

**GOVERNMENT OF ALBANIA
AND UNITED NATIONS**

**PROGRAMME OF COOPERATION
2012-2016**

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Government of Albania

And

United Nations

Programme of Cooperation 2012-2016

Foreword by the Government of Albania

I would like to express our heart-felt thanks to the United Nations in Albania for the continuous support given to my country. This includes the policy dialogue as well as the technical support to the reforms undertaken by the Government thereby providing a valuable contribution to Albania's progress towards integration in the European structures.

Our country has a positive experience in implementing programmes and projects with the UN agencies in Albania. These programmes and projects have made strategic use of the UN's comparative advantage and played, in many cases, a significant role in development of the priority sectors.

The Government does in particular appreciate the vision introduced by the Delivering as One approach regarding the cooperation with the United Nations over the last five years, where Albania volunteered to be one of the pilot countries for implementing the "One UN" initiative. Our current success is a witness of making the right choice; the new approach has led to enhanced coherence and cooperation between the UN agencies and the national authorities, ensuring full government ownership on the implementation of this initiative.

Despite being a small country, over the course of a 5-year long mutual commitment to this reform, we are proud to see that Albania has contributed to the global reform agenda of the United Nations and so influenced its operations throughout the world.

The Government of Albania is resolute in further promoting the ongoing reforms. The Government of Albania and United Nations Programme of Cooperation 2012-2016 attests the irreversibility of this process. This programme is based on excellent experience and on the lessons learnt from the previous programme. It represents a two-fold

effort for addressing national priorities and challenges to be faced in the period of 2012-2016 in the fairest way possible, via a better focus and a harmonized use of means. Through this new programme, twenty UN agencies will support national priorities and development challenges in the areas of governance the rule of law, economy and environment, regional and local development and inclusive social policies.

The programme provides a complete overview of the UN support to Albania and outlines the various new managerial, monitoring and assessment procedures that will considerably reduce administrative costs. It boosts national ownership and the possibility of the Government to identify how the UN agencies support fulfillment of the national development priorities. Further promotion of relevance, efficiency, effectiveness, funding and sustainability of the Programme shall remain the focus of our attention in the coming years.

To conclude, I would like to greet and also extend my most sincere thanks to all the stakeholders, which have provided a precious contribution to the implementation of the previous programme and the formulation of the new Programme of Cooperation 2012-2016. These stakeholders are:

- government institutions, civil society organizations and independent institutions,
- all the UN agencies taking part in the programme, welcoming in particular the commitment of the six new agencies joining this Programme, and
- donor countries or potential donors who see that this programme is a best reflection of national development priorities of the country that they also support. I would therefore encourage donors to contribute to this programme, thereby furthering the realization of Albania's development

objectives in a coordinated and effective manner.

I am confident that together, by working hard and making our best efforts, we shall manage to realize this Programme successfully, thus ensuring continuity of ongoing reforms.



Mr. Genc Pollo
**Minister for Innovation and for Information and
Communication Technology**
Council of Ministers of the Republic of Albania

Foreword by the UN Resident Coordinator

It is with great pleasure that I present the Government of Albania-United Nations Programme of Cooperation 2012-2016, a programme which brings together the support of 19 UN agencies, funds and programmes, plus the International Organisation for Migration, to Albania's development priorities.

This ground breaking document for the UN work in support of the Government of Albania is the result of an extensive consultative process. It reflects our shared commitment to achieving results while promoting transparency and accountability at all levels.

The programme embraces the principles of UN reform, including those adopted in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action.

The document makes maximum use of the comparative advantages of participating funds, programmes and specialized agencies of the UN, and lessons learned from previous cooperation. It is guided by the international commitments to the implementation of international human rights standards, gender equality, environmental sustainability, and development of national capacities.

The Programme of Cooperation 2012-2016, supersedes the current joint UN programmes and UN-supported initiatives, with a single, coherent plan for all UN agencies in Albania, in which each is responsible for delivery on a set of key actions that jointly contribute to shared results. The programme reduces duplication in planning requirements for UN agencies and national partners, while increasing synergy, and complementarity among UN agencies.

The achievement of the development results outlined in the Programme of Cooperation 2012-2016 depends on the joint effort of the UN with Government and non-government partners. We, as UN, stand ready to play our role in support of the achievement of the goals we jointly set.

As the Programme of Cooperation is not yet fully financed, we must also rally financial support from donors to make it a reality on the ground and focus on delivery.

As the Resident Coordinator in Albania I look forward to working with the Government and all other national partners to achieve the important development changes outlined in this document in the service of the people of Albania.



Ms. Zineb Touimi-Benjelloun
UN Resident Coordinator

A handwritten signature in blue ink, which appears to be 'Zineb Touimi-Benjelloun', written over the printed name and title.


Table of Contents

Foreword by the Government of Albania	4
Foreword by the UN Resident Coordinator.....	6
Signature Page.....	8
I. Partnership, Values and Principles	10
II. Situation Analysis.....	12
III. Past Cooperation and Lessons Learned.....	14
IV. Programme Actions and Implementation Strategies	16
Governance and Rule of Law	16
Economy and environment	17
Regional and local development	18
Inclusive social policy.....	19
V. Programme Management and Responsibilities	22
Results based management	22
Coherence and simplification.....	25
Harmonized approach to cash transfers	27
VI. Resources and Resource Mobilization Strategy	29
Resource mobilization strategy.....	30
UN Coherence Fund	30
VII. Communication	32
VIII. Monitoring and Evaluation	33
Monitoring.....	33
Evaluation	34
Knowledge management.....	35
IX. Additional Commitments of the Government.....	36
X. Other Provisions	38
Annex A: Results Framework.....	39
Annex B: Integrated Resources Framework.....	85
Annex C: Overview Agreements between UN Agencies and the Government of Albania	101
Annex D: Acronyms and Abbreviations.....	102

Signature Page

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Government of Albania – UN Programme of Cooperation on 24th October 2011, in Tirana, Albania.


For the Council of Ministers of the Republic of Albania

Signature: 

Name: Mr. Genc Pollo

Title: Minister for Innovation and for Information and Communication Technology

For the United Nations

Signature: 

Name: Ms. Zineb Touimi-Benjelloun

Title: UN Resident Coordinator

For FAO



Ms. Fernanda Guerrieri
Assistant Director-General, Regional Representative for Europe and Central Asia

For IAEA




Mr. Manase Peter Salema
Regional Director

For IFAD



Mr. Lorenzo Coppola
Country Programme Manager

For ILO



Mr. Mark Levin
Director, ILO DWT/CO Budapest

For IOM



Ms. Elisa Tsakiri
Chief of Mission

For ITC



Ms. Elena Butrimova
Chief Office for Eastern Europe and Central Asia

For UNAIDS



Dr. Jean-Elie Malkin
Regional Director
Regional Support Team for Europe

For UNCTAD



Ms. Manuela Tortora
Chief, Technical Cooperation Service

For UNDP



Mr. Norimasa Shimomura
Country Director

For UNECE



Ms. Zamira Eshmambetova
Chief, Programme Management Unit

For UNEP



Mr. Jan Dusik
Deputy Regional Director

For UNESCO



Mr. Engelbert Ruoss
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For UNFPA



Ms. Zineb Touimi-Benjelloun
UNFPA Representative

For UNHCR



Mr. Hortenc Balla
Head of Office in Albania

For UNICEF



Mr. Detlef Palm
Representative

For UNIDO



Ms. Olga Memedovic
Chief, Europe and NIS Programme

For UNODC



Ms. Dagmar Thomas
Regional Representative
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For UNV



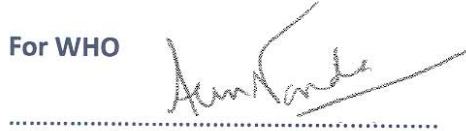
Ms. Flavia Pansieri
Executive Coordinator

For UN Women



Ms. Semia Solange Guermas de Tapia
Country Programme Manager

For WHO



Dr. Zsuzsanna Jakab
Regional Director

I. Partnership, Values and Principles

The Government of Albania - UN Programme of Cooperation 2012-2016 (“the Programme of Cooperation 2012-2016”) operationalizes the programme presented in the UN Common Country Programme Document for Albania, 2012-2016 and provides a legal framework for its implementation as well as additional information on matters such as partnership strategies, management arrangements, monitoring and evaluation and resource mobilization.

The strategic direction and eleven outcomes of the overarching Common Country Programme Document 2012-2016, were defined during a Strategic Prioritization Retreat, which was followed by an intensive period of consultations with line ministries, civil society and development partners. Subsequently, the draft programme was presented to the Government Modernization Committee, which confirmed that the strategic direction is well aligned with the National Strategy for Development and Integration 2007-2013 and that it reflects national development priorities and international commitments, along with United Nations norms and standards.

At the request of the Government, the new programme continues to expand and deepen the Delivering as One approach of the United Nations. The Executive Boards of UNDP/UNFPA and UNICEF took note of the Common Country Programme Document in June 2011 and approved the final common country programme document for Albania in September 2011, which prompted the start of the formulation of the Programme of Cooperation 2012-2016. Where applicable, participating UN Agencies remain governed by their bilateral agreements with the Government of Albania, an overview of these agreements is provided in Annex C.

The Programme of Cooperation 2012-2016 articulates the exact UN contribution to the achievement of the eleven outcomes, by identifying clearly defined outputs. The results framework (see Annex A) presents the remaining elements of the respective results chains that follow these outcomes; specifying the outputs for each outcome, including a set of indicators for each output, as well as a list of UN agencies¹ and national partners that are going to be jointly responsible for achieving one or more output.

Agreement on each of these results chains followed a comprehensive, participatory process that included a number of consultation rounds in the first half of 2011. Representatives of all 20 participating organizations, including the International Organization for Migration and 19 resident and non-resident funds, programmes, specialized agencies, organizations and entities of the United Nations, discussed the content and formulation of each output with relevant line ministries, civil society and donors. Quality assurance measures such as those offered by the Peer Support Group of the Regional Director’s Team have further enhanced the quality of the overall framework. In addition, the results framework benefitted from the review conducted by a gender expert, who ensured that the needs, wants and ambitions of Albanian men and women are adequately reflected in the programme. Following the above, the results framework articulates a consistent programming logic that is reinforced by a monitoring and reporting system that requires mid-year and annual reviews of performance. Opportunity for

¹ For the purpose of this document, the term ‘UN agencies’ refers to the 19 UN Agencies, Funds and Programmes, plus the International Organisation for Migration, participating to the Programme of Cooperation 2012 - 2016.

adjustments of results is provided in order to ensure that the document remains relevant, and consistently reflects changing conditions within the national context.

To support the above programme, the UN Coherence Fund (the multi-donor trust fund established as a mechanism for pooled funding for the programme, see Chapter VIII) has been further adjusted to incorporate lessons learned from the past, and now applies performance-based criteria for resource allocation.

The Programme of Cooperation 2012 – 2016 builds upon United Nations values, the comparative advantages of participating funds, programmes and specialized agencies of the United Nations, and lessons learned from previous cooperation. The normative and operational roles, neutral positioning, convening power, policy expertise and technical capacity of the United Nations system will be brought to bear in ways that complement the assistance provided by other multilateral and bilateral development partners. Cooperation between the United Nations agencies and the Government of Albania, notably through the provision of policy advisory services, will be guided by the mandate of the United Nations to advocate for and support implementation of international human rights standards, gender equality, environmental sustainability, development of national capacities, accountability and transparency, and results-based management.

The United Nations is committed to act as a trusted and honest broker, a facilitator of dialogue and an experienced partner in capacity development. It shall maintain strategic partnerships with the Government of Albania as well as donors and private sector. The UN also duly acknowledges the strategic role of civil society in the development of Albania. The programme

will therefore promote, and sometimes directly enable, the monitoring and advocacy role that civil society has vis-à-vis the implementation of international standards and agreements such as those committed to via international conventions and treaties.

II. Situation Analysis

Albania has made significant progress towards achieving the vision, as set out in its National Strategy for Development and Integration 2007-2013 to be a “country with high living standards, which is integrated in the European and Euro-Atlantic structures, is democratic, and guarantees the fundamental human rights and liberties”. In 2009, Albania applied for candidacy to the European Union (EU) but needs to make progress in meeting the EU criteria before accession. Albania has ratified all nine core United Nations human rights treaties, including the Optional Protocols to the Convention on the Rights of the Child and CEDAW Convention and its Optional Protocol, and has committed itself to achieving the Millennium Development Goals (MDGs). The impressive economic progress of Albania, averaging 5-6 per cent growth per year over the past decade, has enabled progress towards key MDG targets, including combating extreme poverty and gender inequalities, and improving health and nutrition.

The Government of Albania recognizes that good governance is critical to achieving its development goals and meeting international commitments. Democratic institutions have been put in place in a relatively short period of time, but the emergence of a culture of respect for democratic processes and the rule of law remains a longer-term goal. Mechanisms need to be strengthened for the engagement of civil society with the State and the engagement of the broader population in demanding greater transparency and efficiency, including through the emergence of a more pluralistic and independent media. The relatively low participation of women is a particular challenge. Although the legal and policy framework on gender has been strengthened, the main challenge lies in its implementation

and appropriate budgeting at national and local levels.

Wider reform of public administration, strengthened system-wide capacities and greater cooperation across ministries are required to make progress in the areas of rule of law, anti-corruption and accountable governance. The Government has identified the enhanced use of Information and Communication Technology (ICT) as being critical to improved governance and economic growth, launching a National Cross-Cutting Strategy on Information Society in 2009. A cross-cutting strategy on corruption and transparent governance exists, but a lack of data hampers the assessment of progress.

Managing external and internal migration remains a major development challenge. Increased internal migration from rural to urban areas stems from the growing economic and social divide between them. This, along with more effective law-enforcement responses to combating cross-border crimes, has led to increased internal trafficking in human beings, particularly of women and girls. Juvenile justice reform is incomplete: for example, some 75 per cent of juvenile offenders are placed in detention while awaiting trial.

The impressive economic growth of Albania over the last decade is a significant achievement. Yet sustaining equitable growth would be a challenge even without the global economic crisis. The crisis has exposed a dependence on remittances from abroad, a low level of diversification of trade and the need to enhance competitiveness, including by attracting foreign direct investment. Barriers to investment include weak property rights, pervasive corruption and underdeveloped infrastructure. Another hurdle to overcome is

ensuring an energy supply adequate to meet the current and future needs of Albania.

Albania has put in place sound policy, legal and institutional frameworks for environmental management and protection. The Government is committed to reducing greenhouse gas emissions and is beginning to consider the wider implications of climate change. However, the transition to a market economy has led to unsustainable exploitation of natural resources, together with weak enforcement of standards and regulations. Despite frequent floods and the risk of earthquakes, disaster response processes are not in place and disaster risk reduction is not well integrated into central and local development plans.

