streets and difficult mountainous terrain (i.e. Shkodër mountain area, Mirditë rural area).
- The frequency for waste removal should be increased for some areas and business operators (i.e. in summer specifically during the summer period in Shijak, Shkodër and Lezhë).
- More efforts and resources should be allocated to increase citizens' awareness on the waste separation and behavior change.
- The delivery of the waste services with standards and better quality is associated with a higher fee (i.e. in Shijak municipality, the tariff increased three times in 2016). The citizens should be well informed and asked to pay in due time

¹² Referred to the Head of ALA.

¹³ Referred to the Head of ALA. With the Director of RDA, Tiranë

¹⁴ Reference: Mr. K. McLaughlin, Chief of Party, PLGP (USAID).

1 Context

This report assesses the outcomes and achievements under the “Decentralization and Local Governance Programme” (dldp). The programme was implemented by Helvetas and funded by the Swiss Development Cooperation (SDC). The assessment covers the phase 3 of the dldp (2014-2017).

This report has three specific objectives, namely: (i) To assess the results of the dldp interventions based on a set of criteria, (ii) To make a detailed analysis and judgement of the performance and impacts in two main thematic areas: solid waste management (SWM) and administrative services (iOSSH) in the target municipalities, (iii) To assess the changes induced by core interventions in dldp municipalities compared to non-dldp municipalities.

This report complements the dldp reporting for the overall achievements of phase 3 which includes complementary reports and surveys.¹⁵

2 Methodology

This assessment is based on a set of quantitative and qualitative methods:

- a desk review of dldp documents, annual and monitoring reports, donor and national strategic framework documents and outputs/ impact indicators of the dldp;
- several individual and focus group interviews (based on questionnaires);
- an online survey.

All data were compiled, triangulated and used to prepare this synthesis. The final phase includes the dissemination of key findings during the roundtable to all involved stakeholders.

For each of two the main thematic areas of this assessment (**SWM and iOSSH**) the current situation in four municipalities that benefited from the dldp programme was analyzed and compared to two comparison municipalities. The following table provides an overview of the examined municipalities:

Thematic area	dldp municipalities	comparison municipalities
Solid waste management (SWM)	Shkodër, Lezhë, Shijak, Dibër	Kukës, Mirditë
Administrative services (iOSSH)	Shkodër, Lezhë, Mat, Vau Dejës	Kukës, Mirditë

Table 1: Examined municipalities per main thematic area of the assessment

A questionnaire survey consisting of **164** persons (15 key informants, 29 officials from the eight municipalities and 120¹⁶ persons in various in focus groups) was conducted at both the central administrative units and the municipalities to evaluate the improvements,

¹⁵ E.g. on knowledge management and advocacy case studies, project M&E data, an online survey to assess the quality and impact of the capacity building programs (training) in three themes: public financial management, waste management and administrative services.

¹⁶ 103 members in 16 Focus Groups (FG) in dldp municipalities and 17 members in 2 non-dldp FGs.

achievements and challenges, get the assessment (through a scoring of satisfaction) of the solid waste management and administrative services (iOSSH), during November-December 2017. Appendix 2 and 3 provide an overview of the interviews and the scoring tables.

Three specific questionnaires were designed for the service assessments:

- 1) Questionnaire for interviews with *key informants* based on the DAC criteria of relevance, effectiveness, efficiency, impact and sustainability. Meetings with senior officials of the central and local institutions, donor agencies and other relevant projects were conducted.
- 2) Questionnaire for the assessment of the dldp results and impacts in the two main service areas for *individual interviews* with local public officials in the eight municipalities (dldp and non-dldp supported municipalities). Four evaluation criteria were defined in the questionnaire based on the dldp indicators and additional evaluation dimensions to allow standardized judgment:
 - Sectorial Planning
 - Institutional capacities
 - Coverage (Quantity) and Quality of Services
 - Economic and Environmental sustainability
- 3) Questionnaire for *focus group* meetings. Two types of focus groups were conducted in Shkodër and Lezhë (business representatives vs. citizens and civil society representatives). In other municipalities, one focus group with mixed participants were conducted on the quality and coverage of the services/or functions delivered by the municipalities to their local citizens over the period 2015-2017.

To allow quantitative analyses, the questionnaires 2 and 3 were complemented with a scoring table that offered five answer options on an ordinal scale of the following form: ++, +, 0, --, -. The data were processed with an Excel sheet for each service.

An online survey was conducted in December 2017 among the participants of dldp training packages, including the various SWM modules in 2016 and 2017. Out of the 99 persons participating in the trainings 50 have answered (= response rate of 51%). The participants came from municipalities across all Albania. The data is presented in a separate report (KEK-CDC 2017b).

Limitations of the survey: The analysis of data and changes is limited by the lack of baseline data for the two services in the surveyed municipalities. A second limitation is that due to the amalgamation of LGUs into new municipalities, the statistical basis has changed in 2015 (due to the TAR). Finally, the sample size between dldp and non-dldp municipalities differs and therefore comparisons have to be interpreted cautiously.

3 Assessment and key findings based on the key informant interviews

3.1 Relevance

To what extent are the objectives of dldp consistent with the donor key priorities and national strategic framework? Are the activities and outputs of the programme consistent with the objective to support Albania’s Decentralization policy?

Dldp is very relevant for the political and strategic context of Albania, the National Strategy for Development and Integration (NSDI) 2014-2020, the National Cross-cutting Strategy for Decentralization and Local Government and some sectorial strategies.

The NSDI states: '[...] the strategic goals and priorities for sustained economic growth included i) Good governance and the rule of law; (ii) consolidated functioning of an efficient institutional network and a stable and professional administration; (iii) Improve the performance and capacity of public administration, including the promotion of continuous learning, (iv) Improve public services delivery by empowering the existing structures and setting up new ones, (v) further progress in decentralization reform [...]’.

Further, dldp’s objectives are in line with the Swiss Cooperation Programme for Albania, 2014-2017, especially with regards to the following fields of intervention: Democratization & Rule of Law, improvement of the service delivery through innovation and ICT infrastructures, enhancement of public financial management and support to the TAR implementation.

Dldp is regarded by key informants as an important programme with considerable contribution to the Territorial and Administrative Reform (TAR), the decentralization reform and the preparation of two important laws for the local governance¹⁷. Dldp remained highly relevant and in line with the GoA priorities concerning the implementation of the integrated waste management, the improvement of public service delivery through the implementation of the integrated iOSSH and consolidation of the legal framework for the Local Governance and local finance and substantial support to capacity building for the local administration.

3.2 Effectiveness

To what extent did dldp contribute to the consolidation of: i) LGU’s Waste Management planning, cost and tariff model, territorial coverage and quality, ii) Administrative Service (iOSSH), iii) PFM – mid-term budget planning and prioritization, transparency and accountability of the budget execution, iv) Capacity building (trainings), quality assurance system of the ASPA’s curricula, e-library for quality service delivery as a response to territorial reform?

Dldp achieved its planned results for the phase 3, as the programme enabled the preparation of 5 General Local Development Plans, 5 Urban Integrated Waste Management Plans and put

¹⁷ Reference: Mr. Enea Hoti, former advisor of MSLI and Mr. Fran Brahim, director, MoF

in place relevant building blocks for a realistic revision of the National Strategy for Integrated Waste Management (i.e. Benchmarking/performance system, costing and tariff system).

Responding to the GoA's objective¹⁸ to improve quality and effectiveness of public service delivery to citizens and following the TAR's outcome constituting 61 new municipalities, the programme developed a new functional model of the **integrated one-stop-shop (iOSSH)** for the delivery of the administrative services. The model was initially piloted in Lezhë and successfully replicated in other municipalities (Shkodër, Durres, Vau i Dejës, Mat and Klos). In 109 administrative services have been digitalized through iOSSH. Shkodër Municipality was awarded for its ICT public service¹⁹.

Over **290 local officials were trained on PFM, waste management and administrative services**²⁰ in collaboration with ASPA. Dldp was effective in setting up **Center of Competences (CC)** with participation of local officials with experience and qualifications who also benefitted from various dldp supported trainings²¹. The CC's members have actively participated and provided technical opinions in various discussions and workshops (i.e. during the preparation of the two laws on local governance, identification of the public services to be part of the iOSSH). Further, the CCs enabled the strengthening of capacities of 590 local practitioners through their involvement in the consolidation of new strategic documents and the development of planning and financial instruments.

Dldp contributed to the introduction of functional mechanisms which improve the technical and professional capacities of the municipal staff concerning **public financial management**. Noteworthy dldp activities in this regard are the development of a 'Financial Planning tool' and the curricula and training delivery (i.e. legislation, budget planning/and participatory budget process). The programme enabled the preparation of 9 MTBP, 9 fiscal plans, and 9 budget programmes and supported increased transparency and consultation processes - about 68 public hearing meetings were arranged for the preparation of MTBPs in 2017 (66% women participants).

Shkodër, as a dldp-supported municipality, is ranked among the three best municipalities which fully comply with Law 146/2014²² and the national Transparency Programme²³. In addition, efforts are made to determine the most appropriate *budget performance indicators* which will be used for the monitoring systems of the municipalities and the Ministry of Finance.

Dldp supported important activities lined up with the **territorial and administration reform and the decentralization reforms** and enabled the preparation of two monitoring reports in the process of preparing Action Plans (AP) for the National Cross-cutting Strategy for Decentralization and LG, and also monitoring of the five functions newly transferred from the central government to the municipalities²⁴ (management of the irrigation and drainage network, forest management, fireworks stations, rural roads network and supporting staff of the pre-university institutions and educators of pre-school institutions).

¹⁸ The GoA programme, 2013-2017

¹⁹<http://ictawards.org/2015/cmimet/#7>

²⁰ Source dldp/ASPA

²¹ dldp annual monitoring report, 2016/2017

²² Law No.146/2014 "Announcement and Public Consultation"

²³ Law No.119/2014 "For the Right to Information"

²⁴ January – May 2016

In 2017, the results of the monitoring reports were presented in a round table with the participation of donor representatives. In the same year, findings of the monitoring report on the new decentralized functions were made present and discussed in another workshop with participation of the Agency for the TAR Implementation, Minister of State for LG, line ministries and the respective municipal staff.

The programme could effectively manage its extension to three 'Qarks' during phase 3 (Dibër, Durres and Kukës²⁵) where **the dldp replicated the successful models** and experiences (the programme operations targeted directly and indirectly around 30% of the population).

Dldp has provided substantial technical support to its partner municipalities in capacity building related to planning and implementation of strategic/local development plans, PFM, waste management, e-governance and fund access.

Three main training curricula were further developed and respective courses took place: (1) Public Financial Management - a one-year training program with four modules. It was attended by 88 local public employees from the budget and finance departments of the municipalities. (2) Provision of administrative services at regional level - This training was carried out in cooperation with the four Regional Development Agencies (RDA). 68 local officials participated and were certified. (3) Waste management - A one-year training program (divided into 3 modules) that was provided to 66 local employees. At the end of the training program, the testing and certification of the participants was delivered too.

The major factors that have positively influenced the achievement of the objectives:

- (i) The programme's objectives were highly relevant to the political national context and the needs of the crucial sectors,
- (ii) The dldp management flexibly adopted at some level the programme activities towards the needs of the LG reforming process,
- (iii) Capability to build partnership with line ministries and municipalities,
- (iv) Engagement of good international experts and national/local experts,
- (v) Good coordination and synergy with other donors supported programmes operating in Albania.

3.3 Impact

When asked about the difference the dldp activities made to the municipality considering (i) training and capacity building, (ii) Center of Competences CC), (iii) best practices competitions, and (iv) policy dialogue and advocacy for better laws and regulations, the key informants interviewed highlighted:

- High quality of the curricula, very good experts involved, good logistic arrangements, certification through ASPA.
- Acknowledgment of the local expertise in the supported municipalities, getting their technical opinions and their mobilization through CCs for different outputs. The CCs served both for capacity building and sustainability. Experts of the CCs were mobilized to assist the staff of the new municipalities supported by the dldp during the implementation of the best models and good practices.

²⁵ dldp has provided some support to Kukës municipality concerning the waste management.

- Best practices competitions²⁶ served as a viable platform for know-how, exchange of innovative ideas and replication of the best experiences and models.
- Valuable contribution for drafting the NSDLG, inputs in developing two important laws through mobilization of the international and national/local experts (i) the Law on the local self-government (no.139/2015), the Law no. 68/2017 /2016 ‘for Finance of the local self-government’ which were considered ‘legal wins’. Actually, dldp is providing support for drafting the sub-legal acts of the law no. 68/2017 with focus on the regulations of the local revenue administrations.

The three most important contributions/or improvements of dldp acknowledged by most of the key informants interviewed are:

- The approach of the ‘functional area’ introduced during the TAR process (which emerged only after the planning of dldp phase 3).
- SWM plan and its building system, and the associated capacity building programme²⁷.
- iOSSH introduced and replicated as the best model for the delivery of administrative services²⁸.
- The ‘good practices’ competitions helped the dissemination of good practices and exchange of experiences during (peer-to-peer) discussion. The high participation rates show that this instrument is effective. The four RDAs have facilitated the arrangement of the good practices and trainings in coordination with dldp.

3.4 Sustainability

The main factors which can influence the sustainability of dldp achievements are the consolidated and wide spread use of planning instruments for successive operational planning (i.e. General Local Plans (GLP/PPV), SWM plans), increased administrative and institutional capacities of the municipalities staff in PFM, SWM and administrative services, setting up of CCs and e-library for the curricula for the municipalities’ staff under the ownership of ASPA and good practices competitions. The latter can ensure the adoption of dldp instruments and experiences by other institutions (i.e. RDA). National and international networking and the continuity of donor-supported programs/projects are further important factors for the sustainability of dldp results and outcomes.

The sustainability of the results concerning the Law on “Local Finance” (no.68/2017) can be hampered by the fiscal decentralization²⁹. The effective implementation of the two laws on LGs and the new functions transferred to the LGs require good budget allocation at local level, effective administration of the local revenues and support by the central government.

The SDC’s current assistance of the waste management sector needs to be cautiously continued. However, the SDC should be aware of the risk that a further engagement creates expectations within municipalities and the possibility of ‘leaning back attitude’ in the light of the donor programmes.

²⁶ Organized in 2016 and 2017

²⁷ Reference: Ms. Voltana Ademi, Mayor, Shkodër municipality, O. Shapo, GIZ

²⁸ Reference: Mr. Vladimir Malkaj, Senior Programme Officer (UNDP)

²⁹ Reference: Mr. Kevin McLaughlin, Chief of Party, PLGP (USAID).

3.5 Synergy with other projects and donor programmes

Considering the high complexity of the TAR and the decentralization which was a challenging process, the dldp management has been able to adapt to new circumstances and reflect on the crucial needs of the central and local institutions by creating synergies with other projects and establishing good working relationships, i.e. with the Planning and Local Governance Project (PLGP/USAID).

The 'Functional area' tool (approach) brought an important value to the TAR, which was a government-led process. The STAR project supported the implementation of the TAR. Among the specific objectives, STAR supported the elaboration of the General Territorial Development plans for some municipalities and the modernization of the public service delivery. The functional requirements and the designed model of the iOSSH introduced by dldp were well accepted by the central institution and other donor-funded projects including the STAR project. Its core functional requirements are used as 'standards' for the other model of iOSSH implemented by the STAR I project.

Dldp ensured good communication and high acceptance by the Albanian counterparts and worked collectively with other programmes to maximize the benefits for their counterparts. Dldp is recognized for bringing valuable contributions in political and technical debates, inter-ministerial working committees and technical advisory groups.

GIZ appreciated the dldp support for waste management to the municipalities and therefore applied the approach in some other small municipalities (i.e. Patos).

3.6 Recommendations

- The organization of future trainings for the municipal staff in the future is suggested to be carried out on the basis of the regions³⁰.
- Due to the lack of municipal capacities in project formulation, further trainings are needed.
- Setting of stronger criteria for the selection of the best practices.
- Support for the development of General Development Plans (PPV) for Bulqizë and Kamëz.
- Greater involvement of associations such as AAM and ALA in similar projects supporting the Albanian Municipalities³¹.
- The municipalities must allocate funds in their annual budget to ensure sustainability of the actions supported by dldp³².
- The models and good practices supported by dldp should be replicated in other Municipalities; the GoA and donor-funded programmes should support other municipalities for the GLP (PPV).

³⁰ Reference: Mr. Arben Skënderi, director of RDA Tirane.

³¹ Referring to the interviews with the heads of AAM and ALA.

³² Referring Ms. Adelina Farrici, Head of ALA

4 Results from Waste Management interviews and surveys

The assessment of the “Waste Management” related activities is based on data from 6 Municipality, from which 4 are dldp-supported (Shkodër, Lezhë, Dibër and Shijak) and two are non-dldp municipalities (Kukës and Mirditë). Detailed information on the topology of interviews with key informants, public officials and focus groups in Municipalities is provided in appendix 1.

4.1 Sectorial Planning

The Municipalities of Shkodër, Lezhë, Dibër, Shijak and Mat have been supported by dldp to develop and adopt the Local Solid Waste Management plan (SWM), 2016 – 2020. The SWM plan integrates the needs of the center (urban area) and those of the Administrative Units (AU) of the new municipalities which after TAR have a larger territory to be served compared to the previous local government units.

Two specific issues generally addressed by the municipalities regarding waste disposal: (i) new landfills are needed (ii) disposal for inertia waste. The people interviewed accepted that the new municipalities constituted after the TAR (2015) have undertaken priority measures for removing the waste from illegal disposal sites of the former communes to the approved waste disposal sites. Dibër³³ and Mirditë municipality have approved new waste disposal sites by the Municipality Council (MC). Dldp supported the introduction of a new regulated regime of the waste flow in the dumpsite, which is promoted as good practice (model) to be followed by other municipalities³⁴.

Regarding the issue about the **consultation process** for SWM plans, the respondents confirmed that the planning of the waste management has gone through a consultation process with the stakeholders and interest groups in the centers and the AUs. Several public hearings were arranged about the waste planning and different technical aspects of the SWM plans were consulted with the local citizens of the AUs and villages. The specific issues raised in the consultation process were linked to the identification of container locations, frequency of the waste collection and removal. The cost of the waste removal service and the new tariff system were other critical issues discussed during the consultation process. **Around 52% of the people interviewed rated the consultation process about the local waste planning as very good (14%) or good (38%).** The Municipality of Mirditë hasn't adopted any waste management plan, so the respondents were asked about the general consultation process arranged by their municipality.

Other raised issues or comments by the respondents are:

- A wide consultation is arranged with tourism operators in Lezhë and Shijak for reducing/or eliminating problems specifically during the summer period.
- There is lack of cooperation in some cases between municipality centers and the AUs³⁵.
- Low level of knowledge about different steps of SWM, and weak awareness the possibility to take practices from these steps to a large scale.

³³ The implementation of SWM Plan begins in January 2018

³⁴ Ministry of Environment Order (Nov 2017)

³⁵ Reference: Ms. Antike Torba, Head of Waste Management Sector, Dibër Municipality

- The scheme of separated waste collection is introduced and consolidated in some pilot areas, mostly in urban area of Shkodër, Lezhë, Shijak, and Dibër.
- Lack of disposal sites for inert waste. Those should be defined for municipalities such as Lezhë, Shkodër and Dibër³⁶.
- Municipalities should allocate adequate resources for improving citizens' awareness to promote SW recycling programmes and the central government should provide additional support to the municipalities to develop the waste management infrastructure. Effective public campaigns in parallel with adequate means and waste infrastructure hold great promise for citizens' behavior-changing.
- In addition to official websites, municipalities should use other means for improving citizens' awareness on best practices of the waste collection and separation at the source.
- The implementation of needs-based training programmes considering females and young/students as one of the main audience groups were highly suggested.

Respondents of the focus group confirmed that the municipality has improved the waste services not only in center but in other parts of their territory (AUs). Before 2015, the waste management services did not cover the rural areas. Since 2015, the new municipalities have provided waste services (by setting up structures and allocating means) to cover new areas not covered before. In 2015, in Dibër only 20% were covered by the waste services, the waste service was extended to almost 50% of the territory by 2017.

Another important dldp contribution for advancing the waste management planning is the **model of Cost and Tariff in Local Waste Management**. A unified system for waste management tariffs which takes into consideration all the indicators necessary for the cost analysis and recovery. Thus, the system becomes more reliable and fair to the citizens regarding both the cost and the quality of the integrated waste services. The model has been made fully functional in 6 dldp municipalities.

When asked about the **value added** by the SWM plans, the respondents confirmed that it enables them for:

- Better planning of their needs based on the specific criteria like advanced models/studies, services affordability for the citizens and efficiency. The sector planning was associated with performance indicators, more reliable service costing and therefore developing a more accurate tariff system.
- Increasing pressure to decision makers of the municipalities to allocate proper resources to comply with national legislation targets and waste planning adopted.
- Monitoring of the waste services by the municipalities services according to the benchmarking (sector performance indicators) as defined in the SWM plan.

4.2 Institutional capacities

By the national legislation, municipalities are responsible for the waste collection, transport and providing landfill facilities. In many cases, these activities are being outsourced. Recycling is therefore dominated by the private sector.

³⁶ Reference: Petrit Marku, Lezhë Municipality, Fatbardh Kuci, Shkodër Municipality, Antike Torba, Dibër Municipality

In 2015, the capacities of the new municipalities were weak concerning the effective implementation of the waste management function which was characterized by lack of service coverage in a large part of rural areas, lack of containers (both in quantity and quality), and old transport vehicles. Human resources were limited and did not cover the supervision function for the sub-urban areas, periphery of the cities and rural areas.