Despite the fact that national poverty levels have declined to 12.4 per cent (2008), regional disparities remain. For example, poverty in mountainous areas is 26.6 per cent (2008). There is a broad awareness of the need to address development disparities among regions and the even sharper disparities between municipalities and communes, as well as the need to strengthen the capacity of local governments.

Historically marginalized groups, such as Roma, Egyptians, people with disabilities and the elderly, often remain excluded. Fulfilment of basic rights by these groups, especially Roma and Egyptians, is hobbled by established patterns of poverty and discrimination. Social transfers are not always adequate and do not always reach those in need, and systematic follow-up is lacking. People with disabilities and those living with HIV face difficulties in accessing social services related to health, rehabilitation and education and in securing employment. Anti-discrimination legislation is in place but implementation is slow and not fully monitored. Domestic violence remains widespread, with a majority of women having suffered some form of abuse, and

discriminatory gender attitudes are still entrenched. Municipal structures concerned with protecting children from abuse or neglect are all but absent, as the social protection system is unable to help children escape the conditions that create poverty.

The Government has pledged to achieve 'education for all' by 2015, but public spending on education in 2009 remained at only 3.8 per cent of gross domestic product. Despite recent investment, basic education enrolment has declined since 2003 and preschool education enrolment has stagnated at 50 per cent. Clear disparities exist: for example, disadvantaged groups such as the Roma have lower access.

The incomplete reform of the health insurance programme and health financing hampers access to health services, which are often of low quality. System-wide capacities in health administration remain weak and there is limited access to information on health. The under-five child mortality rate fell from 39 deaths per 1,000 live births in 2000 to 22 deaths per 1,000 live births in 2009, but is still short of the MDG target of 10 deaths per 1,000 live births. While the burden of communicable diseases is generally decreasing, cases of HIV are increasing, as is the incidence of non-communicable diseases and conditions such as cancer, diabetes and mental disorders.

Strong growth has led to only a minor decline in unemployment, which reached a low of 13.1 per cent in 2009. The access of young women and men to employment remains a challenge, as do high levels of employment in the informal economy. Discrimination in employment persists, despite the ratification of key conventions by Albania and a number of government initiatives aiming to end the practice. Another issue to address is the economic empowerment of women, whose participation in the labour market (51.8 per cent) is much lower than that of men (73.3 per cent).

III. Past Cooperation and Lessons Learned

The earlier One UN Programme 2007-2011 (“the One UN Programme”) focused on promoting more transparent and accountable governance; greater participation in public policy and decision-making; increased and more equitable access to quality basic services; regional development and reduced disparities; and environmentally sustainable development. A number of lessons learned from the One UN Programme, identified partly through the “Country Led Evaluation — Delivering as One Albania”, which took place in 2010, has informed the formulation of the new programme.

The One UN Programme contributed to the reduction of ‘brain drain’ in the public sector and academia, helping to bring back to Albania, and retain, critical human capital. Support was also provided to the establishment of an ICT network among government institutions, contributing to their modernization and increased effectiveness. The One UN Programme supported the Government in the Living Standards Measurement Survey, Demographic and Health Survey, national census and MDG reviews, providing critical evidence for policymaking and targeting services towards marginalized groups. This support also resulted in enhanced national capacities for the collection, analysis and use of data. ‘One UN’ interventions also contributed to strengthening the capacity of the Government to coordinate and monitor the implementation of the National Strategy for Development and Integration 2007-2013.

The One UN Programme provided technical assistance that contributed to the adoption of key gender equality and child-related legislation and the establishment of indicators and data sets on gender and child rights. This brought increased attention and monitoring capacity to these issues. The support provided by the One UN Programme helped women’s organizations to raise awareness of and advocate for an end to violence against women, and to monitor its incidence. Efforts also helped to double the number of Members of Parliament who are women. Support for civil and birth registration in Roma and Egyptian communities contributed towards increased access to basic services. In the area of justice, juvenile offenders are now more frequently receiving alternatives to detention.

Support provided to the poorest regions helped to improve livelihoods and enhance national and local capacities to meet the MDGs. The One UN Programme also helped to improve migration management by aligning migration with policies creating employment and strategies for the labour market.

The One UN Programme supported the development and implementation of policies promoting inclusion, and regulatory and institutional frameworks and standards leading to enhanced delivery of health services. Special attention was paid to marginalized and at-risk groups, as well as the elderly. Education policies and guidelines are in place, promoting inclusive education for all children.

Government capacities to meet the environmental requirements of the EU and multilateral agreements were enhanced through technical support provided to the development and implementation of key legal instruments, climate change adaptation and mitigation, the maintenance of protected areas, and the promotion of cleaner means of economic production. The One UN Programme contributed to the achievement of Albania being declared mine-free in 2009; as a result of these efforts, local communities in the poorest region of the country regained use of their farmland.

While the One UN Programme successfully supported the introduction of important policies, laws and strategies, capacity within the Government for their implementation has not always been sufficient, and budgetary commitments have fallen short. To ensure the sustainability of these achievements, the Programme of Cooperation 2012-2016 will intensify efforts to strengthen the capacity and accountability of the Government regarding implementation. Particular attention will be paid to advocacy for the rights of the most marginalized, including through enhancing civil society engagement in this area.

High turnover of staff in public administration has hindered delivery of public services and affected the pace of reforms. Future cooperation will therefore emphasize the importance of a sustainable professional civil service and support the strengthening of institutions, tools and mechanisms for effective and equitable service delivery, particularly at the local level.

United Nations assistance under the new Programme of Cooperation 2012-2016 takes into account the status of Albania as a middle-income country and the needs of the most disadvantaged. Social and economic indicators have improved on average, although significant disparities and inequities exist; efforts will focus especially on the poor, disadvantaged and marginalized. By emphasizing advocacy, policy advice and promoting East-East cooperation, including on how to meet international human rights commitments, the Programme of Cooperation 2012-2016 will contribute to the goals of Albania to meet EU accession requirements and make the best use of its growing national wealth and EU pre-accession funding.

As one of eight Delivering as One pilot countries, the UN in Albania made considerable effort in furthering UN reform at the country-level during the previous One UN Programme. The Programme of Cooperation 2012-2016 further deepens the reform process, building on the experiences and lessons learned from implementation of the previous programme. One lesson learned was that while the new tools and processes of Delivering as One demonstrated their usefulness, they added processes in the short run rather than reducing them, e.g. as a result of multiple reporting requirements of individual agencies. The Programme of Cooperation therefore seeks to simplify and harmonize processes.

IV. Programme Actions and Implementation Strategies

The goal of the Programme of Cooperation 2012-2016 is to promote sustainable and equitable development, social inclusion and the adherence to international norms and fulfilment of international obligations, in support of the integration of Albania into the EU.

Governance and Rule of Law

To strengthen accountability mechanisms, United Nations agencies will work with authorities at all levels to ensure that rights, policies, services, entitlements and complaints mechanisms are known to citizens and used, especially by the marginalized. The Programme of Cooperation 2012-2016 will continue to promote and support the work of public oversight bodies to make them more accessible, especially to the marginalized. The programme will also support ministries in the introduction of relevant secondary legislation.

The Government will be assisted to improve public oversight and the regulatory framework for engagement with civil society (including the media), and to strengthen mechanisms through which civil society helps to ensure government accountability and transparency. Civil society, including women's groups, will be supported to engage citizens and raise awareness on and advocate for human rights, including women's rights, and access to justice. This will include the engagement of civil society in monitoring the status of human rights and access to justice and reporting to treaty bodies. Other areas to be covered in this broader engagement by civil society include addressing poverty and economic development in rural areas, the provision of social and health services, gender equality, HIV/AIDS and anti-corruption. The United Nations agencies will support increased networking

among national and local civil society organizations, notably women's groups, building capacity in policy analysis, collective negotiation and lobbying.

The Programme of Cooperation 2012-2016 will support the implementation and monitoring of international commitments – for example, the Convention on the Elimination of All Forms of Discrimination against Women and Security Council resolution 1325 (2000) – and national legislation related to gender. It will support the mainstreaming of gender into other legislation, strategies, policies, and budgetary processes at local and national levels.

The Programme of Cooperation 2012-2016 will support the planning, monitoring and evaluation processes of the National Strategy for Development and Integration 2007-2013 as well as cooperation among line ministries in sectors that require it, such as health, environment and gender. The United Nations agencies will assist the Government in further pursuing the goals of the Paris Declaration on Aid Effectiveness and Accra Agenda for Action by supporting efforts to strengthen public financial management and national procurement systems, with the aim of increasing use of these national systems by donors.

In the area of public administration reform, the Programme of Cooperation 2012-2016 will contribute to strengthening human resource management, development and training. In this regard, efforts will support the reversal of 'brain drain', encouraging highly qualified Albanians who have left the country to return. The programme will at the same time develop the various capacities of policy planners and national and local officials and support the

professionalization of service delivery in health and child-related services.

The capacity of the Government to collect, compile, analyse and disseminate data will be supported in the areas of poverty measurement, social protection, child protection and welfare, health, gender and population dynamics. Non-State users of data will be assisted to enhance their capacity to demand, collect and analyse data for better monitoring of government performance.

The Programme of Cooperation 2012-2016 will support improving the legal and technical foundations for IT infrastructure. This will involve increasing the provision of e-services, and promoting new technologies that make local and national systems more transparent and accessible by the public, including technologies related to customs and taxation.

The fight against organized crime will be supported with the implementation of the Integrated Border Management Strategy. Joint training will be provided to relevant State institutions to ensure a unified response to cross-border crimes. Awareness will be raised on the risks of internal trafficking. Collaboration will be fostered with other groups in society, including the private sector, on the investigation and prosecution of money laundering, smuggling and trafficking. Efforts will be made to ensure that legislation in these areas conforms to international standards. The Programme of Cooperation 2012-2016 will support the development of a judicial training curriculum for judges and prosecutors.

To support the efforts of the Government to tackle corruption, the Programme of Cooperation 2012-2016 will help to promote a culture of non-tolerance toward corruption in the public sector as well as measures to reduce the vulnerability of government institutions, based on the United Nations Convention against Corruption. The programme will assist the Government to strengthen public financial

management to ensure transparent and appropriate budgets, entitlements and expectations of public servants.

As part of the International Consortium assisting Albania in reform of the justice system, the Programme of Cooperation 2012-2016 will support central and local authorities in reforming the probation and pre-trial detention systems, providing alternatives to detention and diversion for juveniles, supporting child victims and witnesses of crime, and ensuring children's access to justice.

Government efforts in managing migration will be further supported at all levels, including through the implementation of the Strategy on Migration. Efforts will centre on countering irregular migration and trafficking, promoting legal migration and reintegrating returning migrants, including the most vulnerable.

Economy and environment

Support will be provided to increase competitiveness by developing the capacities of economic institutions, promoting market development and supporting the introduction and implementation of enabling policies and measures. The Programme of Cooperation 2012-2016 will support the collection, processing and analysis of data in line with international and EU standards and promote greater supply chain integration and compliance with EU competition law. The new investment agency will be supported to attract diaspora investment and remittances for development. Support will be provided to strengthen economic diplomacy.

The trade and business climate will be improved through the fostering of cooperation between government and business, the establishment of one-stop-shops at border customs, increased capacities for implementation of best practices in trade

facilitation, including the provision of an automated system for customs data and the establishment of the Single Window to enhance the efficient exchange of information between trade and government. The Programme of Cooperation 2012-2016 will support the establishment of the Albanian Business Relay and Innovation Centre and the regulation of energy that is renewable and free of greenhouse gas emissions.

The Programme of Cooperation 2012-2016 will promote Corporate Social Responsibility and the Global Compact. Assistance will also be provided in upgrading public and utility services. The programme will work with service providers to improve quality and client satisfaction. In order to empower consumers, the programme will help to enhance the capacities of responsible national and non-governmental institutions such as the Ministry of Economy, Trade and Energy, the Consumer Protection Commission, consumer protection associations, and other institutions working in the field of food safety.

The United Nations agencies will advise Albania on how to meet its commitments related to climate change and to support implementing bodies to monitor progress, promote the use of greenhouse gas-free energy resources, for instance through the Clean Development Mechanism and mitigation measures such as solar-water heating technology, and to introduce adaptation measures. The Government will be advised on how to translate United Nations environmental conventions into practice, specifically those pertaining to biodiversity and protected areas, desertification, forestry and water resource management.

The United Nations agencies will assist the Government to adopt a strategic approach for environmental planning, and will support the establishment of a functional inter-ministerial decision-making body. The agencies will also support the creation of economic instruments

to increase funds available for addressing environmental priorities.

Improving governmental capacity to carry out environment assessments in the context of increased public awareness and participation will help Albania to meet environmental standards. The Programme of Cooperation 2012-2016 will support the expansion of the environmental education curriculum and activities in schools. Solid waste will be more appropriately managed at the local level. Support will continue for monitoring air pollution, water quality and waste water, along with mainstreaming the European Water Framework Directive and implementing the National Cleaner Production Programme. Green jobs will be promoted in waste management and environmental protection.

Development of central and local capacity will be assisted in disaster risk preparedness and prevention, and the mobilization of volunteers. Attention will be paid to national heritage sites. The United Nations agencies will support the Government in implementing the National Action Plan for the Destruction of Obsolete and Surplus Ammunition by 2013.

Regional and local development

The Programme of Cooperation 2012-2016 will provide support to central, regional and local government institutions to formulate a regional development policy and strategic approach to absorb EU IPA (instrument for pre-accession assistance) funds for regional development. Advice and training will be provided on institutional reforms and innovations and on gender-sensitive local economic development planning and implementation.

The Programme of Cooperation 2012-2016 will support policymaking on food safety and quality, providing technical assistance to the Ministry of Agriculture, Food and Consumer Protection and local governments to support

competitive farm production and markets, build institutions, and harmonize legislation with the EU *acquis communautaire*. Selected local interventions will include activities aimed at improving the participatory identification; planning and prioritization of pro-poor investment opportunities in the rural mountain areas; the provision of vocational-training grants for members of poor households without viable agricultural assets; and the provision of technical assistance and support for economically active poor men and women as well as small and medium enterprises. Where appropriate, in order to enhance the competitiveness of rural based value chains, the programme would co-finance the construction or rehabilitation of relevant small-scale public infrastructure and provide co-financing and facilitate access to debt financing for small agricultural producers and rural businesses.