During the last three years and for ensuring proper implementation of SWM plan, some municipalities have improved waste infrastructures and purchased new machines, technical equipment and containers through services procured and contracted. In addition, the municipalities have increased human resource allocation for supervision tasks on the quality and other terms of the waste services contracts. E.g., Shkodër currently has 14 inspectors compared to 7 in 2015. The structure of the waste management services as part of the municipal organigram has remained the same but has empowered the supervision function for the extended territory (HR allocation increased twice³⁷).

Shkodër municipality also has started a tender process for procuring 240 new containers for the separated waste collection. For monitoring the waste services in Shkodër, a phone application is used by the municipality's supervisors for quick notification on the identified problems. The sub-urban area "Rrethinat" (Shkodër) will be equipped with 150 new containers (local budget investment).

When asked about the **adequacy of the technical and human resources for the effective implementation of the waste management plan**, the respondents confirmed that the municipality should allocate more resources for further improvement on technical aspects and infrastructure (equipment) as well as increased HR allocation by the LG; also there is need for additional fund (subsidy) for improving waste infrastructure (landfill) from the central government.

Other raised issues or comments were:

- The regulatory regime of the services in the municipalities that have adopted SWM plan is improved.
- There is need for increased HR allocation related to the monitoring/supervision role over the quality of the services in AUs, which do not have dedicated staff. Assigning monitoring function to the heads of villages of AUs is not sufficient for ensuring adequate supervisory role.
- New small transport vehicles are needed to cope with narrow streets and difficult mountainous terrain (i.e. Shkodër and its mountain area, Mirditë rural area).
- Cleaning the sidewalks and pedestrian zones requires washing machines (i.e. Shkodër)
- Separate containers are needed for organic waste (mostly in rural areas of the municipalities).
- The frequency for waste removal should be increased for some areas and business operators (specifically during the summer period in Shijak, Shkodër and Lezhë). There is pollution of rivers from businesses, e.g. Erzen (Shijak) and Fan (Mirditë).
- More efforts and resources should be allocated for increasing citizens' awareness on waste separation at the source and citizens' behavior change. The delivery of the waste services with standards and better quality is associated with a higher fee (i.e.

³⁷ Reference Fatbardh Kuci, advisor, Shkodër Municipality

in Shijak municipality, the tariff increased three times in 2016). The citizens should be well informed and asked to pay in due time.

- The training supported by dldp /ASPA were useful and improved administrative and technical capacities.

When asked “How were the **administrative capacities in your Municipality improved** during the last three years, in particular regarding the **calculation of cost and tariff, the database on clients, the billing process and the collection level** (revenues on the waste tariff)?”, the respondents confirmed that improvements are accomplished on the costing and tariff system (supported by dldp) and the database of clients.

The new system has introduced different elements to the cost calculation which now differentiates between business operators, citizens and the tourism operators. In addition, it also takes the specific spatial characteristics into account (urban area, rural area near the city and remote rural area). It incorporates different operations of the public function (i.e. waste collection, transportation, street cleaning, costing for disposal site, personnel cost and amortization).

With support from dldp and technical assistance of service providers, the taxes and tariffs databases of the business operators and common citizens were improved by creating standard registers for all administrative units, which have helped to streamline the charging process. Families supported by the Economic Aid (NE) scheme and persons with disabilities do not have to pay for the services.

In some municipalities the databases were further improved: In Shkodër the waste tariff is included in the utility bill, in Lezhë is a process ongoing for the inclusion of 50,000 inhabitants in the utility bill, in the other areas the database of the families is used for billing process is extended to the collections of other local tariffs.

The monitoring system is improved based on the monitoring of performance indicators identified in partnership with Ministry of Environment and service providers; sanctions for the weak performance, and regular reporting are part of the monitoring system.

4.3 Coverage and Quality of the Services

When asked about the **coverage and quality of the waste services (today)**, respondents of dldp supported municipalities confirmed that progress has been accomplished in both the territory coverage and the quality. However, the full implementation of the plan is hampered by inadequate financial resources (both local/central financial means). Even though the services are expanded to some AUs, the improvements are so far mainly realized in the urban areas. This is especially the case for remote, rural and/or mountain areas. New disposal site need to be approved by the GoA for the new municipalities constituted with TAR (i.e. Lezhë, Dibër, Shijak).

The quantitative assessments of the coverage and quality of the services focused on both the current situation and the changes during the last three years. The main results are:

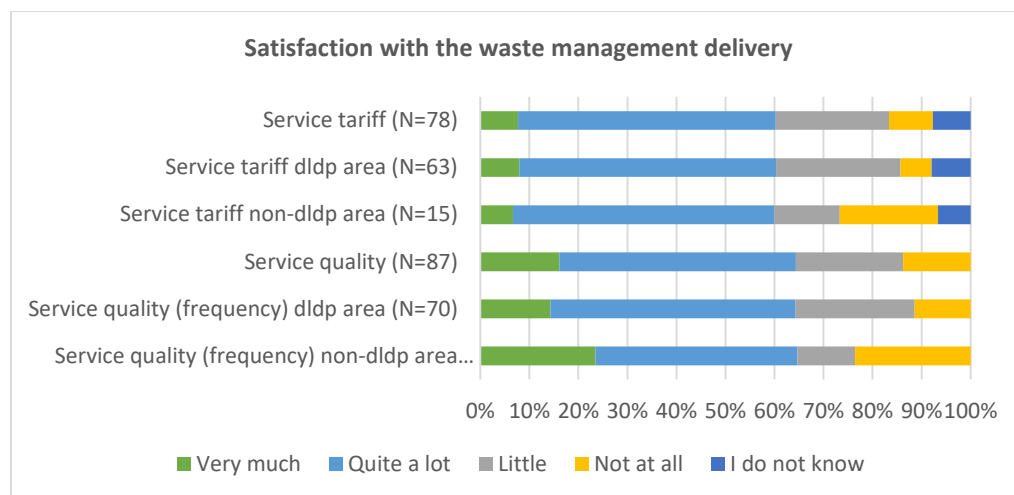


Figure 3: Satisfaction with the waste delivery system in dldp and non-dldp Municipalities (scoring from interviews and focus groups)

- 64% of respondents of dldp area indicated their level of satisfaction with “quite a lot” (50%) and “very much” (14%) the current waste service quality as “quite a lot” (50%) or “very much” (14%). The rating in non-dldp areas is similar³⁸.
- 60% of the respondents from dldp areas indicated their level of satisfaction with the current service tariff in their municipalities as “quite a lot” (52%) and “very much” (8%). The rating in non-dldp areas is similar.
- 51% of respondents from dldp areas agreed with the statement that the improper waste disposal currently affects the environmental situation (air, water and soil quality) “quite a lot” (45%) or “very much” (6%). Overall, this is 24% points higher compared to non-dldp areas.
- 81% of the respondents from dldp areas rated the service improvement of waste services during the last three years as “good” (69%) or “very good” (19%). Overall, this is 16% points higher compared to non-dldp areas.
- 72% of the respondents from dldp areas rated the improvement of service tariffs during the last three years as “good” (60%) or “very good” (12%). Overall, this 1% point higher compared to non-dldp areas. In terms of tariffs the difference is small possibly owing to increased tariffs in dldp municipalities because of service expansion.

³⁸ Comment: There is discrepancy at some point between what is highlighted by the LGUs’ officials and members of FGs from non-dldp area (qualitative assessment) and the respective scoring rate (quantitative rating).

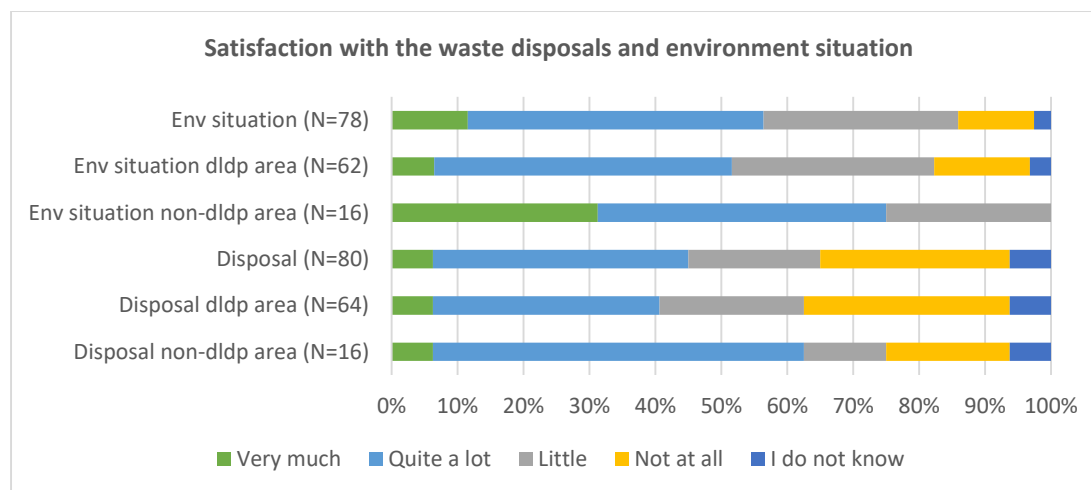


Figure 4: Satisfaction of the waste disposal situation in dldp and non-dldp municipalities (scoring from interviews and focus groups)

Concerning the three most important **positive factors that have influenced the implementation of the SWM plan/scheme**, the respondents mentioned:

- Leadership commitment
- Technical assistance and financial support (dldp contribution) for the implementation of the SWM plan
- Engagement of municipal staff for the proper implementation in partnership with private companies contracted.

The **major problems (constraints) that hinder the proper implementation of the waste management function** are:

- Low level of financing from the municipalities
- Low level of the waste tariff collection (low level of payment by the municipalities' citizens)
- Low level of financial support by the Central Government regarding two key factors: First, the establishment or expansion of the regional landfill capacities (major capital investment) for the needs of Kukës, Dibër and second, the subsidization of the municipalities in order to have a greater number of families supported by the Economic Aid (NE) scheme.
- Behavior change and attitudes of the citizens for the waste separation at the source and recycling.
- Development of regional landfills which comply with EU environmental standards.
- More containers for the waste collection are needed in some AUs of Shijak, Mirditë, Shkodër (industrial area) and Lezhë.
- Containers for the collection of different waste categories are not set up in the whole territory covered.

Among the targeted municipalities, the function of the waste management is outsourced in Shkodër, Lezhë, Dibër and Shijak, while in Kukës and Mirditë it is managed by the public entity of the municipality.