The Programme of Cooperation 2012-2016 will promote local economic development through sustainable tourism, and will support relevant governmental institutions and Albanian regions in implementing the national strategies for Tourism, Culture and Cultural Marketing. Support will also be provided to strengthen capacities for cultural diplomacy. The programme will support the strengthening of legislation and policies that develop and safeguard cultural and natural heritage sites; the fight against illicit trafficking of cultural property; and the upgrading of national capacities for the preservation, management and promotion of heritage.

The Ministry of Interior will be advised on the implementation of the Decentralization Strategy, including effective fiscal decentralization and institutional consolidation. Innovative approaches to regional development will be facilitated through decentralized cooperation. Advice will be provided on a framework for inter-municipal cooperation that enables local

governments to fulfil obligations under their increased competencies, and on gender-responsive reform of regional government institutions.

The United Nations agencies will provide technical assistance to regional and local authorities on administrative and financial management and coordination between central and local governments, emphasizing innovation and gender-sensitive improvements. The Programme of Cooperation 2012-2016 will support the design and implementation of local legislation or policies that ensure access to services – in particular for marginalized groups – that promote community participation, and that align actions with national plans such as the National Action Plan for Roma. Monitoring and reporting on the implementation of regional and local plans will also be supported.

Inclusive social policy

The United Nations agencies will assist the Ministry of Labour, Social Affairs and Equal Opportunities in convening national partners to harmonize support to the national social inclusion strategy, to identify policy gaps and to monitor and review progress. The Programme of Cooperation 2012-2016 will support the review of the social protection mechanism and its application, in terms of legislation and its implementation and the availability of services for vulnerable groups. The United Nations agencies will help to ensure that relevant statistics are available and will foster necessary dialogue among public and private institutions. Efforts will rely on established institutions or task forces, such as those promoting inclusion of Roma populations.

The reform of the social protection system and the monitoring of its impact on vulnerable groups will continue to receive attention. United Nations agencies will work with the Government to reduce child poverty and

address the inter-generational transmission of poverty. Consideration will be given to whether specialized services, in addition to monetary benefits, can help vulnerable groups to escape exclusion.

Efforts will assist the implementation and monitoring of the Anti-Discrimination Law. Legislation necessary for the implementation of the United Nations Convention on the Rights of Persons with Disabilities will be identified. Local authorities will be assisted to provide relevant services. Policy interventions will be tested and awareness raised on the rights of persons with disabilities.

The Programme of Cooperation 2012-2016 will support the implementation and monitoring of the law on the Protection of the Rights of the Child and as well as research and innovations to reduce risks for children, including substance abuse and violence. Existing local protection mechanisms for children will be expanded and integrated into the State Social Services. Family-based alternatives to institutionalization will be promoted for children without parental care. The Government will be assisted to ensure that all new born children are registered, and that vulnerable families apply improved parenting practices and have access to organized child care.

The capacities of institutions, including the media, will be strengthened to work with young people and promote rights-based values and healthy lifestyles. The Programme of Cooperation 2012-2016 will assist the development of cohesive national youth policies and an inclusive national volunteer infrastructure.

In support of the Madrid Declaration and International Plan of Action on Ageing, the United Nations agencies may provide orientation for government, business and civil society groups so that they are able to provide

and monitor services for older persons and foster their participation in society.

The Programme of Cooperation 2012-2016 will support enforcement of the Domestic Violence Law by local authorities through stronger budgeting and a stronger response by health, justice, and security sectors.

The Ministry of Education and Science will be assisted to achieve 'education for all', especially through better support for schools with high dropout and collaboration with social protection mechanisms. Assistance will be given to schools so that they are welcoming, free of violence and supportive of all children, including those with disabilities, and help young people to build basic life skills and positive behaviours. The United Nations agencies will support the Ministry in promoting universal preschool education, focusing on vulnerable families and the development of financing models for low-cost, quality preschools.

In collaboration with other relevant ministries, United Nations agencies will help to incorporate education on human rights, health and cultural heritage through the development of teacher training materials and the capacities of teachers, school psychologists and social workers. Capacity for improved school management will be strengthened in cooperation with civil society.

Relevant ministries will be supported to provide integrated activities for preventive public health measures in line with the International Health Regulations, including for anti-tobacco actions, communicable diseases, HIV/AIDS, sexually transmitted diseases, substance dependence, and a broad range of non-communicable diseases. Relevant institutions will be assisted in research, surveillance, analysis, and evaluation, with the aim of improving public health policies, health financing and health insurance. Public health institutions will be assisted to communicate

public health priorities and maintain an effective communication system during crises.

The United Nations agencies will support the Ministry of Health in strengthening maternal and young child health systems, including better parenting and feeding practices, community outreach, and integration with social services interventions. Training on reproductive health and gender-based violence for health professionals will be supported. Support for nuclear medicine and radiotherapy will continue. Institutions will be strengthened to help communities to monitor and demand quality health services. The involvement of males in issues of reproductive health, gender and population will be promoted, including through media. Youth-friendly primary health services, especially for disadvantaged adolescents, will also be promoted.

The Programme of Cooperation 2012-2016 will advocate multi-sectoral dialogue in support of prevention and care related to HIV/AIDS, focusing on the most-at-risk populations. Advocacy will also emphasize overcoming stigma and discrimination and inclusion of people affected by HIV/AIDS in social protection schemes. Educators, social workers, health officials and law enforcement officers will be oriented on prevention of drug use. Prevention of drug abuse and HIV/AIDS will be linked to protection services for the groups most at risk, including those in prisons.

The Programme of Cooperation 2012-2016 will contribute to transforming the work of the National Employment Services from that of administering benefits to providing services for job seekers and enterprises. This will include strengthening the planning and monitoring of policies and active labour-market measures. The focus will be on groups at risk of exclusion. The Government will be supported to promote the reintegration of returning migrants and to design policies

promoting a higher percentage of employment in the formal economy through means such as effective social dialogue.

The Programme of Cooperation 2012-2016 will aid the State Labour Inspectorate to improve inspection and occupational safety and health services, including through effective implementation of labour inspection policy. It will promote partnership among the Labour Inspectorate, the Ombudsperson and the Office of the Anti-Discrimination Commissioner.

The Programme of Cooperation 2012-2016 will assist authorities to increase the access of women to social services, professional education, health services, social and employment insurance, ownership of assets and microcredit. The Health Insurance Institute will be assisted to expand its maternal protection scheme.

V. Programme Management and Responsibilities

This Programme of Cooperation 2012-2016 will be nationally executed under the overall co-ordination of the Department of Strategy and Donor Coordination. Government Ministries, NGOs, INGOs and UN Agencies will implement programme activities.

To the extent possible the UN agencies and partners will seek to minimize the number of documents necessary to implement programmatic activities, making use of the signed Programme of Cooperation 2012-2016 that is operationalized by a set of signed (joint) Annual Work Plans. The (joint) Annual Work Plans and/or project documents² describe the specific activities that will be conducted in one given year in order to work towards the results to be achieved. The Annual Work Plans will form an agreement between the UN agencies and each implementing partner on the use of resources. The Annual Work Plans will be signed by the national counterpart (often a line ministry) under the respective outputs and relevant UN agencies. The line ministry together with the relevant UN agencies are accountable for the appropriate use of resources and responsible for implementing the Annual Work Plan in a way that the deliverables constitute a significant contribution towards achieving a particular result that is included in the results framework included in the Programme of Cooperation 2012 -2016. The Annual Work Plans will combine the inputs of all UN agencies.

Existing national institutional structures will, to the extent possible, be used for strategic leadership, direction, oversight and coordination of the programme. The Programme of Cooperation 2012-2016 will be supported by a coherent governance structure, with clear lines of accountability and decision-making. Overall programme management and coordination will be the joint responsibility of the Government and the United Nations agencies.

Results based management

The Government and the UN agencies emphasize the importance of Results Based Management and adopted a management strategy through which they “ensure that their organization’s processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). By its nature, Results Based Management rests on clearly defined accountability for results, and requires monitoring and self-assessment of progress towards results, and reporting on performance³”.

The Results Framework defines the outcomes and outputs of the Programme of Cooperation 2012-2016 (see Annex A). The Integrated Resources Framework (Common Budgetary Framework) provides an indicative overview of the financial resources available from the UN agencies for the implementation of the programme, as well as the funding gap (see Annex B). Together, they will guide the programme partners to remain results oriented and work as one team. Upon commencement

² Project documents are allowed *only* if it does not delay the joint implementation of one or more outputs.

³ Definition of results based management taken from the Harmonized Terminology approved by UNDG, 2003.

of the programme, the Integrated Resources Framework will be further broken down by year and over time will also serve as a tool to track programme disbursement.

The management arrangements governing the Programme of Cooperation 2012-2016 are organized around the results (outcomes and outputs) so that roles and responsibilities vis-à-vis these results can be clearly defined.

The **Government Modernization Committee** serves as the highest-level policy, coordination and decision-making authority of the Government in the programme, determining strategic priorities and reviewing progress. The Department of Strategy and Donor Coordination is responsible for coordinating Government, United Nations and donor activities, and ensuring that the commitments of the Government related to the Programme of Cooperation 2012-2016 are fulfilled and that progress towards objectives is monitored. The Government Modernization Committee concentrates on the strategic level and therefore oversees the contribution that the various line ministries and the UN are making to the overall achievement of the programme's eleven outcomes, each of which reflects important changes in the national development situation and constitutes a national priority. The committee is chaired by the Minister of Innovation and Information and Communication Technology and further comprises of senior Government officials from relevant technical areas.

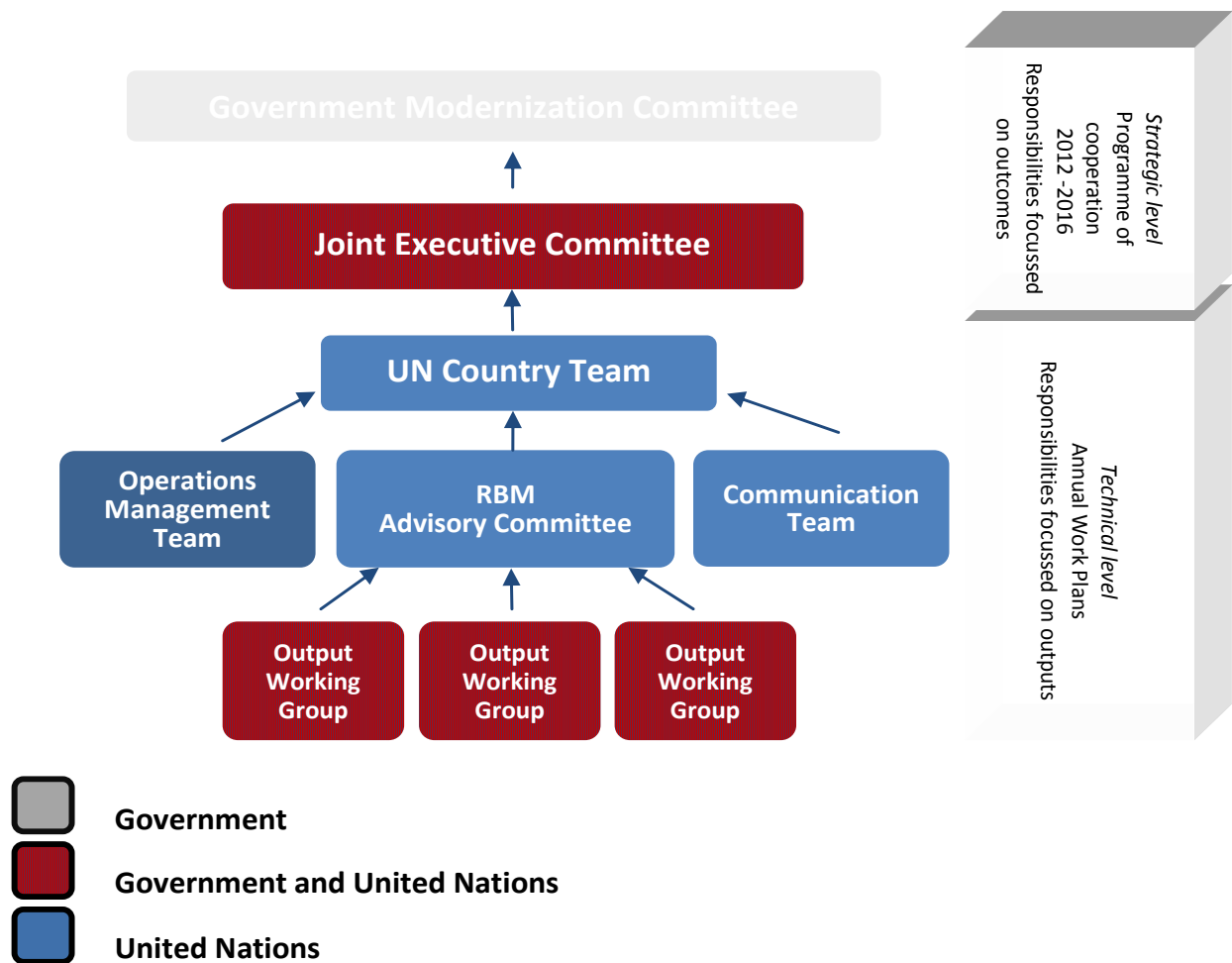
The **Joint Executive Committee** makes executive decisions necessary for implementation of the Programme of

Cooperation 2012-2016, in accordance with strategic decisions made by the Government Modernization Committee. During the annual review and in advance of the new year, the Joint Executive Committee ensures that the set of Annual Work Plans designed to guide the work in the coming year are operationalizing the outputs as contributions to the achievement of outcomes. To be able to do this, a briefing package will be prepared for the Joint Executive Committee in which the intentions, budgets and main deliverables of the various Annual Work Plans.

The Joint Executive Committee is also in charge of allocating resources from the Coherence Fund, thereby applying the performance based allocation criteria that are described in the Guidelines of the Coherence Fund. More details of this role of the Joint Executive Committee are described in Chapter VIII.

The Joint Executive Committee is co-chaired by the Director of the Department of Strategy and Donor Coordination and the UN Resident Coordinator, and it makes decisions by consensus. Where consensus cannot be achieved, the matter will be referred to the Government Modernization Committee for decision, unless the matter is of a strictly UN nature in which case it will be referred to the Resident Coordinator.

Figure 1 Overview of Management Structure



The **UN Country Team**, under the leadership of the United Nations Resident Coordinator, will manage the overall implementation of the Programme of Cooperation 2012-2016 from the UN side. In working jointly to implement the programme, the UN Country Team will be guided by the agreed working principles of the UN Country Team in Albania and the global Management and Accountability Framework.

The UN Country Team will have three inter-agency advisory committees:

- a) The Operations Management Team
- b) The Communications Team
- c) The RBM Advisory Committee

In their respective technical areas these committees advise the UN Country Team on a regular basis. Terms of Reference describe the exact roles and responsibilities these committees have vis-à-vis the outputs and outcomes. The work of the advisory committees also includes assignments related to specific reform targets such as joint programme management arrangements, the UN Coherence Fund, system-wide advocacy initiatives and common services.

The **output working groups** are the technical committees with roles and responsibilities directly related to the achievement of a specific output. Members of these groups are representatives from relevant Implementing Partners, contributing UN Agencies and other partners that implement (part of) the Annual

work Plans The output working groups are responsible for the joint coordination and design of relevant activities that are included in the joint Annual Work Plans, the monitoring and reporting of the respective Annual Work Plans, as well as resource mobilization and the preparation of requests for funds from the Coherence Fund. To the extent possible, the UN will endeavour to align the development and budgeting of the Annual Work Plans with the national budget process. In order to do this, line ministries will guide the output working groups on the precise timeline and specific steps in the national budget preparation process.

The groups also ensure that under one output the UN works in a coordinated fashion with the Implementing Partner and all other national partners. Likewise the Government will also ensure that all its line ministries and state institutions that are involved in one and the same output will coordinate their work with the UN agencies. One Annual Work Plan *can* operationalize multiple outputs that are led by the same Implementing Partner if this serves the Government. A combined Annual Work Plan will significantly lighten the management process for all partners involved.

Coherence and simplification

For most participating agencies, the Programme of Cooperation 2012 - 2016 replaces what previously were different UN agency-specific programme documents and agreements.

On the basis of the lessons learned from the previous cycle, the UN Country Team in Albania assessed that there was scope for greater coherence and simplification of management arrangements (including work processes) at the strategic and operational level.

At a strategic level, the current Programme of Cooperation 2012- 2016 represents a

significant simplification in the overall country programming process The Common Country Programme Document together with the Programme of Cooperation 2012 -2016 collapses the work on the Common Country Assessment, the United Nations Development Assistance Framework and the Agency specific Country Programme Documents and Action Plans into one document and process.

Together with the Government of Albania, the UN Country Team agreed that the *operationalization* of the programme also required greater coherence and further simplification. Analysing the lessons learned, three main areas of concern were identified:

- workload for both the Government and the UN with regard to work planning and reporting
- the limited involvement of technical line ministries, other than the Implementing Partner, after the strategic planning was completed

UN coherence was strong during the planning phase but weakened during the implementation phase

To address each of the three concerns, the UN Country Team designed a new set of management arrangements (mechanisms and tools) and specified the accountabilities for each of the agencies, as presented above.

This also has consequences at the operational level, for which a separate diagram is presented below. The diagram provides additional details and visualizes how the output working groups have their roles and responsibilities directly linked to one or more outputs and how the groups are coordinated by the so-called outcome coordinators.

The **outcome coordinator** is tasked to ensure that the work of the output working groups is

substantively coordinated and directly contributing to the achievement of the overall outcome. The outcome coordinator will therefore review key steps in the implementation process from that perspective. This includes reviewing the Annual Work Plans submitted by the Output

Working Groups to encourage complementarity and possible synergies in support of the overall outcome. It also involves the guidance involved with the mid-year and annual progress reports and the requests for funding for the Coherence Fund.

Figure 2 Management structure technical level



All outcome coordinators are members of the RBM Advisory Committee that is tasked to oversee adherence to results based management principles during the overall implementation of the Programme of Cooperation 2012-2016 and advise the UN Country Team accordingly. The RBM Advisory Committee will advise the UN Country Team on opportunities and challenges linked to the programme, specific programme management aspects, and coordinate any training for staff and national partners as deemed appropriate. It will also support knowledge management initiatives and supply the communication team with relevant material that supports communication on results.

During the annual review, the Joint Executive Committee will receive a summary note of the

overall budgets and deliverables that are agreed upon in the various Annual Work Plans that are signed between the Implementing Partners and respective UN agencies. The Joint Executive Committee will be asked to endorse the agreements made and verify that the package presents a correct operationalization of the strategic programme that is articulated in this Programme of Cooperation 2012 – 2016.

Although members of the Output Working Groups and RBM Advisory Committee have *responsibilities* vis-à-vis the signed commitments of a group of UN Agencies, their primary supervisor, and therefore *accountability*, remains within the line management of their respective agency. However, individual performance assessments will, where possible, make

reference to, and positively reward, the contribution of the staff member to the joint management arrangements as applicable for that staff member (e.g. the operations management team, the output working group etc).

The UN Country Team, in order to fulfil its commitment to further strengthen the overall performance on gender equality, establishes a Gender Theme Group to facilitate the mainstreaming of gender into the programme during the implementation, reviews, monitoring and evaluation phases. The Gender Theme group is made up of representative programme staff at the appropriate level as per corporate policies and guidelines on gender quality. For this purpose, staff will be made available by the UN agencies implementing the Programme of Cooperation 2012 - 2016.

The Gender Theme Group will oversee gender mainstreaming and serve as the custodian of Performance Indicators on Gender Equality and Gender Audit^[1]. The Gender Theme Group will be led by UN Women as per the mandate given by resolution A/RES/64/289. This mandate entrusts UN Women with an additional role in leading, coordinating and promoting the accountability of the UNCT in its work on gender equality and the empowerment of women.

Harmonized approach to cash transfers

In Albania, UNDP, UNICEF and UNFPA have presently agreed to apply the harmonized approach to cash transfer procedures and coordinate strong monitoring and assurance

^[1] Approved by UNGD principals and sent to all Resident Coordinators by the UNGD chair as a tool to establish performance benchmarks for UNCTs on GE.

activities with other UN agencies. All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and the UN agencies. Cash transfers for activities detailed in Annual Work Plans can be made by the UN agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

Regardless of the source of funds, each UN agency head is accountable to his/her Executive Head/Governing body for resources received by the UN agency from its own resources, and in line with the pertinent financial regulations and rules of the concerned UN agency. These resources are subject to the external and internal audit procedures laid down in his/her own organization.

Also, each UN agency is solely subject to the external and internal auditing procedures laid down in each organization's financial regulations and rules and procedures, which

will be subject to standard Harmonized Approach to Cash Transfer procedures (including a macro assessment of the overall public financial system and micro assessments of Implementing Partners).

In case of direct cash transfer or reimbursement, the UN agencies shall notify the Implementing Partner of the amount approved by the UN agencies and shall disburse funds to the Implementing Partner in 30 days.

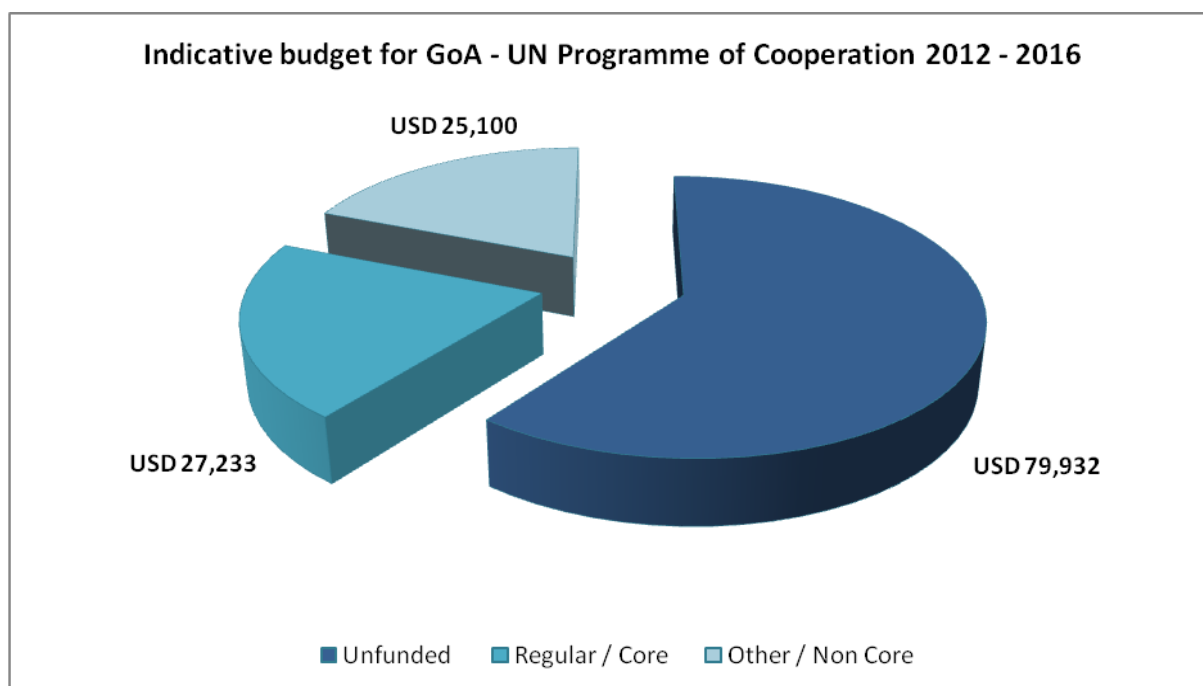
In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or

third parties for obligations incurred by the UN agencies in support of activities agreed with Implementing Partners, the UN agencies shall proceed with the payment within 30 days.

The UN agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor. Where the UN agencies and other UN agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

VI. Resources and Resource Mobilization Strategy

Figure 3 Indicative budget Programme of Cooperation 2012 - 2016 x1000 US Dollars



The Programme of Cooperation 2012-2016 foresees an estimated financial contribution from the UN agencies of over USD 132 million⁴ of which approximately 60% is unfunded as of January 2012⁵. The amounts mentioned in Annex B represent indicative figures that are subject not only to resource availability, but also to changing dynamics in the development context and national priorities.

Support by UN agencies will include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy,

⁴ The contributions from core/regular and non-core/other that are included in the overall indicative budget, exclude funding received or to be received in response to emergency appeals.

⁵ Details on the financial pictures of this programme can be found in Annex B

research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN agencies' support may be provided to Civil Society Organizations as agreed within the framework of the Annual Work Plans. Additional support may include partners' access to relevant UN knowledge networks, including rosters of consultants.

The Government of Albania and the UN Country Team will mobilize financial resources for the programme together, and will develop a resource mobilization strategy to support these efforts.

The resource mobilization strategy will reflect the overall global and national context including the global financial crisis, changing

donor priorities, and past experience with the UN Coherence Fund in Albania.

The financial crisis has prompted many Governments in donor countries to re-think their development support strategies. Many 'traditional' donors are going through processes of national budget cuts and emphasize the need for increased focus on fewer countries and fewer themes. On the basis of the above, the donor landscape in Albania is changing significantly.

On behalf of UN Country Team, the UN Resident Coordinator, together with the Government, will lead efforts to mobilize resources for the UN Coherence Fund. UN agencies will contribute their available financial resources, both core and non-core, and will seek to mobilize additional funds as indicated in the gap analysis presented in Annex B.

Resource mobilization strategy

Next to an analysis of the financial global context, the forthcoming resource mobilization strategy will articulate initial strategic interventions that the Government and the UN Country Team will jointly undertake, such as:

I. To facilitate communication about the results of the Programme of Cooperation. Prepare high quality, timely, targeted, accessible and user-friendly communication of progress towards results, including intermediate milestones, outcomes and sustained long-term impact. All stakeholders, including beneficiaries and the public at large will be kept duly informed about the progress made.

II. To explore partnerships with new donors including bilateral and multilateral organizations. The strategy will analyse

existing resource mobilization opportunities both in and outside of Albania, with the intention to identify potential new partnerships.

III. To explore new ways of collaborating with the private sector for mutual benefit. In addition, the strategy will include an analysis of positive development trends that are initiated or supported by the private sector and explore how the UN could possibly offer support to further, accelerate or deepen the impact of such positive trends. Global good practice in the area of public-private partnerships will be reviewed and further inform this section.

IV. Organize resource mobilization events where UN-supported initiatives will be presented to specific target groups.

UN Coherence Fund

The UN Coherence Fund will continue to be a critical mechanism to fund the Programme of Cooperation 2012-2016.

The UN Coherence Fund complements other funding sources such as the core and non-core resources of participating UN Agencies. It is a facility for donors to pool their resources in support of the Programme of Cooperation 2012-2016, including emerging priorities. Donors are encouraged to provide un-earmarked, multi-year commitments to increase predictability of funding for UN supported activities.

Allocations to UN agencies are decided by the Joint Executive Committee. The Joint Executive Committee reviews the analysis of submissions by output working groups, using performance based allocation criteria.

The Requests for Funds prepared by the Output Working Groups are based on the

signed Annual Work Plans that directly operationalize one or more outputs. The requests determine the deliverable for which funds are requested and the agency to which the resources should be transferred.

The allocation criteria reward good performance that is recognized and supported by national partners. For the purpose of allocation decisions, the committee will review performance related to meeting the annual indicator targets, fund utilization and degree of completion of activities in previous year(s).

Allocations requested by an UN agency for one output cannot be more than twice the amount of what that the UN agency has already committed to any outputs under the same outcome.

Exceptions are allowed in case of an emergency or fast developing situation that the UN Country Team needs to respond to. Criteria for such situations will be defined, but it is expected that such requests will only rarely be made. Rules and procedures for the allocation of funds will be separately developed.

Following the endorsement of funding requests made by the Output Working Groups to the Joint Executive Committee, the Administrative Agent will proceed with the disbursement of funds to UN agencies as per the Request for Funding that is based on the relevant signed Annual Work Plan presented for the request for funding.

The Administrative Agent for this UN Coherence Fund's is UNDP. UNDP is responsible for the day-to-day financial administration of the fund. A detailed

description of the exact role and responsibilities of the Administrative Agent is provided in the Guidelines of the Coherence Fund and relevant memoranda of understanding will be signed (or extended) to provide the legal background for the above.

VII. Communication

The Programme of Cooperation 2012-2016 will be supported by an inter-agency UN Communication Team. The UN Communications Team was set up in the early stages of the previous One UN Programme, and played a key role in fostering joint communication, communicating on the results achieved under the One UN Programme and on the Delivering as One experience.

In the next programme cycle, building on the above, the UN Communications team aims to influence thinking and behaviour. The upcoming Communication Strategy 2012-2016 will be prepared to reflect the following four components:

- External communication on results
- Advocacy
- Internal communication
- Capacity development

The first category deals with the communication of results and ensures that the work of the UN together with the Government is better known and understood by the public at large and, for instance, even where complicated capacity development projects are taking place, that results are made visible and understandable.

External communication also refers to the sharing of information on results to potential donors. Communication will play a key role in the upcoming resource mobilization strategy.