Currently, Shkodër Municipality has 4 service contracts but aims to outsource the services only to three service contractors in 2018³⁹. In Lezhë⁴⁰, the effective implementation has not been adequate due to the delays in contracting of the services according to the specific area (difficulties raised due to the Public Procurement Law). Currently, Lezhë has one service contract for the city and Shëngjin area. Mirditë, Shijak and Dibër⁴¹ have one service contract. Kukës and Mirditë municipality fully or partially execute the waste function with their own resources (public entity). Since 2015, progress is specifically made regarding the coverage of the rural areas which were not provided with the waste management service before the TAR. Detailed information about the coverage is provided in the following list, but there is slight discrepancy among figures provided by the municipalities and the private service contractors:

- In Shkodër, the geographic (territorial) coverage increased from 65-75% in 2015 to 85% in 2017, and population coverage from 82% to 92%. 696 new containers were purchased, 168 of them thanks to the contribution of dldp. 240 additional containers are in procurement process. One new truck is purchased with dldp contribution for Shkoder Municipality. The service providers contracted by the municipality use their trucks for waste service provision.
- In Lezhë, the coverage in urban and peri-urban area is 100% and in remote rural area 95%⁴². CSD Engineers (2017) report slightly lower values for 2017 (66% in 2015, 91% in 2017). SWM is outsourced to three service providers. In 2017, 1119 containers were set up at the collection points⁴³ compared to 963 containers in 2014. Service providers contracted by the municipality use their trucks for waste service provision.
- In Shijak, the AU of Xhafzotaj extended the service to the whole territory. SWM service coverage is expanded from 81% of the population to 100% in 2017 (CSD Engineers 2017). 237 containers are added with funding from dldp and the municipality budget for 2015-2017.
- In Dibër, about 35% of the territory is covered by the waste service (10% points increase from 2016); The objective is to cover 55% in 2018. With dldp contribution⁴⁴, 195 new containers and a new truck are added to the waste service infrastructure (the bulk of the funding covered by the dldp, other part covered by the municipality budget).
- In Mirditë, about 80% of the municipality's territory is covered by the SWM service according to a new waste service contract. In 2015, the coverage was 65%. 140 new containers are introduced in the service for Rubik and Rrëshen, and 70 other containers for Reps and Fan (70 new containers are added at the end of 2017).
- In Kukës, 40 new containers are added for the center area and the AUs near the city (Bicaj, Shtiqen and Kolsh) are covered by the service. There are ten stations with three sorted waste containers which are not effective due to the lack of proper transport

³⁹ Source: Shkodër Municipality

⁴⁰ Source: P. Marku, director, Lezhë Municipality

⁴¹ Source: Municipalities of Mirditë, Shijak and Dibër (heads of waste sectors)

⁴² Source: Lezhë Municipality

⁴³ No data available on the new added containers for 2015-2017 (the number of containers is specified under the contracts' services) and is responsibility of the service providers.

⁴⁴ SWM service coverage in Malësi e Madhe Municipality (dldp municipality) is extended from 45% of the population in 2015 to 75%-80% in 2017. In 2015, SWM service was not offered in two AUs and not the service is extended to these areas.

equipment for the recycling of the waste (planned for 2018⁴⁵). According to the SWM plan, 3 AUs should have been covered by the service, but delays in the implementation of the plan occurred. Collection of inertia waste from the households is not regulated properly. Due to the small budget in Kukës Municipality, little is done concerning the public awareness and provision of the service specifically in remote rural areas.

There are **differences in frequency and quality of the waste services offered for different areas of the municipalities**. The best service quality is observed in the city of the targeted municipalities where service frequency is 7 times a week and less frequently in AUs based on its population size and density. The lack of appropriate road infrastructure in some areas (villages) make the service provision difficult, namely in:

- Gjepalaj in Shijak
- All AUs in Mirditë
- In remote rural and mountain areas of Kukës, the waste disposal site is approved by the MC but it does not comply with the national standards.

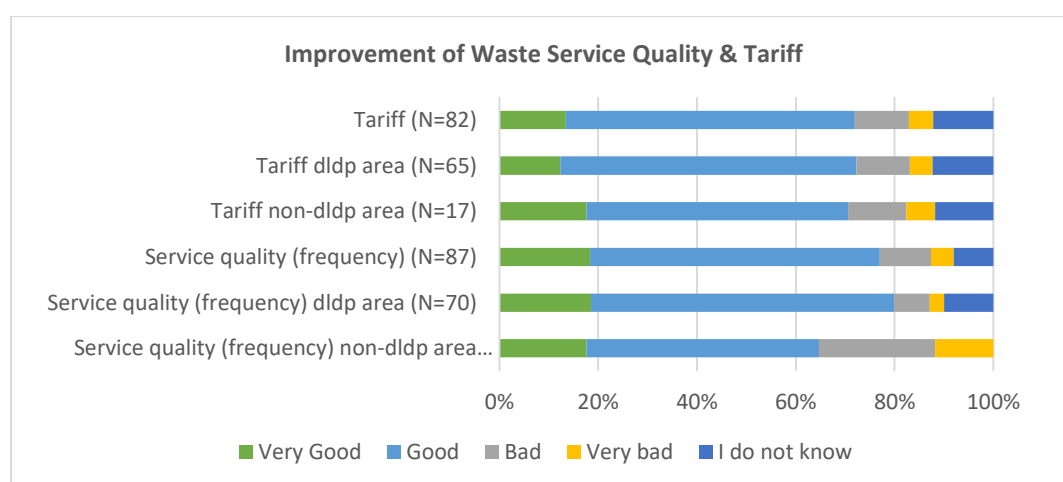


Figure 5: Improved service quality and tariffs (scoring form interviews and focus groups)

- 81% of respondents of dldp area rated “good” (69%) and “very good” (19%) the service improvement of waste services during the last three years (or 16% points higher compared to non-dldp area).
- 72% of respondents of dldp area rated “good” (60%) and “very good” (12%) the improvement of service tariffs during the last three years (or 1% point higher compared to non-dldp area). In terms of tariffs the difference is small possibly owing to increased tariffs in dldp municipalities as a result of service expansion.

Comments

- Containers for collection of differentiated waste are not set up in the whole territory covered.
- More efforts and measures need to be undertaken by the municipalities for increasing citizens’ awareness.

⁴⁵ Kukës Municipality is being supported by an IPA funded project

When asked about **“how did dldp (or other projects) support the improvement of the waste management service in your municipality”**, the respondents accepted that dldp has provided substantial support for increasing the coverage and quality of the waste services:

- SWM planning including the system of cost and tariffs
- Implementation of the SWM plans by providing financial resources for purchasing of new containers and other necessary means, and technical advice for improving the database of clients
- Setting up the monitoring system based on advanced performance indicators and advice on reporting
- Curricula developed (four modules) for the waste management function and capacity building events (including certification).
- Kukës Municipality is being supported by an EU/IPA funded project.

4.4 Economic and Environmental Sustainability

Waste disposal was a matter of concern generally addressed by the municipalities in two specific issues: (i) new site disposal is needed (ii) disposal for inertia waste.

- 56% of respondents of dldp area rated “good” (42%) and “very good” (14%) improvement in waste disposal in their municipality during the last three years (or 9% points higher compared to non-dldp area).
- 64% of respondents of dldp area rated “good” (56%) and “very good” (8%) improvement in environment situation (quality of air, water and soil).

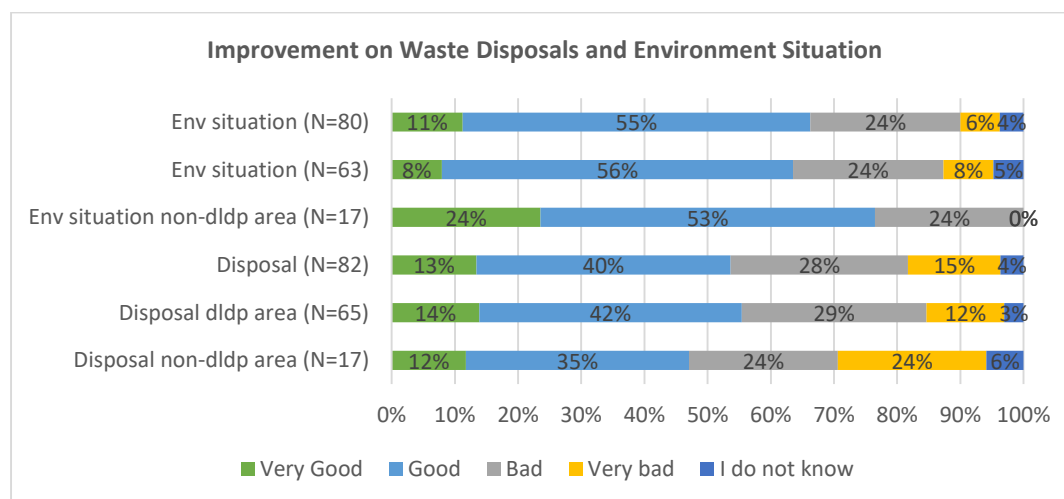


Figure 6: Improvement on waste disposal and environment situation (scoring from interviews and focus groups)

- 47% of respondents of dldp area rated “quite a lot” (33%) and “very much” (14%) environment situation (pollution of air, water and soil) in their residential area from non-properly waste disposals (or 4% points better compared to non-dldp area).

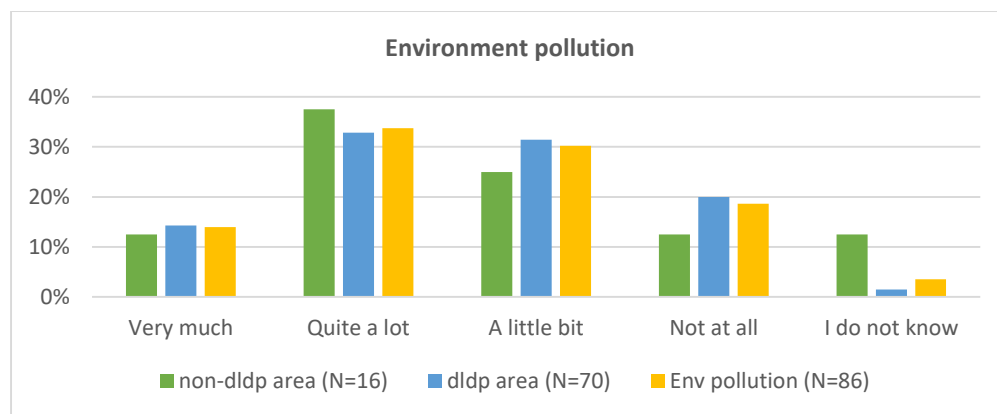


Figure 7: Environment situation and waste disposal (scoring from interviews and focus groups)

Considering that **public information** is an important element in the strategic and local planning, with implications related to the plan implementation, the engagement of the citizens and business people have played a useful role in getting feedback on the definition of container locations (PGVs), but it is generally accepted that more should be done by the GoA and municipalities to increase public awareness, education and behavior change related to the waste separation at the source and changing attitudes of the customers for paying service's tariffs.

The **transparency and access to the budget plan** in the waste sector is improved through the arrangement of public hearings and consultations as part of the new budget and fiscal planning, specific consultation of the SWM plan in the center and all AUs and municipalities' websites. Part of the websites is the transparency program which provides detailed information on planned activities and investments, and the municipal council's decisions⁴⁶.