The second component deals with advocacy linked to programmatic results envisaged in the Programme of Cooperation 2012-2016. Through the development of evidence-based advocacy and communication tools – this component articulates a set of strategic messages and communication tools that are geared to influence thinking and behaviour in support of the results articulated in the programme.

The third component is about the internal communication and especially the communication linked to the ongoing change process that is currently being implemented in order to be able to Deliver as One. This part is to facilitate a smooth information flow between agencies and ensure that trends and facts are readily accessible to staff. This component also deals with the branding work related to UN Albania.

The last component is about capacity development for better communication in support of the achievement of envisaged development results. Tailored trainings are intended to be provided to stakeholders (e.g. a group of stakeholders linked to a specific output) as well as UN staff. This component will facilitate the first two components.

VIII. Monitoring and Evaluation

Monitoring and evaluation is an integral part of Results Based Management. In a results oriented environment monitoring and evaluation concentrates on:

LEARNING: Active learning through application of monitoring and evaluation information to the continuous improvement of strategies, programmes and other activities

PROGRESS: Monitoring of progress towards development results instead of just inputs and implementation processes

TIMELY: Monitoring and evaluation of results in real time, as they emerge instead of as an ‘ex-post’ activity

JOINTLY: Conduct of monitoring and evaluation as joint exercises with development partners

This Programme of Cooperation 2012-2016 will therefore articulate activities that allow for a meaningful and timely measurement of progress conducted by the Government of Albania and the UN together, allowing for learning and adjustment as the programme implementation moves forward.

Monitoring

The monitoring and assurance activities will focus on progress towards the achievement of results: outputs and outcomes. To facilitate meaningful monitoring activities that can later inform any evaluation that is to be conducted, the results framework specifies clear indicators, baseline and targets as well as the means of verification. To update the status of the indicator each year, the output working groups will be making use of existing

Government data collection and management systems, to the extent possible. Instruments expected to be used include periodic Government surveys (e.g. including the Harmonised indicators on Gender Equality), supplementary studies, joint periodic programme reviews, and independent assessments and evaluations.

Under the Programme of Cooperation 2012-2016 UN agencies intend to bring about greater coherence, simplification and reduced transaction costs. UN agency-specific monitoring, evaluation and reporting obligations to governing bodies and donors will be addressed as an integral part of the overall monitoring and evaluation work of this Programme of Cooperation 2012 - 2016. Duplication of work will be avoided to the extent possible. This means that the reporting formats have to take into account specific requirements that each of the UN agencies are instructed to adhere to and timelines are to be aligned to the extent possible.

Therefore, the output working groups will prepare mid-year and annual reports on one or more outputs⁶ to inform the Joint Executive Committee on the progress made towards achieving the output and to substantiate any request for additional funding, as and where appropriate. The Joint Executive Committee will take note of these reports and provide guidance to the respective output working groups as and where it deems appropriate. Likewise the output working groups can also deliberately seek guidance or support from the

⁶ One Annual Work Plan can host more than one output if this follows the institutional arrangements of the Government. For instance, if the Implementing Partner is executing two outputs, only one Annual Work Plan will be prepared for signature so as to reduce and simplify all related procedures including reports, meetings etc.

Joint Executive Committee should this assist their work.

The mid-year review will be a ‘light’ version of an annual review, and reports will be short and concise (e.g. an overview of fund utilization, status of the annual deliverables and main challenges). The annual reports provided by the Output Working Groups will form the basis of the annual UN Report, providing a consolidated programmatic and financial overview of the Programme of Cooperation in a given year. The annual report will be endorsed by the UN Country Team.

In preparation of the annual review by the Government Modernization Committee, each outcome coordinator will coordinate and analyse the reports coming from the various output working groups and provide a general overview and statement on the overall progress made towards the outcome. This includes updating the status of the indicators of the outcome.

It is important to highlight that the UN Coherence Fund (see chapter VIII) allocates funds on the basis of performance based allocation criteria and the mid-year and annual reports constitute an important source of data for scoring the request on the various criteria.

Implementing Partners agree to cooperate with the UN agencies for monitoring all activities supported by the cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN agencies. To that effect, Implementing Partners agree to the following:

- **Periodic on-site reviews** and spot checks of their financial records by the UN agencies or their representatives
- **Programmatic monitoring of activities** following the UN agencies’

standards and guidance for site visits and field monitoring,

- **Special or scheduled audits.** Each UN organization, in collaboration with other UN agencies (where so desired: and in consultation with Department of Strategy and Donor Coordination) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN agencies, and those whose financial management capacity needs strengthening.

The audits will be commissioned by the UN agencies and undertaken by private audit services. The audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of the UN agencies.

Evaluation

A midterm review of the Programme of Cooperation 2012-2016 will be conducted to ensure that the programme is achieving results that are relevant in the Albanian national context, in a cost-effective and sustainable manner. A final evaluation will be carried out to assess overall achievement of results. The final evaluation will take place in the fourth year of the cycle so as to allow it to inform the design of the new programme for the next cycle. The Government and the UN agencies are committed to ensure that evaluations of outcomes and outputs as well as thematic evaluations and evaluations of relevant national policies and programmes are carried out in highly qualitative manner and that the findings are used to inform future programming and implementation of both the Government and the UN.

Knowledge management

As part of the Joint Inspection Unit 2004 report on 'Managing for Results' one of the nine benchmarks emphasizes the importance of knowledge management to support results based management. For the implementation of the Programme of Cooperation 2012-2016, the UN Country Team will deploy and manage solutions for better technical collaboration among UN agencies through the RBM Advisory Group. The UN Country Team has agreed to cost-share a senior RBM / Knowledge Management Specialist that will technically lead the RBM Advisory Committee and support UN agencies in general, with their

work in this field. The RBM Advisory Committee will develop tools for knowledge exchange and measures to enhance knowledge acquisition and utilization.

A knowledge management strategy will be developed to outline the exact strategic interventions in this field. The strategy will have an internal and an external component, meaning that the strategy will not only focus on knowledge management initiatives within the UN, but, where appropriate, also focus on knowledge management initiatives with national partners.

IX. Additional Commitments of the Government

The programmatic focus of the Programme of Cooperation 2012-2016 is the achievement of national development priorities, to which the leadership of the Government is paramount.

The Government is committed to achieve national priorities articulated in the National Strategy for Development and Integration 2007-2013 to which the Programme of Cooperation 2012-2016 is aligned. Government leadership and coordination is critical to the achievement of these commitments. The Government Coordinating Authority for the Programme of Cooperation 2012 – 2016 is the Department of Strategy and Donor Coordination, whereas the line ministries are in charge of the design, implementation, monitoring and evaluation of the Annual Work Plans.

Under the overall leadership of the Government Coordination Committee, the Department of Strategy and Donor Coordination and the relevant line ministries, in their respective roles as these are described elsewhere in this document, will ensure that sufficient staff at the appropriate level is made available to ensure the timely and effective implementation, monitoring and evaluation of the various elements of this programme. Likewise, there where the Annual Work Plans agreed to deploy UN staff to a line ministry, office space will be made available to accommodate the UN staff member(s).

The Government will assist the UN agencies' efforts to raise funds required to meet the needs of this Programme of Cooperation 2012-2016 and will cooperate with the UN agencies including; providing voluntary contributions to the UN; encouraging

potential donor Governments to make available to the UN agencies funds needed to implement unfunded parts of the programme; endorsing the UN agencies' efforts to raise funds for the programme from the private sector both internationally and in Albania; and by permitting contributions from individuals, corporations and foundations in Albania to support this programme which will be tax exempt for the donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the UN (as stated in the ICSC circulars).

A standard Fund Authorization and Certificate of Expenditures report, reflecting the activity lines of the Annual Work Plans will be used by Implementing Partners to request the release of funds, or to secure the agreement that a particular UN agency will reimburse or directly pay for planned expenditure. The Implementing Partners will use the Fund Authorization and Certificate of Expenditures to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The Fund Authorization and Certificate of Expenditures will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to the Implementing Partners should be spent for the purpose of activities and within the timeframe agreed upon in the Annual Work Plans only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies, procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the Annual Work Plans, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN agency financial and other related rules and agency regulations, policies and procedures will apply.

In the case of international Non-Government Organization or Civil Society Organization Implementing Partners, cash received shall be issued in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the Annual Work Plans, and ensuring that reports on the full utilization of all received cash are submitted to the participating UN agencies within six months after receipt of funds.

To facilitate scheduled and special audits, each Implementing Partner that receives cash from a UN agency will provide the UN agency or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by the UN agency, together with relevant documentation;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and the applicable UN agencies. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the authors
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the applicable UN agencies that provided cash and to the auditor, so that the auditors include these statements in their final audit report before submitting it to applicable UN agencies.
- Undertake timely actions to address the accepted audit recommendations
- Report on the actions taken to implement accepted recommendations to the UN agencies and the auditor on semi-annual basis.

X. Other Provisions

In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the UN agencies through the representatives of each of the UN agencies and an appropriate amendment to the Programme of Cooperation 2012-2016 will be negotiated.

In the event of a failure by one party to fulfil any of its obligations under this Programme of Cooperation 2012-2016;

- (a) Where the defaulting party is one of the UN agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the Programme of Cooperation 2012-2016 vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
- (b) Where the defaulting party is the Government, the UN agency as to which the Government has defaulted either alone or together with all other UN agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the Programme of Cooperation 2012-2016 by giving written notice of sixty (60) days to the defaulting party.

Any dispute between the Government and an UN agency shall be resolved in accordance with the provisions of that organization's

basic agreement with the Government. Any dispute among UN agencies shall be resolved exclusively among UN agencies through the approach identified in the UN Development Group-endorsed dispute resolution mechanism.

The Government will honour its commitment in accordance with the provisions of the cooperation and assistance agreements outlined in the documents listed in Annex C.

The Government shall apply the provisions of the Convention on the Privileges and Immunities of the UN agencies to the agencies' property, funds and assets and to its officials and consultants. In addition, the Government will accord to the agencies and their officials and to other persons performing services on behalf of the agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the agencies and the Government.

None of the agencies, nor any of their representative officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular agency that such claims and liabilities arise from gross negligence or misconduct of that agency, or its officials, advisors or persons performing services on their behalf.

Annex A: Results Framework

Outcome 1.1. Strengthen public oversight, civil society and media institutions make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>1.1.1. Public oversight bodies including the Parliament, Ombudsman, and the anti-discrimination commissioner have the capacity to implement appropriate policy frameworks that ensure transparency and accountability of government</p>	<p>Indicator 1: Number of functional institutions monitoring the realization of Child Rights (Observatories or Child's Rights Units) at national and regional level Baseline: 8 regions, 2010 Target: 12</p> <p>Indicator 2: Number of gender sensitive discussions taking place in parliamentary standing committees annually on child, gender, population health and HIV/AIDS related issues Baseline: 1 per year per topic Target: 3 discussions in parliamentary standing committees per year per topic field</p> <p>Indicator 3: % of cases handled by Public administration and Commissioner ending with measures imposed on public authorities Baseline: 1161 cases processed by Public administration (presumably all against public authorities). 58% (673 cases) ending with measures recommended to public authorities. Five cases handled by the Commissioner Target: Over 60% of cases of Public administration ending in recommendations and measures on public authorities Over 50% of cases handled by the Commissioner ending with measures imposed on public authorities</p>	<p>Annual and periodic reports on Law on the Children's Rights National Action plan for children Convention on the Rights of the Child committee recommendations Harmonised indicators yearly report. Parliament web site Minutes of the hearing sessions Media reports Public administration and Commissioner Annual reports Parliament public site</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, Regional councils, Child's Rights Units, Observatories of the Rights of the Child, Civil Society Albanian Parliament, Ministry of Interior, Department for Strategy and Donor Coordination, Ministry of Education and Science, National Institute of Statistics, Ministry of Health, Institute for Public Health</p>	<p>UNICEF UNDP UN Women UNFPA UNODC WHO</p>

<p>1.1.2. Civil Society and media facilitate a public demand for human rights, gender equality and access to justice including the compliance with international legal instruments and the Convention on the Elimination of All Forms of Discrimination against Women</p>	<p>Indicator 1: Number of media reports and ranking of print and online media based upon internationally agreed media indicators on issues related to human development and human rights Baseline: Lack or poor professional and ethical reporting on human rights and human development and no measurement according to internationally agreed media indicators. Around 35 stories annually published in the printed press Target: Around 70 professionally written media stories annually related to human rights and human development and gender equality; out of 70 articles, at least 30 articles focusing on gender equality and women’s empowerment issues</p> <p>Indicator 2: Convention on the Elimination of All Forms of Discrimination against Women shadow reports produced by Civil Society Organisations and presented to the Convention on the Elimination of All Forms of Discrimination against Women committee Baseline: Two reports produced Target: At least one Shadow Convention on the Elimination of All Forms of Discrimination against Women report produced and presented</p> <p>Indicator 3: Number of partnership between UN and Civil Society Organizations in support of monitoring the implementation of international legal instruments Baseline: UNDP Gender Project partnered with 15 Civil Society Organizations in 2011. UN Women partnered with 26 Non-Governmental Organizations. UN Women signed a Memorandum of Understanding with the Union of Journalists over proper representation of gender equality</p>	<p>Annual reports by Freedom House and EU UNESCO/International Programme for the Development of Communication (IPDC) Media Development Indicators Harmonised indicators (the chapter on media and gender) Report produced Consultation meetings of the Civil Society Organizations about Convention on the Elimination of All Forms of Discrimination against Women shadow report. Convention on the Elimination of All Forms of Discrimination against Women web site Signed agreements with Civil Society Organizations, media and women’s group Report Cases</p>	<p>Albanian Media Institute, Ministry of Tourism, Culture, Youth and Sports, Albanian Youth Council, Civil Society Organizations, Volunteer-involving Organisations Youth, Non-Governmental Organizations Anti-Discrimination Commissioner</p>	<p>UNESCO UNV UNDP UN Women UNICEF UNAIDS WHO</p>
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	<p>issues and women candidates during May 2011 elections</p> <p>Target: Maintain partnerships with these organizations in the next years with a view to consolidate their skills and support their empowerment</p> <p>Indicator 4: Number of cases of human rights abuses including the number of cases of gender-based discrimination brought by Civil Society Organizations to national and international protection bodies</p> <p>Baseline: One complaint filed by Civil Society Organizations with the Anti-Discrimination Commissioner. Zero complaints filed related to gender-based discrimination</p> <p>Target: At least five complaints/year filed by Civil Society Organizations with the Anti-Discrimination Commissioner. At least one in five complaints related to gender based discrimination</p>			
<p>1.1.3. National and local networks of civil society organizations participate in public policy analyses negotiation, monitoring, lobbying and decision making</p>	<p>Indicator 1: Number of mechanisms and structures holding on-going dialogue between interest/user groups/networks/alliances/Civil Society Organizations at local and national level</p> <p>Baseline: 1 Country coordinating mechanisms is the structure in place where Civil Society Organizations are part of decision making structures</p> <p>Target: National and local mechanisms for participation which promote on-going dialogue between duty bearers and rights holders at regional and national levels are in place</p> <p>Indicator 2: Number of policies and laws prepared/reviewed with consolidated inputs from Civil Society Organizations and/or their networks</p>	<p>Review of UNICEF website</p> <p>Annual publications list.</p> <p>Reports produced at local and national level</p> <p>Draft law on voluntarism</p> <p>National youth Strategy and its National Action Plan</p> <p>Policies revised</p>	<p>Local Government, Ministry of Tourism, Culture, Youth and Sports, Albanian Youth Council (AYC), Civil Society Organizations, Volunteer-involving Organisations (VIO), Youth NGOs</p>	<p>UNDP UNV UNICEF UN Women UNAIDS UNFPA</p>

	<p>Baseline: National Strategy on Gender Equality and against Gender-based violence and Domestic violence (2011-2015) developed in consultation with Civil Society Organizations, Domestic violence law</p> <p>Target: Three sectoral strategies and the National Strategy for Development and Integration developed with strong participation of Civil Society Organizations and/or their networks</p>			
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Outcome 1.2: Public administration will be supported to enhance capacities, practices and systems for effective delivery of national development priorities and international obligations

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>1.2.1 National Government has the technical and financial capacity to mainstream gender, social inclusion, population issues, children and Millennium Development Goals in policy development and implementation, as well as coordinate transparently the external resources</p>	<p>Indicator 1: National Strategy for Development and Integration reflects issues related to gender and social inclusion Baseline: National Strategy for Development and Integration 2007 – 2013 in place but limited reflection on issues related to gender and social inclusion Target: Updated National Strategy for Development and Integration 2013 – 2020 reflects issues related to gender and social inclusion</p> <p>Indicator 2: Number of capacity development initiatives that promote and enable the use of national procurement and financial systems Baseline: 1 assessment with support of UN Target: 3 assessments conducted</p> <p>Indicator 3: Number of evidence-based gender sensitive annual reports that reflect the component</p>	<p>National Strategy for Development and Integration Progress Report National Millennium Development Goals report Organization for Economic Cooperation and Development -Development Assistance Committee Paris Declaration Survey/Report National Millennium Development Goals Report Aid Harmonization newsletter</p>	<p>Department for Strategy and Donor Coordination (DSDC) Organization for Economic Cooperation and Development, Department for Strategy and Donor Coordination Ministry of Health Ministry of Labour, Social Affairs and Equal Opportunities</p>	<p>UNDP UN Women UNFPA</p>

	<p>of the NSDI relevant to the respective Ministry</p> <p>Baseline: NSDI Performance based Monitoring framework in place. 17 sector and crosscutting strategies monitored (17 annual monitoring reports produced by 11 line ministries)</p> <p>Target: All sector and crosscutting strategies monitored in order to ensure that all components of NSDI are reflected in the respective annual monitoring reports produced by all the line ministries</p>			
<p>1.2.2 The public administration of Albania is equipped to attract, develop capacity of and retain high quality civil servants for improved performance, while ensuring equal opportunities for women and men</p>	<p>Indicator 1: Public Administration Academy (PAA) established</p> <p>Baseline: Public Administration Academy not in place</p> <p>Target: Public Administration Academy established by 2014</p> <p>Indicator 2: Number of line ministries that have individual performance management systems that are linked to institutional performance management systems under implementation</p> <p>Baseline: No ministries have this linkage in place</p> <p>Target: 3</p> <p>Indicator 3: Number of highly</p>	<p>Department of Public Administration annual records/ Civil Service Commission, European Commission progress report</p>	<p>Department of Public Administration, Civil Service Commission, Ministry of Education and Science</p>	<p>UNDP UN Women WHO</p>

	<p>qualified male and female professionals from abroad employed in the public service</p> <p>Baseline: 31 currently in the public administration, out of which 10 are women (Brain Gain supported and Government of Albania supported through salary supplements)</p> <p>Target: 100, at least 40% women</p>			
<p>1.2.3 State institution and non-Government institutions have the capacity to manage the demand, supply and use of disaggregated data for policy-making, service delivery and reporting</p>	<p>Indicator 1: Number of institutions that regularly collect, analyze and publish sex disaggregated data</p> <p>Baseline: Few</p> <p>Target: 5</p> <p>Indicator 2: Number of current survey – and census-based gender sensitive knowledge products available for use by policy makers and the general population</p> <p>Baseline: Not known</p> <p>Target: 10 of which 5 are web-based</p> <p>Indicator3: National Strategy for the implementation of the 2008 System of National Accounts (SNA) and related economic statistics developed</p> <p>Baseline: No strategy</p> <p>Target: Strategy elaborated</p> <p>Indicator4: Number of INSTAT press</p>	<p>Status of Women Report</p> <p>Annual Progress Report of the National Strategy on Gender-based violence and domestic violence</p> <p>Fourth periodical report on the Convention on the Elimination of All Forms of Discrimination against Women</p> <p>Ministry of Interior annual reports</p> <p>Labour Force Survey</p> <p>Periodic report on Law on the Children's Rights,</p> <p>National Action plan for children, Convention on the Rights of the Child committee recommendation</p>	<p>National Institute of Statistics, Ministry of Labour, Social Affairs and Equal Opportunities, Local Government units, Universities, Civil Society, Institute of Public Health, Ministry of Agriculture, Food and Consumer Protection, Ministry of Interior, Ministry of Foreign Affairs, Ministry of Health, Ministry of Education and Science, Ministry of Economy, Trade and Energy</p>	<p>IOM</p> <p>UNFPA</p> <p>UNDP</p> <p>FAO</p> <p>UNECE</p> <p>UNICEF</p> <p>ILO</p> <p>WHO</p> <p>UN Women</p> <p>UNESCO</p>

	conferences on economic statistics for the users Baseline: 0 Target: 4			
1.2.4 Legal and technical foundation for reform, innovation and Information and Communications Technology, including infrastructure and e-services, in place	<p>Indicator 1: Availability of national broadband network Baseline: No Targets: Yes</p> <p>Indicator 2: Number of basic e-services for male and female citizens as well as businesses Baseline: Limited Target: 20</p> <p>Indicator 3: Availability of legislative and regulatory framework for Geographic Information System and “Rights of Way” Baseline: No Target: Yes</p>	<p>UNDESA “e-government” Survey (bi-annual) Millennium Development Goals Report National Strategy for Development and Integration Progress Reports ITU Reports</p> <p>UNDESA “e-government” Survey (bi-annual) Millennium Development Goals Report National Strategy for Development and Integration Progress Reports ITU Reports</p>	Ministry of Innovation, Information Technology and Communications, National Agency for Information Society	UNDP WHO

<p>1.2.5. State institutions and local governments have the technical capacity to mainstream gender issues into legislation, strategies, policies and budgetary processes, and to implement a women’s economic empowerment strategy</p>	<p>Indicator 1: Number of national policy documents with gender specific objectives and indicators Baseline: Four strategies (the Reproductive health, HIV/AIDS, Elderly, and the Gender equality one) contain gender specific objectives and indicators Target: Four new strategies, including the next National Strategy for Development and Integration and Justice Strategy contain gender specific objectives and indicators</p> <p>Indicator 2: Number of legal proposals containing reference to different potential effects for men and women in their explanatory report (mandatory per the Gender equality legislation) Baseline: Two legislative changes in 2010 Target: At least five legislative proposals</p>	<p>Policy documents Legal proposals documents Legislative proposals submitted</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, Ministry of Justice, Ministry of Interior, Ministry of Agriculture, Food and Consumer Protection, Department for Strategy and Donor Coordination, Local governments</p>	<p>UNDP UNICEF UN Women UNFPA FAO WHO ILO</p>
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	<p>Indicator 3: Number of state institutions and local government that have incorporated gender responsive planning and budgeting Baseline: Almost zero Target: 10 of which at least 4 are local governments</p> <p>Indicator 4: % of total budget for the implementation of the women economic empowerment strategy effectively mobilized from the state budget Baseline: 0 Target: 50%</p>	<p>Line Ministries Monitoring & Evaluation (M&E) Documents Ministries planning, budgeting and M&E documents.</p>	<p>Ministry of Finance, Ministry of Labour, Social Affairs and Equal Opportunities, Department for Strategy and Donor Coordination, Ministry of Interior</p>	
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Outcome 1.3: Government meets international obligations and standards for juvenile justice, managing migration and the fight against organized crime and corruption

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>1.3.1 A child friendly justice system has the capacity to serve juveniles in conflict with law, victims and witnesses of crimes and children under the age of criminal prosecution</p>	<p>Indicator 1: % of juvenile offenders diverted Baseline: 20% (sex disaggregated) Target: 35% (sex disaggregated)</p> <p>Indicator 2: Length of pre-trial detention for juveniles Baseline: 5 – 7 months Target: 2 – 4 months</p> <p>Indicator 3: System in place to monitor that child victims and witnesses are treated according to standards Baseline: No Target: Yes</p>	<p>Ministry of Justice Statistics Official gazette System assessment and evaluation reports</p>	<p>Ministries of Justice (Codification, Probation, Penitentiary); Ministry of Education and Science, Ministry of Labour, Social Affairs and Equal Opportunities, Ministry of Interior, the High Council of Justice prosecution, magistrate school, Ombudsman Key Albanian and international NGOs working on Juvenile Justice</p>	<p>UNICEF UNODC</p>
<p>1.3.2 State institutions have the capacity to ensure a unified response to organized crime in line with international standards and norms</p>	<p>Indicator 1: Percentage of Border Control Police Officers benefited from joint trainings on the fight against cross border crime Baseline: 80% of Border Control Police Officers have benefited from joint training (as of 2010) Target: 100% At least 30% of the trainees are women</p> <p>Indicator 2: Percentage of seizure on in-</p>	<p>Annual reports; Seizures reports; Statistical analysis of reported and historical information.</p>	<p>Albanian State Police Directorate through the Border and Migration Department; Anti Organized Crime Department; Training Department; Albanian General Customs Directorate;</p>	<p>UNODC IOM UNICEF</p>

	<p>coming and out - going illicit trafficking increased</p> <p>Baseline: 100% of the cases in the Anti-Human Trafficking area discovered (2010); 711 narcotic cases with 891 persons processed and 683 persons arrested (2010)</p> <p>Target: Maintain the good results in Anti-Human Trafficking; 90% of narcotic trafficking, cultivation and distribution cases discovered and processed</p>		Serious Crime Prosecution Office	
1.3.3 Key line ministries have the capacity to efficiently manage migration and asylum	<p>Indicator 1: Number of policy documents on migration management developed</p> <p>Baseline: Policy provisions laid down in the 1st National Strategy on Migration and its Action Plan (2005-2010)</p> <p>Target: At least 1 national policy document on migration management for period of 2011 – 2016 formulated and approved by Government of Albania</p> <p>Indicator 2: Percentage of migrants accessing migration related service</p> <p>Baseline: 1% namely, 544 Albanian returning migrants registered and seeking reintegration assistance (2010)</p> <p>Target: 100% of potential and returning female and male migrants registered and assisted</p>	<p>Periodic reports by Inter-ministerial/ institutional committees on Migration and crime and Measures against Organized Crime, Trafficking and Terrorism</p> <p>Decisions of the Council of Ministers on the approval of national strategies</p> <p>Periodic reports of the Ministry of Labour (Leader Technical Committee on Migration) and the Periodic Report of the inter-institutional Committee on</p>	<p>Ministry of Interior, Ministry of Foreign Affairs, Ministry of Labour, Social Affairs and Equal Opportunities, Ministry for European Integration</p>	<p>IOM UNHCR UNDP ILO UNODC</p>

	<p>Indicator 3: Percentage of persons in need of international protection enjoying rights guaranteed by the Albanian asylum system</p> <p>Baseline: 150 persons enjoyed protection in Albania until April 2011</p> <p>Target: 100% of asylum seekers assisted (disaggregated)</p>	<p>Measures against organized crime, trafficking and terrorism (in charge of monitoring the implementation of the Reintegration Strategy for Albanian Citizens (2010-2015)</p> <p>UNCHR annual reports</p>		
<p>1.3.4 Local government and state institutions have the capacity to establish appropriate frameworks for full and effective implementation of the United Nations Convention against Corruption</p>	<p>Indicator 1: Laws, procedures, functions and mandates of anti-corruption bodies reviewed and necessary amendments or reforms identified</p> <p>Baseline: No legislation and institutional framework reviewed and policy paper developed and made available</p> <p>Target: Yes, 1 analytical paper to be produced</p> <p>Indicator 2: Percentage of anti-corruption authorities, investigators and prosecutors benefited from specialized training on investigation and prosecution of corruption including case management, enforcement measures, preventive mechanism, mutual legal assistance, forfeiture and asset recovery</p> <p>Baseline: Limited</p>	<p>Printed documents and laws;</p> <p>Training materials and records;</p> <p>Reports;</p> <p>Transparency International, European Commission Project</p>	<p>Department of Internal Audit and Anti-Corruption;</p> <p>Ministry of Justice;</p> <p>Civil Service Commission;</p> <p>Department of Public Administration, Auditor General's Office, Police, Customs, General Prosecutor's Office;</p> <p>Asset Recovery Unit;</p> <p>Civil Society, Local governments, Transparency International</p>	<p>UNODC</p> <p>UNDP</p>

	<p>Target: 70 % of anti-corruption authorities, investigators and prosecutors trained</p> <p>Indicator 3: Score on the perception of Corruption</p> <p>Baseline: 3.3 (2010)</p> <p>Target: 4.0 (2016)</p>			
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Outcome 2.1 Government, trade organizations and the private sector support inclusive and sustainable economic growth through enhanced regulatory frameworks, trade facilitation and investment promotion

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
2.1.1. Ministry of Economy, Trade and Energy and other state institutions have the capacity to collect, produce and communicate data related to Foreign Direct Investment, including the data on gender implications of Foreign Direct Investment	<p>Indicator 1: AIDA has capacity to manage, track and attract FDI coming into Albania Baseline: AIDA established by law, currently being staffed Target: AIDA has established an FDI database and e-portal, and produces annual reports</p> <p>Indicator 2: Knowledge products created on the impact of FDI on job creation (by gender) and on women economic empowerment Baseline: Unknown, to be established through survey Target: Regular gender sensitive analysis on FDI related effects on job creation and economic empowerment conducted</p>		National Institute of Statistics, Ministry of Economy Trade and Energy, Eurostat	⁷ UNCTAD UNDP, UNIDO UNWomen
2.1.2. State institutions have the capacity to promote competitiveness of enterprises, supply chain integration and investment	<p>Indicator 1: Number of businesses using the BRIC services of AIDA (Albanian Agency for Investment Development) Baseline: 0 (AIDA established in 2011) Target: 200</p> <p>Indicator 2: Number of national institutions providing assistance to SMEs</p>		Ministry of Economy Trade and Energy, Albanian Agency for Investment Development, Ministry of Foreign Affairs, Ministry of Agriculture, Food and Consumer	UNDP UNIDO UNCTAD ITC ILO FAO

⁷ UNCTAD, UNDP, UNIDO, ILO, ITC, FAO and UNECE are member of the Inter-agency Cluster on Trade that will support the delivery of the outputs under this outcome.