Despite the increase of the tariff towards the actual service cost, the annual local revenues for cleaning/waste service are smaller compared to billing amount from municipality's administration:

- In Shkodër, the revenue from the service fee is 91% of the invoiced (billed) amount for the period January-September 2017.
- In Lezhë, the revenue from the service tariff was 45.2% for January-September 2017⁴⁷.
- In Dibër, the revenue collected is 58% of the amount billed for the service in 2017⁴⁸.
- In Shijak Municipality, the revenue from the service fee (tariff) covers 87% of the cost⁴⁹. The revenue from the tariffs in 2016 increased by 95% compared to 2015, while in 2017 (January-October) the revenues increased by 56% compared to 2015.
- In Kukës, the revenues from the service fees increased for both business operators and families. The high number of families⁵⁰ supported through the Economic Aid

⁴⁶ The process of drafting PBA 2018-2020 in Kukës is supported by dldp including public hearings with citizens, business entities and NGOs.

⁴⁷ Source: Lezhë Municipality

⁴⁸ Source: Dibër Municipality. 17% of families have paid for the waste services in Dibër up to Sep-2017.

⁴⁹ Source: Shijak Municipality

⁵⁰ About 40% of the total number of families are supported through NE scheme – it means those families are excluded from the local tariffs.

scheme⁵¹ is a negative factor for the municipality to ensure adequate revenues for cost recovery of the waste service.

- 52% of the respondents from dldp areas⁵² rate the waste service in their municipality as “very cost effective” (12%) or “cost effective” (40%). The data on cost-effectiveness for the waste service in non-dldp area are in contradiction with the low level of revenues from service tariff⁵³.

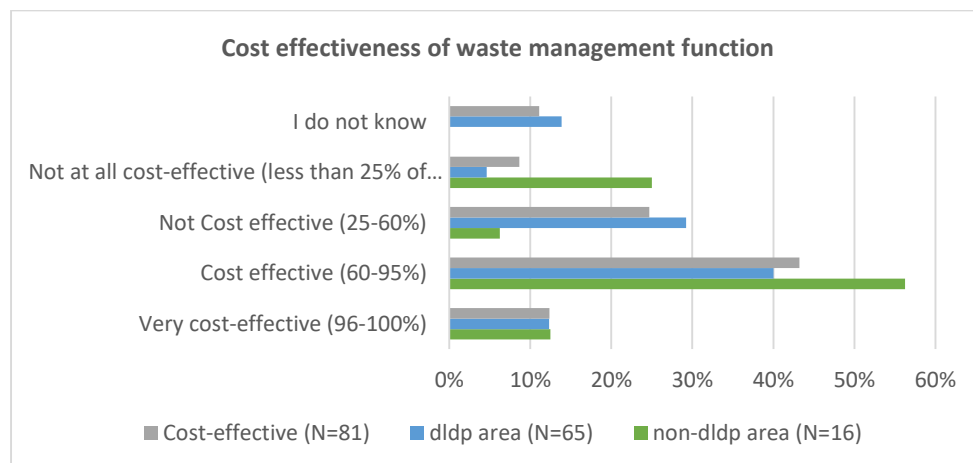


Figure 8: Cost effectiveness of SWM (scoring from interviews and focus groups)

When asked about “**How do you assess elements of environmental compliance of SWM, and what are the major success and deficits/problems?**”, the persons interviewed confirmed that challenges persist, especially full environmental compliance with national legislation, limited financing means for a high-quality service and citizens’ behaviour.

The **successes factors** identified are:

- Improved service coverage and quality.
- Improved administrative and technical capacities of dldp-supported municipalities in waste management (Local Plan for Waste Management).
- Enhanced capacities on service’s costing and tariff system.
- Improved the service coverage and waste infrastructure through small scale granting to municipalities based on competition bases.
- Improved database on the clients and billing process.
- Increased revenues from the collections of tariffs (i.e Shkodër, Shijak).

The **deficits (areas for improvements)** identified are:

- Improvement of coordination between central governance institutions and municipalities considering the complex sector challenges, environment compliance (national/EU legislation), and Albanian citizens culture.

⁵¹ GoA finance the Economic Aid Scheme.

⁵² Shkodër, Lezhë, Dibër, Shijak

- Additional efforts (programs), and local / central financial means for increasing the public awareness on recycling and its benefits, and behavior change of citizens' attitude for paying the waste tariffs based on the principle "who pollute pays".
- Additional budget from CG for developing appropriate waste infrastructures (i.e. landfill on the regional basis).
- Setting of the differentiated containers in all PGM points in all AUs.
- 100% coverage of the territory by the waste services.
- Improved capacities of the municipalities in monitoring of the services.
- Need for increasing transparency to the citizens on the service costing, revenues collection and the performance indicators of the services provided in the center and all administrative units of the municipality.
- Greater support is needed with technical means (logistic), grants and investments.

It has been widely accepted that dldp contribution in SWM planning, regulatory system, costing and tariff, financial support through grant scheme, capacity building for the municipality staff and know-how such as organizing study visit abroad and in country (i.e. training in the new landfill in Maliq/Korçë) has made a change.

5 Results from Administrative Services interviews and surveys

The subject of the assessment for “Administrative Services” were 6 municipalities, from which 4 are dldp-supported (Shkodër, Lezhë, Mat and Vau i Dejës) and two are not-dldp-supported municipalities (Kukës and Mirditë).

The table provides information about the newly introduced or redesigned administrative (iOSSH) and digitalized services in dldp municipalities.

	Shkodër	Lezhë	Mat	Vau Dejës	Kukës ⁵⁴	Mirditë ⁵⁵
Set up initially System (iOSSH) extension	January 2014 2017	May 2015 2016	April 2017	2016	N/A	N/A
No. of Services provided	83	71	76	79	N/A	N/A
No. of AUs included in the iOSSH	Center (C)+10AUs	C + 4AUs	C + 8AUs	C + 2AUs	C + 14AUs	N/A
% of population covered	100%	75%	100%	70%	N/A	N/A
Surface	873km ²	509,1km ²	493,5km ²	499,09km ²	933,86km ²	689.71km ²
Population	135,612 ⁵⁶	106,245 ⁵⁷	38,615	48,966	60,800	22,103 ⁵⁸

Table 2: Overview about the provision of digitalized services

5.1 Sectorial Planning

When asked if **the municipality has an action plan for the provision of iOSSH services**, the respondents confirmed that the Municipalities of Shkodër, Lezhë, Mat and Vau i Dejës⁵⁹ have an action plan for the maintenance of the system and also for the extension of the iOSSH services to the AUs where iOSSH is not set up yet. The Municipality of Shkodër has a plan (2018-2020) for upgrading the system and the inclusion of the new services. The Municipalities of Kukës, Mirditë and Dibër⁶⁰ do not have yet an iOSSH⁶¹.

In Shkodër, the iOSSH was piloted in the center (2014), and later on it was extended to two AUs (Velipojë and Dajç). In 2016, the system was extended to five other AUs and in 2017 extended to 100% of the territory (center and 10 AUs). Overall, 83 administrative services are delivered through iOSSH.

⁵⁴ non-dldp Municipality

⁵⁵ non-dldp Municipality

⁵⁶ Source: Census 2011

⁵⁷ Source: Civil Register, Lezhë Municipality

⁵⁸ Source: Census 2011 (population is 33,384 according to Municipality Civil Register)

⁵⁹ Source: Heads of iOSSH of Shkodër, Lezhë and Mat (Helga Sallaku, Evaristo Coli, David Nikaj)

⁶⁰ Dibër is not taken into account for this assessment.

⁶¹ Under STAR II programme setting up the iOSSH in other municipalities is planned.

In Lezhë, the dldp support was initially started with the standardization of 71 services in a pilot area in the central city in April 2015. Later the system was replicated in five other AUs (around 75% of population of Lezhë Municipality is covered through iOSSH).

In Mat Municipality, iOSSH was set up in April 2017, and the number of administrative services is 76. In Vau Dejës Municipality, iOSSH was piloted in the central city in 2016 and replicated in Bushat (AU) within two months. Actually, the system is functional in the center and two AUs. It covers 70% of the Municipality’s population; there is lack of iOSSH in three other AUs in Vau Dejës Municipality.

When asked if **“the stakeholders and interest groups have been consulted during the conceptualization of the iOSSH”**, the interviewed public officials reported that interest groups and experts were involved during the development process of iOSSH. The municipalities conducted surveys on public perceptions of the new services that were introduced with the iOSSH system (i.e. in Lezhë). Mostly, the consultation processes were part of the transparency programme of the municipalities. In Mat, the administration arranged 6 public hearings. In Mirditë Municipality, the transparency programme is not yet developed as part of the municipality’s website.

83% of the respondents in dldp-supported municipalities rated the consultation process during the development (conceptualization) of the iOSSH as “good” (38%) or “very good” (45%)⁶².

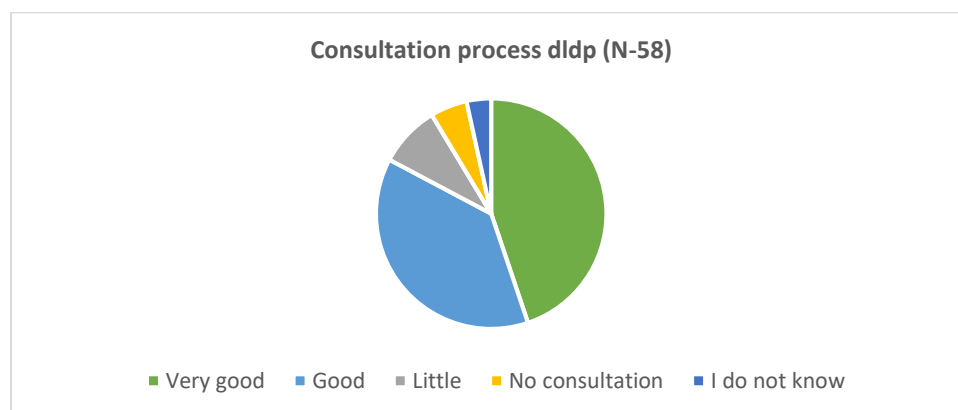


Figure 9: Assessment of the consultation process (scoring from interviews and focus groups)

When asked about **“What was the value added by the iOSSH model”**, the respondents reported that the new model contributed to following improvements:

- Better access to the administrative service by the citizens.
- Increase of transparency.
- Improvement of the administration of complaints and their redressing.
- Reduction of the cost and time for the citizens to get a service (specifically for the remote areas).

⁶² The persons interviewed were asked to use a scale of 1 to 4, in which 1 meant very bad bad/dissatisfied, and 4 meant very good/very satisfied. Around 43% of the people interviewed rated very good the consultation process, 39% - good consultation, and 8% little / and no consultation.

- Time limits are respected in accordance to the legal regulations.

5.2 Institutional Capacity

The interviewees widely confirmed that the new system (iOSSH) is associated with capacity development for the IT specialists and other public officials of the municipality from both front and back offices (around 11 training days for the staff of front offices and 1 training day for the back office).

Dldp has supported the improvement of IT infrastructure, development of appropriate and client friendly infrastructure for the iOSSH, and the information flow between the municipalities directorates/and sectors was improved based on the internal regulations and manual of procedures (iOSSH).

When asked about “**How adequate are the technical and human resources of your Municipality for the effective implementation of the iOSSH model?**”, it was widely reported that the Municipalities which were supported by dldp had adequate technical and human resources for the effective implementation of the administrative services. Further support is needed in Lezhë for IT equipment used for the five administrative services⁶³ and in Vau i Dejës where the iOSSH is not extended to of 100% of the new territory.

5.3 Coverages and quality of the services

The provision of administrative services has **significantly improved the accessibility and quality of the services for different population segments including persons with disability**. In Shkodër and Mat Municipality, 100% of the population has access to 83 respectively 76 administrative services. In Lezhë, only 75% of the population has access to 71 digitalized services and in Vau i Dejës 70% of the population⁶⁴. The manual of the new administrative system (iOSSH) provides indicative data on the time required for the delivery different services and processing requests.

- 90% of the respondents from dldp municipalities are “satisfied” (45%) or “very satisfied” (45%) with physical infrastructure of iOSSH. Overall, this is 13% points higher than in non-dldp areas.
- 85% of the respondents from dldp municipalities are “satisfied” (47%) or “very satisfied” (38%) with the professionalism of staff of iOSSH. Overall, this is 14% points higher than in non-dldp areas.

⁶³ Source: Lezhë Municipality, Mr. Petrit Marku, director and Evaristo Coli, IT specialist

⁶⁴ Source: Municipality/heads of iOSSH of Shkodër, Lezhë, Mat and Vau Dejës

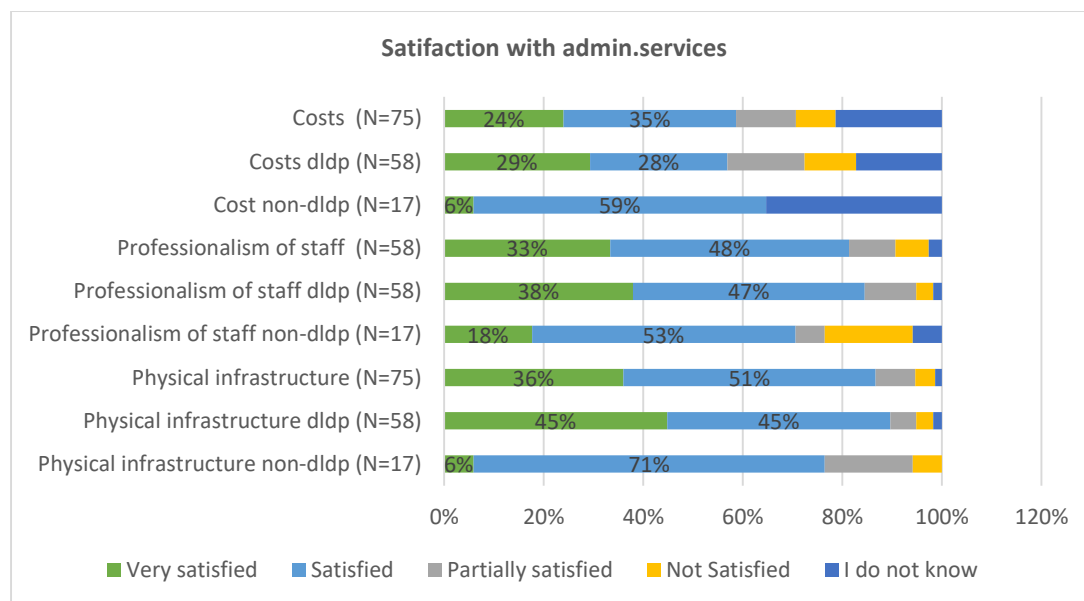


Figure 10: Satisfaction with delivery (scoring from interviews and focus groups)

- 88% of the respondents from dldp municipalities are “satisfied” (43%) or “very satisfied” (45%) with the speed of service delivery through iOSSH. Overall, this is 17% points higher than in non-dldp areas.
- 83% of the respondents from dldp municipalities are “satisfied” (47%) or “very satisfied” (36%) with the accessibility of the service delivered through iOSSH. Overall, this is 12% points higher than in non-dldp areas.
- 57% of the respondents from dldp municipalities are “satisfied” (28%) or “very satisfied” (29%) with the costs of service delivery through iOSSH. Overall, this is 8% points lower than in non-dldp areas.

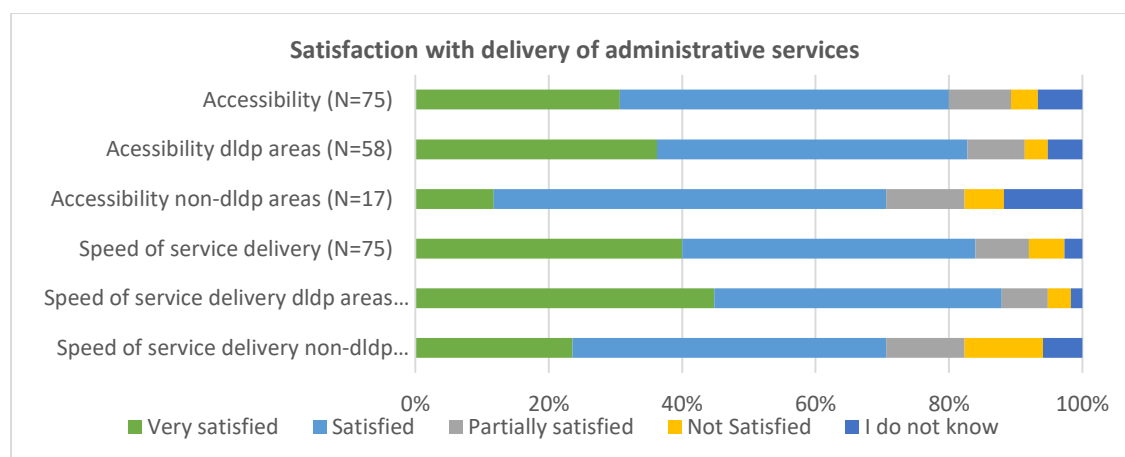


Figure 11: Satisfaction with delivery of admin. Services (scoring from interviews and focus groups)

The situation is different in the Municipalities (Kukës, Mirditë) which have no iOSSH. Their citizens have access only to two administrative services (the economic aid and civil registration) in their AUs, and they must go to the center of the municipality for other

administrative services⁶⁵. Further, these municipalities do not have a separate database for the complaints (the complaints are registered only in the protocol system), while through iOSSH, citizens' complaints are easily tracked through the system.

In Mat (Burrel Municipality), the administration received around 4,000 applications⁶⁶ for services since April 2017 (the start date of the system). Residents can track the status of their application through the municipality website. The public is informed about the iOSSH through local media (TV spot for two months) and leaflets (dldp supported).

The new way of administrative service delivery through iOSSH has led to several improvements: **Cost and time savings** for local citizens, the **staff of iOSSH is more competent** and the **professional ethics** have improved. The complaints over the services decreased and the reliability of the system (iOSSH) has increased. The Lezhë Municipality is planning to further improve the accessibility of administrative services through a mobile application setting up at 'hot spots' in the AUs centers. The **effectiveness** of the administrative service delivery has increased and the investment costs.

- 90% of the respondents from dldp municipalities are "very satisfied" (50%) or "satisfied" (40%) with the improvements of the physical infrastructure of administrative services. Overall, this is 7% points higher than in non-dldp municipalities.
- 83% of the respondents from dldp municipalities are "very satisfied" (36%) or "satisfied" (47%) with improvements of professionalism of the staff of iOSSH. Overall, this is 13% points higher than in non-dldp municipalities.
- 94% of the respondents from dldp municipalities are "satisfied" (47%) or "very satisfied" (47%) with the improvements of delivery speed of administrative services. Overall, this is 17% points higher than in non-dldp municipalities.
- 92% of the respondents from dldp municipalities are "satisfied" (52%) or "very satisfied" (40%) with the improvements of the access to administrative services. Overall, this is 15% points higher than in non-dldp municipalities.
- 81% of the respondents from dldp municipalities are "satisfied" (45%) or "very satisfied" (36%) with the improvements of the costs of services through iOSSH. Overall, this is 4% points higher than in non-dldp municipalities

⁶⁵ Source: Kukës Municipality, Rushit Gashi, HR directorate, Gjakë Vuka, administrator, Mirditë Municipality and Nertila Beqiri, Public Relations Specialist, Mirditë Municipality

⁶⁶ Reference: Bledar Kola, Head of iOSSH, Mat Municipality

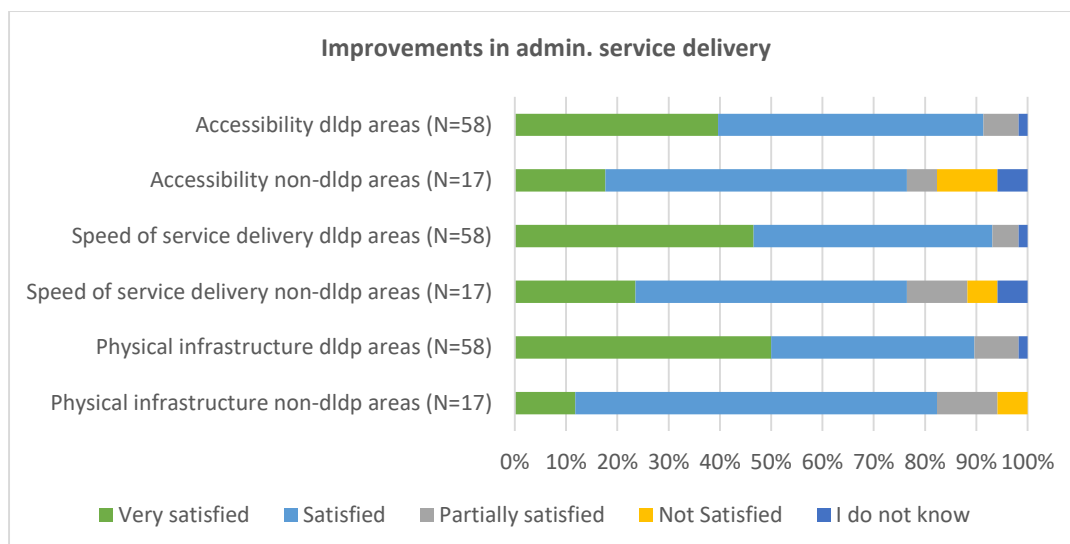


Figure 12: Improvement in admin. services in dldp and non-dldp municipalities (scoring from interviews and focus groups)

The **most important factors that have influenced the delivery of administrative services** through iOSSH are:

- Support provided by dldp,
- good will of the leaders of the municipality,
- good cooperation between the municipality staff, dldp office and external experts, mobilized for setting up of iOSSH.

The **major problems** (constraints) that can **hinder the delivery of administrative services** by the municipality are:

- Inertia (culture) of the staff to the previous manner of service provision; resistance to adopt new modes of service provision (iOSSH),
- annual budget allocation by the municipalities for the maintenance and licenses of the system (limited funds),
- turnover of the staff (loss of the qualified staff),
- political interference in staff assignments.

The **improvements** that have been realized through the delivery of administrative services in terms of accessibility, quality and cost-effectiveness of the services which are acknowledged by the persons interviewed are:

- Reduced cost and time savings for the citizens,
- improved the quality and transparency of the service delivery,
- reduced abusive practices,
- improved the competency of the municipality staff.