	<p>for compliance with international standards and/or EU regulations Baseline: Number in 2011 Target: 2 new institutions</p> <p>Indicator 3: Transparent regulatory framework improving investment climate Baseline: 0 Target: On-line portal presenting investment and business rules and procedures</p>		Protection, support institutions, private sector	
<p>2.1.3. State and non-State institutions have the capacity to empower associations for consumer protection</p>	<p>Indicator 1: % of complaints received through the Consumer Complaints Management System resolved Baseline: 0 (Consumer Complaints Management System established in March 2011) Target: 60%</p> <p>Indicator 2: Number of companies that subscribe to Corporate Social Responsibility principles by being a member of the Global Compact Baseline: 35 companies are members of the Global Compact Target: 100 companies are members of the Global Compact</p> <p>Indicator 3: Number of specific measures on market surveillance adopted by the government with the participation of consumers associations</p>	<p>Consumer Complaints Management System website Consumer Protection Commission annual reports Ministry of Economy Trade and Energy report</p>	<p>Ministry of Economy Trade and Energy, Consumer Associations</p>	<p>UNECE UNDP UNIDO UNCTAD</p>

	Baseline: 0 Target: 2			
2.1.4. Governmental trade control agencies and the business community enabled to simplify, harmonize, and automate trade information gathering and customs operations through the Single Window	<p>Indicator 1: Increased cooperation of Government agencies and the business community in a Customs Single Window environment, through data harmonization (electronic issuance, control and monitoring of licenses/certificates/authorizations)</p> <p>Baseline: 2 agencies Target: At least 5 agencies and business organizations</p>	Reports of Ministry of Economy Trade and Energy and the other government agencies	Ministry of Economy Trade and Energy, Albanian Customs, private sector, European Commission, World Customs Organization	UNCTAD UNECE UNODC

Outcome 2.2: National authorities and institutions, the private sector and the general public protect, preserve and use natural resources more sustainably, with consideration to the impacts of climate change and to the achievement of European environmental standards

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>2.2.1 The National Government has legal and regulatory mechanisms ready for implementation and ensures compliance with Multilateral Environment Agreements and the Rio Principles</p>	<p>Indicator 1: Selected areas of national legal framework in compliance with EU legislation and economic instruments for environment available Baseline: Limited number of economic instruments, limited financial self-sustainability and technical capabilities Target: Environment Fund established, laws on excises and environment-related taxes amended and relevant Euratom Treaty obligations met</p> <p>Indicator 2: Number of climate change adaptation and mitigation measures prepared. Baseline: 0 Target: At least 5</p>	<p>Records of Ministry of Environment, Forests and Water Administration and Official Gazette EU Progress Reports EU progress monitoring reports on environment chapter Reports prepared for/by various international conventions secretariats Project reports</p>	<p>Ministry of Environment, Forests and Water Administration, Ministry of Economy, Trade and Energy</p>	<p>UNEP UNDP UNESCO UNIDO UNECE IAEA</p>
<p>2.2.2 Relevant line ministries have the organizational, technical and financial capacity to mainstream environment into national policy frameworks, ensure participation and expansion of the education for sustainable development in schools and implement public awareness on environment</p>	<p>Indicator 1: Number of roundtables/workshops conducted and information dissemination on specific policies, such as waste management, biodiversity, and climate change for selected target groups Baseline: Limited number of events Target: Minimum 20 events Indicator 2: Percentage of schools, that</p>	<p>Project reports Ministry of Education records Project evaluation Report by Ministry of Education and/or Ministry of Environment, Forests and Water</p>	<p>Ministry of Education and Science, Ministry of Environment, Forests and Water Administration, Civil Society</p>	<p>UNICEF UNESCO UNV UNDP</p>

	<p>have incorporated sustainable development & environmental awareness modules for the grade 1-5 students, that contain a gender perspective into their curriculum Baseline: 20% of grade 1-5 student Target: 50% of grade 1-5 student</p> <p>Indicator 3: Number of schools making better use of educational material on environmental protection, sustainable development produced and utilized by youth such as the Teaching Resource Kit for Mountain Countries and the Biodiversity Learning Kit (developed with the Convention on Biological Diversity Secretariat) Baseline: No exact figure available Target: 100 secondary schools</p>	Administration		
<p>2.2.3 Key state institutions and sub-national stakeholders have the capacity to manage a number of public projects in such a way that the negative impact on the environment and human health is reduced</p>	<p>Indicator 1: Number of operational waste management facilities in rural areas Baseline: Limited/no waste management facilities at local levels Target: Approx. 50 waste management facilities at local level Indicator 2: Number of hotspots cleaned and certified in collaboration with the Government's national programme for ammunition disposal Baseline: no detailed assessment of extent of risk for population done</p>	<p>Project records EU Progress Report State of Environment Report Project records EU Progress Report State of Environment Report ILO Assessment report</p>	<p>Ministry of Environment, Forest and Water Administration Ministry of Economy, Trade and Energy Private Sector Ministry of Labour, Social Affairs and Equal Opportunities, National</p>	<p>ILO UNDP UNEP UNIDO</p>

	<p>Target: 3 hotspots cleaned and certified</p> <p>Indicator 3: Assessment report on green jobs prepared, including recommendations for creation of national strategy on green jobs</p> <p>Baseline: No strategy</p> <p>Target: Assessment carried out and capacity built of Government officials on green jobs and designing related policies</p>		Employment Service	
<p>2.2.4 National government and state institutions have the capacity to promote energy efficiency and make informed decisions on the use of green house gas free energy resources, including the analysis of climate change risks</p>	<p>Indicator 1: Assessment completed and documented in support of governmental decision-making to include in the revised National Energy Strategy measures for energy efficiency enhancement and use of greenhouse gas-free energy resources</p> <p>Baseline: “Regional Analysis of Policy Reforms to Promote Energy Efficiency and Renewable Energy Investments” (UNECE, 2010)</p> <p>Target: Comprehensive and gender sensitive assessment documentation available for Government adoption</p> <p>Indicator 2: Number of legal acts passed and financial mechanisms and tools used by Government, banks and other institutions to promote the use of greenhouse gas-free energy and energy efficiency</p> <p>Baseline: Limited actions to promote energy efficiency and use of greenhouse</p>	<p>Ministry of Economy, Trade and Energy records</p> <p>Project reports</p> <p>Official Gazette</p>	<p>Ministry of Economy, Trade and Energy,</p> <p>Ministry of Environment, Forest and Water Administration</p>	<p>IAEA</p> <p>UNECE</p> <p>UNDP</p> <p>UNEP</p> <p>UNIDO</p>

	<p>gas-free energy</p> <p>Target: Minimum one legal act and one financial instrument in support of greenhouse gas-free resources and energy efficiency</p>			
<p>2.2.5 State institutions and local governments have the capacity to manage disaster risk preparedness and prevention, and integrate specific plans for the national heritage sites</p>	<p>Indicator 1: Number of preparedness and response plans (national and local) including for Cultural/World Heritage Sites prepared with participation of women and men from the community to reflect improved information on multiple risks in high risk areas</p> <p>Baseline: National Action Plan for Civil Emergencies (2005); No disaster preparedness/response planning included in local development plans</p> <p>Target: At least 6 local development plans have gender sensitive disaster preparedness /response plans included</p> <p>Indicator 2: Community support provided for the implementation of the disaster risk management plans, including site manager and stakeholders training for Cultural/World Heritage Sites</p> <p>Baseline: No systematic support provided to the communities</p> <p>Target: Ten communities receive support</p>	<p>National/local development plans.</p> <p>Study on Volunteerism Project Report</p> <p>Record of Civil Emergency Department</p>	<p>Ministry of Interior</p> <p>Ministry of Environment</p> <p>Ministry of Tourism, Culture, Youth and Sports</p> <p>Ministry Of Defence</p> <p>Local government</p> <p>Local government</p> <p>Cultural/World Heritage Sites Managers and local public-private stakeholders</p>	<p>UNDP</p> <p>UNESCO</p> <p>UNV</p>

Outcome 3.1: Institutional capacities, frameworks and policies meeting international standards promote equitable and sustainable regional development focusing on land use and livelihoods for women and men, agriculture, tourism and cultural and natural heritage management

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>3.1.1 National Government and state institutions have the capacity to coordinate and manage long-term programming of EU pre-accession funds for regional development and domestic regional development policy</p>	<p>Indicator 1 EU Instrument for Pre-Accession Assistance (IPA) programming documents extended to cover the new EU programming cycle Baseline: Advanced draft Strategic Coherence Framework and Operational Programme for Regional Development for 2012-13 exist Target: Strategic Coherence Framework and Operational Programme for Regional Development 2014-20 developed</p> <p>Indicator 2 National policy on domestic regional development is adopted, as part of the National Strategy for Development and Integration, and implemented Baseline: Draft strategy/policy exists Target: Policy adopted</p> <p>Indicator 3 The objectives and criteria of the Regional Development Fund for allocation of resources redefined in line with the domestic regional development policies</p>	<p>National Strategy for Development and Integration progress report Administrative records Official Strategic Coherence Framework and Operational Programme for Regional Development documents National Regional Development Policy and/or Law on Regional Development existence Administrative records on the mode of operation and results of Regional Development Fund Administrative records on existence of newly developed regional strategies within the national Regional Development context</p>	<p>Ministry of Interior, Department for Strategy and Donor Coordination, Ministry for European Integration, Ministry of Public Works and Transportation, Ministry of Economy Trade and Energy, Ministry of Environment, Forests and Water Administration, Ministry of Agriculture, Food and Consumer Protection, Ministry of Education and Science, Ministry of Health, Ministry of Tourism, Culture, Youth and Sports, Ministry of Finance Ministry of Labour, Social Affairs and Equal Opportunities Regional and local governments and socio-</p>	<p>UNDP UNICEF UN Women IFAD WHO IOM ILO</p>

	<p>Baseline: Regional Development Fund criteria based on individual Local Government Unit requests</p> <p>Target: Regional Development policy is one of key allocation criteria</p> <p>Indicator 4 Number of coordinated and gender sensitive regional strategies and implementation/financing modalities developed in accordance with national and regional priorities and contextual prospects</p> <p>Baseline: 0</p> <p>Target: 6</p>		economic stakeholders including civil society and private sector	
<p>3.1.2 State institutions and decentralized regional offices have the capacity to formulate and implement gender sensitive policies and programmes for sustainable economic growth, rural development, land resources management, and rural poverty reduction, aligned with European economic integration requirements and programmes</p>	<p>Indicator 1: Number of staff of the Ministry of Agriculture, Food and Consumer Protection trained on regional rural development programmes in line with EU Consumer Application Policies</p> <p>Baseline: Ministry of Agriculture has only preliminary, basic technical capacity and experience in implementation regional rural development programmes</p> <p>Target: At least 100 staff of the Ministry of Agriculture trained in rural development programmes</p> <p>Indicator 2: Availability of training material, including a manual on good practice that provides experience and procedures for rural development projects</p>	<p>Analysis of data of Small Medium Enterprises and rural unemployment as collected by national authorities</p> <p>Analysis of data on food safety and volumes of trade of smallholders' products collected by national authorities (Ministry of Agriculture, Food and Consumer Protection, Ministry of Health, National Institute of Statistics)</p> <p>Analysis of data on rural poverty collected by national authorities</p>	Ministry of Food, Agriculture and Consumer Protection	FAO UNDP IFAD IAEA

	<p>Baseline: No material available Target: Training material, including a manual on good practice that provides experience and procedures for rural development projects</p> <p>Indicator 3: Database on fisheries and aquaculture, a statistical background established Baseline: 0 Target: Database about marine bays, lakes, water reservoirs and lagoons, rivers and canals, water bodies, finfishes, shellfishes and crustaceans, aquaculture farms of Albania and fisheries data in Albanian waters</p> <p>Indicator 4: Knowledge and skills on latest fisheries and aquaculture management and techniques provided to the people engaged in the fishery and aquaculture sector Baseline: 0 Target: 3 workshops and trainings, 10 people/training</p> <p>Indicator 5: Small and medium businesses supported in the target rural mountain areas Baseline: Level when project/activities start Target: 5000 businesses supported</p> <p>Indicator 6: Availability and use of</p>	(National Institute of Statistics)		
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	<p>national land consolidation strategy Baseline: 0 Target: One national land consolidation strategy prepared</p> <p>Indicator 7: Number of smallholders trained in good hygiene practices Baseline: 0 Target: 60</p>			
<p>3.1.3 Legal institutions have the capacity to effectively manage and promote cultural and natural heritage, as well as tourism</p>	<p>Indicator 1: Number of national policies and strategies on tourism and cultural/natural heritage that are in line with international standards Baseline: National law on culture upgraded to meet international standards but not yet approved or implemented - National law on museums was last updated in 2003 - National law on tourism upgraded to international standards and approved in 2007 - Tourism Sector Strategy 2007 – 2013 approved and being implemented - Cultural marketing strategy drafted Target: 1 national law on museum aligned to international standards and approved</p> <p>Indicator 2: Availability of national strategy on culture is budgeted, resourced Baseline: Draft exists</p>	<p>New fiscal and financial mechanisms in place to ensure that international standards are adhered to Implementation of the revised and endorsed Culture Sector Strategy started Cultural heritage staff/trainees’ assessment tools and questionnaires to be disseminated and filled in before and after the trainings/intervention to gauge the impact of intervention on the performance of the cultural heritage staff Four artisans’ incubators up and running. The number of artisan beneficiaries disaggregated by gender and the data</p>	<p>Ministry of Tourism, Culture, Youth and Sports National Tourism Agency</p>	<p>UNESCO UNDP IAEA</p>