When asked about “**the three deficits in the delivery of administrative services, especially in terms of accessibility, quality and cost-effectiveness of the services**”, the respondents have mostly highlighted the following issues:

- Need for further support to extend the integrated services over the entire territory,
- extension and integration of the existing iOSSH with NE and taxation systems,
- old “mentality” of citizens, requesting to meet the Mayor or deputy mayor in charge of the services,
- bureaucracy in the back offices,

- high cost of the internet provision in remote areas.

The **administrative services** which have been **most beneficial** and highlighted by the public officials and participants of the focus groups are:

- Economic aid,
- residence certificate,
- application for scholarship,
- transport permission for private entities,
- AMTP documents.

According to the respondents, dldp has supported the improvement of the administrative service through iOSSH in Shkodër, Lezhë, Mat, Vau Dejës through four main components:

- Planning including the development of rules and regulations (internal manual),
- Implementation of the new system in a pilot area of the municipality,
- Extension (replication) of the system in the major parts of the territory (coverage),
- Quality and accessibility of the service provision.

5.4 Economic and Environmental Sustainability

When asked “**Do you have a maintenance plan and a budget?**”, the public officials reported that the iOSSH budget for the year 2018 is earmarked for the maintenance of the system and new investments for the extension of the system to other AUs (i.e. in Lezhë, Vau i Dejës). In addition, the interviewees highlighted that further support by dldp is needed to procure the costly system licenses.

Some issues and further recommendations raised by the respondents are:

- Linking or even merging the local tax system and the iOSSH system to avoid cash payments from citizens (payment up to 10,000 ALL).
- Inclusion of further services (which are currently provided by the central agencies) in the integrated system.
- Small municipalities are lacking adequate consultation processes; enhancing the inclusion of the local citizens in decision making (i.e. Mirditë) where the role of civil society is weak.
- The introduction of a minimum service fee to cover the system maintenance costs⁶⁷.

⁶⁷ Reference: Bledar Kola, Head of iOSSH, Mat Municipality

APPENDIX 1: Overview of municipalities and surveys

Waste Management (SWM)							
	Shkodër	Lezhë	Shijak	Dibër	Kukës	Mirditë	Sub-total
Public Officials (municipality level)	4	2	2	2	3	3	16
No. of Focus Group	2	2	1	1	1	1	8
with Focus Group members	23	13	8	12	7	10	73
Total interviews							89

Administrative Services (iOSSH)							
	Shkodër	Lezhë	Mat	Vau i Dejës	Kukës	Mirditë	Sub-total
Public Officials (municipality level)	3	2	2	2	2	2	13
No. of Focus Group	2	2	1	1	1	1	8
with Focus Group members	15	12	9	11	7	10	64
Total interviews							77

Note: in the case of Kukës and Mirditë the same people were covered with SWM and iOSSH FGs

Schedule of planned FG

M1	meetings (IM) with key	Position	Party	Institution	Municipality	SWM	iOSSH	Nov-17				Dec-17			
								1	2	3	4	1	2	3	4
1	IM	Dy. Mayor	DP	Municipality	Shkoder	x	x								
2	IM	Dy. Mayor	DP	Municipality	Lezhe	x	x								
3	IM	Dy. Mayor	DP	Municipality	Shijak	x									
4	IM	Dy. Mayor	DP	Municipality	Diber	x									
5	IM	Dy. Mayor	DP	Municipality	Mat		x								
6	IM	Dy. Mayor	SP	Municipality	Mirdite	x	x								
7	IM	Dy. Mayor	DP	Municipality	Vau Dejës		x								
8	IM	Dy. Mayor	DP	Municipality	Kukes	x	x								
9	IM	Administrator in-charge	AU	Shkoder		x	x								
10	IM	Administrator in-charge	AU	Lezhe		x	x								
11	IM	Administrator in-charge	AU	Shijak		x									
12	IM	Administrator in-charge	AU	Diber		x									
13	IM	Administrator in-charge	AU	Mat			x								
14	IM	Administrator in-charge	AU	Mirdite		x	x								
15	IM	Administrator in-charge	AU	Vau Dejës			x								
16	IM	Administrator in-charge	AU	Kukes		x	x								
						12	12								
M2	Focus Group meeting	Position		Institution	Municipality	SWM	iOSSH	1	2	3	4	1	2	3	4
FC1				Businesses	Shkoder	x									
FC2				Businesses	Shkoder	x									
FC3				Mix partic.	Shkoder	x									
FC4				Mix partic.	Shkoder	x									
FC5				Businesses	Lezhe	x									
FC6				Businesses	Lezhe	x									
FC7				Mix partic.	Lezhe	x									
FC8				Mix partic.	Lezhe	x									
FC9				Businesses	Shijak										
				Mix partic.	Shijak	x									
FC10				Businesses	Diber										
				Mix partic.	Diber	x									
FC11				Businesses	Mat										
				Mix partic.	Mat		x								
FC12				Businesses	Mirdite										
				Mix partic.	Mirdite	x									
FC13				Businesses	Vau Dejës										
				Mix partic.	Vau Dejës		x								
FC14				Businesses	Kukes										
				Mix partic.	Kukes		x								
M3	Ministerial Level	Position		Institution	Municipality	SWM	iOSSH	1	2	3	4	1	2	3	4
1				MI/AZRT	Tirane										
2				MoFE	Tirane										
3				STAR2/UNDP	Tirane										
4				MoTE	Tirane										
5				MoEI	Tirane										
7				ADISA	Tirane										
8				ASPA	Tirane										
9				SDC/SECO	Tirane										
10				GIZ	Tirane										
11				PLGP	Tirane										
13				RDA1	Shkoder										
14				RDA2	Tirane										
17				AAM	Tirane										
18				ALA	Tirane										
M4	Narrative Impact stories	Position		Institution	Municipality			1	2	3	4	1	2	3	4
1	Mrs. Voltana Ademi	Mayor		Municipality	Shkoder										
2	Mrs. Senida Mesiri	Former council member of Shkoder Municipality, actual MP and Deputy Prime Minister													
3	Mr. Fran Brahimiri	Ministry of Finance, long-term collaborator of UNDP													
4	Mr. Eneal Hoti	Former counselor of MoSLI, actually staff of STAR2/UNDP													
M5	Online Survey	Number		Institution	Municipality			1	2	3	4	1	2	3	4
1	PFM trainees	128		Municipality	all										
2	SWM participants	99		Municipality	all										
3	iOSSH/e-governance	68		Municipality	all										

APPENDIX 2: Scoring Tables

Scoring Sheet for Waste Management (Period 2014-2017)

1. Please rate the consultation process for establishing waste management plans in your municipality:

- Very good consultation
- Good consultation
- Little consultation
- No citizens' consultation
- I do not know

2. To which extent are you satisfied with the waste management service today?

	Service quality (Frequency, timeliness, etc.)	Service fees (tariff)	Treatment/ disposals	Environmental situation (air water, soil)
Very much	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quite a lot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Little	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please rate the cost-effectiveness of the waste collection service (costs compared to coverage and quality). The service is:

- Very cost-effective (96-100%)
- Cost effective (60-95%)
- Not Cost effective (25-60%)
- Not at all cost-effective (less than 25% of what is needed)
- I do not know

4. Is there air, water or soil pollution in my residential area from not properly disposing/treating waste?

- Very much
- Quite a lot
- A little bit
- Not at all
- I do not know

5. How do you assess the improvements in implementing the municipal waste management plan during the past 3 years?

	Service quality (Frequency, timeliness, etc.)	Service fees (tariff)	Treatments	Environmental situation (air water, soil)
Very Good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very bad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. For dldp municipalities: To which extent have dldp activities during the last 3 years (trainings, advice, grants) contributed to improved waste management in your municipality?

- Very much
- Quite a lot
- A little bit
- Not at all
- I do not know

7. For non-dldp municipalities: To which extent have other project activities during the last 3 years (trainings, advice, grants) contributed to improved waste management in your municipality?

- Very much
- Quite a lot
- A little bit
- Not at all
- I do not know

Scoring Sheet for Administrative Services (iOSSH, Period 2014-2017)

1. Please rate the consultation process for establishing administrative services in your municipality:

- Very good consultation
- Good consultation
- Little consultation
- No citizens' consultation
- I do not know

2. To which extent are you satisfied with the delivery of administrative services today?

	Physical infrastructure	Professional ism of staff	Speed of service delivery	Accessibilit y	Costs
Very satisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Partially satisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not Satisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. How do you assess the improvements in delivery of administrative services during the past 3 years:

	Physical infrastructure	Professionalism of staff	Speed of service delivery	Accessibility	Costs
Very good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very bad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. For each of the group of services, please specify the level of scoring as defined in the table:

	Very good	Good	Adequate	Poor	Very poor
Authentication for address specification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proof of payment of obligations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General request	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Request for family tax reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Request for treatment with economic aid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permission to use the public space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permission for non-permanent sellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Request for birth rebate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Merchandise certificate for its own account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permission to use the public space (beach station)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. For dldp municipalities: To which extent have dldp activities during the last 3 years (trainings, advice, grants) contributed to improved the delivery of administrative services in your municipality?

Very much	<input type="checkbox"/>
Quite a lot	<input type="checkbox"/>
A little bit	<input type="checkbox"/>
Not at all	<input type="checkbox"/>
I do not know	<input type="checkbox"/>

1. For non-dldp municipalities: To which extent have other projects activities during the last 3 years (trainings, advice, grants) contributed to improved the delivery of administrative services in your municipality?

Very much	<input type="checkbox"/>
-----------	--------------------------

- Quite a lot
- A little bit
- Not at all
- I do not know

APPENDIX 3: List with interviewees

1. Petrit Marku, director, Lezhë Municipality
2. Evaristo Coli, IT specialist, Lezhë Municipality
3. Indrit Torba, Administrative Unit Shënkoll, Lezhë Municipality
4. Briken Voci, specialist, Administrative Unit, Lezhë
5. Fatbardh Kuci, Advisor, Shkodër Municipality
6. Gjergj Kurti, Head of iOSSH, Shkodër Municipality
7. Helga Sallaku, Head of IT sector, Shkodër Municipality
8. Pjerin Marku, Administrator Guri i Zi
9. Vlash Pjetri, Administrator “Rrethinat”
10. Shpëtim Quku, director of RDA Shkodër
11. David Nikaj, Head of iOSSH, Vau Dejës Municipality
12. Benard Ndreca, Administrator Hajmel, Vau Dejës Municipality
13. Antike Torba, Head of WM sector, Dibër Municipality
14. Astrit Canaku, Administrator of Kastriot, Dibër Municipality
15. Bledar Kola, Head of iOSSH, Mat Municipality
16. Fatmir Kola, Administrator, Mat Municipality
17. Nertila Beqiri, specialist, Mirditë Municipality
18. Arsela Caka, Environment Inspector, Mirditë Municipality
19. Gjok Vuka, Administrator, Mirditë Municipality
20. Kolin Marku, Mirditë Municipality
21. Bujar Mucmata, General Secretary, Kukës Municipality
22. Rushit Gashi, HR directorate, Kukës Municipality
23. Trendelina Muja, Head of sector, Kukës Municipality
24. Altin Axhami, Administrator of Shtiçen, Kukës Municipality
25. Saimir Halilaj, Administrator of Bicaj, Kukës Municipality
26. Daniela Vora, supervisor of SWM, Shijak Municipality
27. Durim Balla, Administrator of Xhafzotaj, Shijak Municipality
28. Voltana Ademi, Mayor, Shkodër Municipality
29. Enea Hoti, former advisor, MSLI
30. Kevin McLaughlin, Chief of Party, PLGP (USAID)
31. Maren Kneller, German Cooperation
32. Vladimir Malkaj, UNDP (STAR)
33. Emilia Koliqi, deputy Mayor, Shkodër Municipality
34. Ornela Shapo, GIZ
35. Eduart Cani, Environment expert, Service Provider
36. Konals Gjoka, Environment expert, Service Provider
37. Lediana Karalliu, Head of sector, Ministry of Environment
38. Saemira Gjipali, Gender expert
39. Fran Brahim, Director, Ministry of Finance
40. Mira Mitrush, ASPA
41. Arben Skenderi, Director of RDA Tirane
42. Agron Haxhimali, Head of AAM
43. Adelina Farrici, Head of ALA

APPENDIX 4: Main Documents

CSD Engineers (2017): Achievements and perspectives in the waste sector in Albania

Dldp: various documents and earlier reports

IDRA (2016): Nation-wide local governance mapping in Albania (STAR project)

KEK-CDC (2016): Concept for the dldp reporting (Phase 3), incl. concept for the Results Assessment Survey

KEK-CDC (2017a): Workshop report on the survey methodology 18th / 19th of October 2017: results

KEK-CDC (2017b): Evaluation report online survey. "Changes in service coverage/quality assessed by dldp trainees".

Titka, Mirsa (2017): Draft Concept for the Survey Questionnaire on the Waste Management and Integrated Administrative Services (iOSSH) for Municipality staff (1 centre, 1 AU)

APPENDIX 5: Tables for Waste Management

Q1 Consultation process

	non-dldp areas (N=17)	dldp area (N=70)	All Municipalities (N=87)	non-dldp areas (N=17)	dldp area (N=70)	All Municipalities (N=87)
Very good	12%	14%	14%	2	10	12
Good	41%	37%	38%	7	26	33
Little	35%	34%	34%	6	24	30
No consultation	12%	7%	8%	2	5	7
I do not know	0%	7%	6%	0	5	5
	100%	100%	100%	17	70	87

Q2.1 Satisfaction with the waste management services (frequency and tariff)

	Service quality (frequency) non-dldp area (N=17)	Service quality (frequency) dldp area (N=70)	Service quality (N=87)	Service tariff non-dldp area (N=15)	Service tariff dldp area (N=63)	Service tariff (N=78)
Very much	24%	14%	16%	7%	8%	8%
Quite a lot	41%	50%	48%	53%	52%	53%
Little	12%	24%	22%	13%	25%	23%
Not at all	24%	11%	14%	20%	6%	9%
I do not know	0%	0%	0%	7%	8%	8%
	100%	100%	100%	100%	100%	100%

Q2.2 Satisfaction with the waste management services (disposal and environment situation)

	Disposal non-dldp area (N=16)	Disposal dldp area (N=64)	Disposal (N=80)	Env. situation non-dldp area (N=16)	Env. situation dldp area (N=62)	Env. situation (N=78)
Very much	6%	6%	6%	31%	6%	12%
Quite a lot	56%	34%	39%	44%	45%	45%
Little	13%	22%	20%	25%	31%	29%
Not at all	19%	31%	29%	0%	15%	12%
I do not know	6%	6%	6%	0%	3%	3%
	100%	100%	100%	100%	100%	100%

Q3 Cost-effectiveness of the waste management service

	non-dldp area (N=16)	dldp area (N=65)	Cost-effective (N=81)	non-dldp area (N=16)	dldp area (N=65)	Cost-effective (N=81)
Very cost-effective (96-100%)	13%	12%	12,3%	2	8	10
Cost effective (60-95%)	56%	40%	43,2%	9	26	35
Not Cost effective (25-60%)	6%	29%	24,7%	1	19	20
Not at all cost-effective (less than 25% of what is needed)	25%	5%	8,6%	4	3	7
I do not know	0%	14%	11,1%	0	9	9
	100%	100%	100%	16	65	81

Q4 Environment pollution due to not properly waste disposing

	non-dldp area (N=16)	dldp area (N=70)	Env pollution (N=86)	non-dldp area (N=16)	dldp area (N=70)	Env pollution (N=86)
Very much	13%	14%	14%	2	10	12
Quite a lot	38%	33%	34%	6	23	29
A little bit	25%	31%	30%	4	22	26
Not at all	13%	20%	19%	2	14	16
I do not know	13%	1%	3%	2	1	3
	100%	100%	100%	16	70	86

Q5.1 Improvement of service delivery (frequency and tariff)

	Service quality (frequency) non-dldp area (N=17)	Service quality (frequency) dldp area (N=70)	Service quality (frequency) (N=87)	Tariff non-dldp area (N=17)	Tariff dldp area (N=65)	Tariff (N=82)
Very Good	18%	19%	18%	18%	12%	13%
Good	47%	61%	59%	53%	60%	59%
Bad	24%	7%	10%	12%	11%	11%
Very bad	12%	3%	5%	6%	5%	5%
I do not know	0%	10%	8%	12%	12%	12%
	100%	100%	100%	100%	100%	100%

Q5.2 Improvement of service delivery (disposal and environment situation)

	Disposal non-dldp area (N=17)	Disposal dldp area (N=65)	Disposal (N=82)	Env. situation non-dldp area (N=17)	Env. situation (N=63)	Env. situation (N=80)
Very Good	12%	14%	13%	24%	8%	11%
Good	35%	42%	40%	53%	56%	55%
Bad	24%	29%	28%	24%	24%	24%
Very bad	24%	12%	15%	0%	8%	6%
I do not know	6%	3%	4%	0%	5%	4%
	100%	100%	100%	100%	100%	100%

Q.6 & Q7 dldp contribution

	Dldp Programme contribution dldp area (N=67)	Other projects contribution (N=17)	Dldp Programme contribution dldp area (N=67)	Other projects contribution (N=17)
Very much	31%	12%	21	2
Quite a lot	31%	41%	21	7
A little bit	13%	29%	9	5
Not at all	3%	6%	2	1
I do not know	21%	12%	14	2
	100%	100%	67	17

Appendix 6: Tables for Administrative Service

Q1 Consultation process

	Consultation process dldp (N=58)	Consultation process dldp (N=58)
Very good	45%	26
Good	38%	22
Little	9%	5
No consultation	5%	3
I do not know	3%	2
	100%	58

Q2.1 Satisfaction with delivery of administrative services (speed of service and accessibility)

	Speed of service non-dldp areas (N=17)	Speed of service delivery dldp areas (N=58)	Speed of service delivery (N=75)	Accessibility non-dldp areas (N=17)	Accessibility dldp areas (N=58)	Accessibility (N=75)
Very satisfied	23,5%	44,8%	40%	12%	36%	31%
Satisfied	47,1%	43,1%	44%	59%	47%	49%
Partially satisfied	11,8%	6,9%	8%	12%	9%	9%
Not Satisfied	11,8%	3,4%	5%	6%	3%	4%
I do not know	5,9%	1,7%	3%	12%	5%	7%
	100%	100%	100%	100%	100%	100%

Q2.2 Satisfaction with delivery of administrative services (physical infrastructure, professionalism of staff and costs)

	Physical infrast. non-dldp (N=17)	Physical infrast. dldp (N=58)	Physical infrast. (N=75)	Profess. of staff non-dldp (N=17)	Profess. of staff dldp (N=58)	Profess. of staff (N=58)	Cost non-dldp (N=17)	Costs dldp (N=58)	Costs (N=75)
Very satisfied	6%	45%	36%	18%	38%	33%	6%	29%	24%
Satisfied	71%	45%	51%	53%	47%	48%	59%	28%	35%
Partially satisfied	18%	5%	8%	6%	10%	9%	0%	16%	12%
Not Satisfied	6%	3%	4%	18%	3%	7%	0%	10%	8%
I do not know	0%	2%	1%	6%	2%	3%	35%	17%	21%
	100%	100%	100%	100%	100%	100%	100%	100%	100%

Q3.1 Improvement of service delivery (physical infrastructure and professionalism of staff)

	Physical infrast. non- dldp areas (N=17)	Physical infrast. dldp areas (N=58)	Physical infrast. (N=75)	Profess. of staff non- dldp area (17)	Profess. of staff dldp areas (58)	Profess. of staff (75)
Very satisfied	12%	50%	41%	41%	36%	40%
Satisfied	71%	40%	47%	29%	47%	51%
Partially satisfied	12%	9%	9%	12%	9%	5%
Not Satisfied	6%	0%	1%	12%	3%	3%
I do not know	0%	2%	1%	6%	5%	1%
	100%	100%	100%	100%	100%	100%

Q3.2 Improvement of service delivery (speed, accessibility and costs)

	Speed of service delivery non-dldp areas (N=17)	Speed of service delivery dldp areas (N=58)	Accessibility non-dldp areas (N=17)	Accessibility dldp areas (N=58)	Costs non- dldp (N=17)	Costs dldp (N=58)
Very satisfied	24%	47%	18%	40%	18%	36%
Satisfied	53%	47%	59%	52%	59%	45%
Partially satisfied	12%	5%	6%	7%	6%	9%
Not Satisfied	6%	0%	12%	0%	0%	7%
I do not know	6%	2%	6%	2%	18%	3%
	100%	100%	100%	100%	100%	100%

Q4 List of the most frequent required services

	Services	Very good	Good	Adequate	Poor	Very poor	I do not know	Total
1	Authentication for address specification	15	8	1	2	0	0	26
2	Proof of payment of obligations	20	3	2	1	2	0	28
3	General request	19	8	3	1	2	0	33
4	Request for family tax reduction	17	9	5	0	7	0	38
5	Request for treatment with economic aid	12	5	2	3	11	0	33
6	Permission to use the public space	21	3	5	2	15	0	46
7	Permission for non-permanent Sellers	12	8	2	2	22	0	46
8	Request for birth rebate	12	6	7	4	17	0	46
9	Merchandise certificate for its own account	13	5	2	1	23	0	44
10	Permission to use the public space (beach station)	15	6	3	2	18	0	44

Q.5 & Q6 dldp contribution

	dldp Municipalities (N=58)	non-dldp Municipalities (N=17)	dldp Municipalities (N=58)	non-dldp Municipalities (N=17)
Very much	53%	24%	31	4
Quite a lot	21%	35%	12	6
A little bit	0%	12%	0	2
Not at all	0%	6%	0	1
I do not know	26%	24%	15	4
	100%	100%	58	17