	<p>Target: Yes</p> <p>Indicator 3: Number of culture heritage staff trained on protection, management and promotion of cultural and natural heritage</p> <p>Baseline: 50 cultural heritage staff trained under the Culture Heritage and Social Economic Development Millennium Development Goals Fund Joint Programme (2009-2011)</p> <p>Target: 150 cultural heritage staff</p> <p>Indicator 4: Number of artisans' incubators established to enhance the market outreach while ensuring for competitiveness through qualitative products</p> <p>Baseline: 1 Artisans' incubator in Gjirokastra established by UN, Minister of Tourism, Culture, Youth and Sports and Gjirokastra municipality to be replicated. Network of artisans engaged with traditional craftsmanship</p> <p>Target: 4 artisans' incubators up and running</p>	<p>reflecting enhanced participation in fairs/events</p> <p>Questionnaires to be filled by the artisan beneficiaries before and after the establishment of the incubators reflecting the increase in income generation disaggregated by gender</p>		
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Outcome 3.2: The public, including marginalized groups and communities, better receive equitable, inclusive and accountable decentralized services from regional and local governments

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>3.2.1 Central government has the capacity to implement an approved decentralization strategy as well as undertake local governance and fiscal reforms</p>	<p>Indicator 1: Decentralization strategy under implementation with clear action plan, Monitoring & Evaluation framework and budget allocated Baseline: Decentralization strategy under development Target: Strategy approved and being implemented</p> <p>Indicator 2: The existence of clear roles and competencies of first and second tiers of local government Baseline: Still some unclear roles and competencies between central government and two tiers of local government Target: Roles and competencies of first and second tiers of local government clearly defined</p> <p>Indicator 3: Gender mainstreamed in the decentralization strategy and fiscal reform Baseline: No gender indicators currently</p>	<p>Decentralization Strategy National Strategy for Development and Integration Progress Report Administrative records from Ministry of Interior, Ministry of Finance and/or Regional/local Authorities</p>	<p>Ministry of Interior, Ministry of Finance, Local governments, Civil society, Association of municipalities</p>	<p>UNDP UN Women</p>

	<p>exist in the strategy</p> <p>Target: Gender sensitive objectives and indicators integrated into the revised decentralization strategy and fiscal reform</p>			
<p>3.2.2 In support of a high quality system of decentralized administrative services local governments have the capacity to ensure accountability by introducing cost-effective tools including inter-municipal cooperation schemes</p>	<p>Indicator 1: Number of functioning inter-municipal cooperation schemes developed including response to domestic violence</p> <p>Baseline: 0</p> <p>Target: 3</p> <p>Indicator 2: Number of studies on service delivery performance and satisfaction levels for men and women</p> <p>Baseline: 0</p> <p>Target: 3</p>	<p>Administrative records from Ministry of Interior, Ministry of Finance and/or Regional/local Authorities</p> <p>Inter-municipal cooperation legal and administrative documents</p> <p>Annual Progress Report on the implementation of National Strategy on Gender-based violence and domestic violence 2011-2015</p> <p>Convention on the Elimination of All Forms of Discrimination against Women concluding observations</p> <p>Surveys and evaluations</p>	<p>Local government and other relevant bodies, Ministry of Interior, line Ministries</p> <p>Association of municipalities</p>	<p>UNDP</p> <p>UN Women</p> <p>UNAIDS</p>
<p>3.2.3 Marginalized groups are adequately targeted by local and regional government and these groups have equal access to basic and social services</p>	<p>Indicator 1: Number of municipalities planning, budgeting and providing gender sensitive social services to most at risk populations</p> <p>Baseline: 2 municipalities with gender responsive policies</p>	<p>Administrative records of districts, municipalities and communes</p> <p>Annual work plans of districts, municipalities</p>	<p>Local governments</p> <p>Civil society</p> <p>Association of municipalities</p> <p>Regional Coordination Committees on Roma</p>	<p>UN Women</p> <p>UNDP</p> <p>UNAIDS</p> <p>UNV</p> <p>IOM</p>

	<p>Target: 6 local government units with social services to most at risk populations, including 4 with gender responsive policies</p> <p>Indicator 2: number of policies and plans on social services developed or improved with participation of Civil Society Organizations and marginalized groups</p> <p>Baseline: 2011 Community Based Scorecards in 7 regions</p> <p>Target: Increased scores of at least 30% of targeted social services</p> <p>Indicator: Number of regional coordination committees established</p> <p>Baseline: 3 Regional Coordination Committees established</p> <p>Target: 6 Regional Coordination Committees on Roma established</p>	<p>and communes</p> <p>Score cards</p> <p>Administrative records</p> <p>Number of policy documents developed as a results of participation of Civil Society Organizations and marginalized group</p>		
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Outcome 4.1: The rights of disadvantaged individuals and groups are equally ensured through legislation, inclusive policies, social protection mechanisms and special interventions

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>4.1.1 Gender sensitive social protection policies and legislation reformed to ensure that the rights of the vulnerable groups are met</p>	<p>Indicator 1: Entitlement packages and eligibility criteria reformed in accordance with best global practice, to ensure that the needs of poor people are met Baseline: Entitlement package and eligibility criteria do not meet global standards Target: Entitlement package and eligibility criteria do meet global standards</p> <p>Indicator 2: Administration of social protection reformed to reduce inclusion/exclusion error percentage Baseline: Current inclusion/exclusion error percentage estimated at 30-40% Target: Inclusion/exclusion error percentage estimated at 5%</p> <p>Indicator 3: % of persons with disabilities, including children deinstitutionalized and eligible to limited guardianship Baseline: To be established in 2013 Target: 70%</p> <p>Indicator 4: Number of legal acts addressing issues related to trafficking in human beings and children Baseline: Legal provisions laid down in</p>	<p>Administrative records, Living Standards Measurements Survey, Progress Report of Social Protection Strategy Mapping and assessment tool of Child Protection system; Administrative Records; State Social Services periodical reports Annual reports of Office of the National Anti-Trafficking Coordinator Trafficking in Persons Report Group of Experts on Action against Trafficking in Human Beings evaluation</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, State Social Services, local government, Civil Society Organizations Ministry of Interior – Office of the National Anti-Trafficking Coordinator, Ministry of Health, Ministry of Education and Science</p>	<p>UNAIDS UNFPA UNDP UNICEF UNODC IOM UN Women ILO</p>

	<p>various anti-trafficking laws and bylaws Target: 1 inclusive bill law on anti-trafficking</p> <p>Indicator 5: Percentage of identified Victims of Trafficking receiving assistance and protection Baseline: 96 Victims of Trafficking assisted during 2010 Target: 100% of the identified Victims of Trafficking assisted, protected and reintegrated</p>			
<p>4.1.2 Capacities of the government and relevant partners, including civil society, strengthened to plan, monitor and evaluate, including from a gender perspective, the implementation of improved social inclusion policies</p>	<p>Indicator 1: % of vulnerable and most-at-risk groups that have access to quality basic services Baseline: 30% of which at least 50% are women Target: 70% of which at least 50% are women</p> <p>Indicator 2: New Social Inclusion Strategy, its Action Plan and Monitoring & Evaluation system developed in participatory way Baseline: National social protection and social inclusion strategies due to expire in 2012/2013 Target: Social inclusion policies specifically targeting vulnerable groups in place/revised and budgeted for</p>	<p>Demographic Health Surveys Bio-behavioral Surveillance Survey United Nations General Assembly Special Session Universal Access indicators State Social Services periodic reports Social Inclusion Progress Report</p>	<p>Institute of Public Health, Ministry of Health, Health Insurance Institute, Institute for Public Health, State Social Services</p>	<p>UNAIDS UNFPA UNICEF UNODC UNDP UNV UN Women</p>

	<p>Indicator 3: Number of new laws and secondary legislation supported to ensure conformity with the Convention on the Rights of Persons with Disabilities Baseline: No laws and secondary legislation in place; concept of accessibility not understood as a cross-cutting issue Target: At least 6 new laws, secondary legislation and practical guidelines on implementation in place</p> <p>Indicator 4: Number of Local Government units with inclusive social policy services in place Baseline: Not known Target: 45</p>			
<p>4.1.3 Reformed policies and mechanisms in place to ensure child care system in accordance with best international standards and protection of boys and girls from abuse, neglect, violence, exploitation and harm</p>	<p>Indicator 1: % of Local Governments with community care plans/integrated social services that protect vulnerable children and their families (including protection of adolescents from harm) Baseline: 8% Target: 70%</p> <p>Indicator 2: % of social workers/Child Protection Workers equipped with basic social work knowledge and communications skills through pre and in service training Baseline: Not available, to be conducted in 2012 Target: 50%</p>	<p>Desk review reports, community care plan documents, admin reports, prevalence and impact surveys, Trans Monee, Demographic Health Surveys</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, State Social Services, Faculty of Social Sciences Ministry of Interior, Local Governments, Ministry of Education and Science, Institute for Public Health, civil society and youth</p>	<p>UNICEF</p>

	<p>Indicator 3: Number of harmonized child-focused social services policies, actors and factors at central, regional and local level and child care system reformed (alternative care system for vulnerable children)</p> <p>Baseline: Assessment of existing systems analyses to be conducted in 2012</p> <p>Target: 70%</p>			
<p>4.1.4 Policies and measures improved and implemented to ensure the rights of Roma are promoted for their social inclusion and sustainable livelihoods</p>	<p>Indicator 1: % of increased access to basic services for Roma boys and girls</p> <p>Baseline: No baseline data specifically for Roma, to be conducted</p> <p>Target: 100%</p> <p>Indicator 2: Monitoring and reporting system of National Roma Decade National Action Plan (NAP) operational at central and local government level</p> <p>Baseline: Six line ministries, and local governments units in all regions do not have a unified reporting on the 117 indicators of the National Action Plan</p> <p>Target: Progress reports on Roma Decade National Action Plan generated annually through the web-based reporting and monitoring system</p> <p>Indicator 3: Criteria and guidelines in place for adapting social and public services to the specific needs of Roma/Egyptian</p>	<p>Roma survey UNDP and UNICEF</p> <p>Approval of web-based system by Inter-ministerial committee responsible for overseeing the implementation of Roma Decade Action Plan</p> <p>Directives from line ministries which make the criteria for accessing public/social services more inclusive towards situation of Roma populations; 2011 survey; Government statistics</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, State Social Services, Ministry of Interior, Local Governments, civil society</p> <p>Anti-Discrimination Commissioner, State Committee on Minorities, Department on Strategy and Donor Coordination, Regional and local</p>	<p>UNICEF</p> <p>UNDP</p> <p>IOM</p> <p>UNV</p> <p>UNFPA</p>

	populations Baseline: No Target: Yes		authorities	
4.1.5 Action taken at national and local level to implement improved legislative and policy framework on combating gender-based violence	<p>Indicator 1: Number of local govt. units with provision for Domestic violence social services package in budget, based on Community Coordination Response costing Baseline: 3 Target: 10</p> <p>Indicator 2: The information system on Gender-based violence is established and institutionalized Baseline: No system Target: System in place</p> <p>Indicator 3: Number of Gender-based violence cases addressed by Community Coordination Response (CCR) Baseline: To be specified in 2011 for at least three municipalities Target: 25% increase on annual basis</p> <p>Indicator 4: Incidences of cases of Gender-based violence among children and young people is reduced through behavior change/social communication Baseline: 72% Target: 30%</p>	UN Programme files, National Institute of Statistics, Ministry of Labour, Social Affairs and Equal Opportunities, Ministry of Justice, Ministry of Interior, General Prosecutor Periodic/impact surveys, desk review reports/assessments, admin reports/orders	Ministry of Labour, Social Affairs and Equal Opportunities, Ministry of Health, Ministry of Education and Science, Ministry of Interior, Local Governments, Civil Society	UN Women, UNDP, UNICEF, UNFPA

Outcome 4.2: Boys and girls over the age of 3 (including youth), especially from marginalized groups, participate in quality formal and informal education

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>4.2.1. Policies and practices in place to ensure inclusive participation and completion of pre-university education</p>	<p>Indicator 1: Education law and policies incorporate child friendliness principles Baseline: Draft education law Target: By laws and practices reflect the child friendliness principles as agreed upon in the education law</p> <p>Indicator 2: Percentage of drop-outs (boys and girls), in sample areas that are considered to be especially affected Baseline: Drop-out rates range from an estimate of 10-20 % in poor areas Target: Drop-out rate for boys and girls reduced by 90% in sample areas</p> <p>Indicator 3: Inclusive curricula applied in primary and secondary education (including health education, cultural heritage, drug education, preschool etc) Baseline: New compulsory curriculum framework is being developed Target: The new framework is inclusive and includes health education, preschool, drug education, cultural heritage curricula</p>	<p>Curriculum, administrative Records, Multiple Indicator Cluster Survey/ Demographic Health Surveys; official reports; budget allocations, curriculum assessments, other surveys</p>	<p>Ministry of Education and Science, Institute of Education Development, teachers, students, community, Regional Education Directorates, Ministry of Tourism, Culture, Youth and Sports, Civil Society Organizations, Ministry of Health</p>	<p>UNICEF UNFPA UNESCO</p>
<p>4.2.2. Schools and communities ensure an appropriate environment for boys and girls</p>	<p>Indicator 1: % of schools that provide an enabling environment for participation of female and male students and parents,</p>	<p>Curriculum, administrative Records, Multiple Indicator Cluster Survey/</p>	<p>Ministry of Education and Science, Institute of Education</p>	<p>UNICEF UNESCO</p>

<p>to participate and thrive as citizens</p>	<p>especially from marginalized groups for stronger school accountability Baseline: Limited number of school boards/Student Groups/ Youth Parliament's interest groups and low level of participation of communities in education aspects Target: Increased participation level by 40% over the Baseline in programme areas</p> <p>Indicator 2: School is free of violence Baseline: About 20 % less teachers exercise any form of violence in school; Target: About 70 % of children report they do not engage in violent behaviors</p> <p>Indicator 3: School provides proper psycho social support to children and youth, especially those disadvantaged. Baseline: Weak and poorly resourced school counselor system. Target: About 70 % of schools have a properly trained school counselor About 70 % of students in need have access to proper quality psycho social support</p>	<p>Demographic Health Surveys; official reports; budget allocations, curriculum assessments, other surveys Periodical and Impact surveys</p>	<p>Development, Local Government, Non-Governmental Organizations partners, communities schools, teachers Ministry of Labour, Social Affairs and Equal Opportunities, Regional Education Directorates, Civil Society Organizations</p>	
<p>4.2.3. Organized quality early childhood development is accessible for vulnerable children and families</p>	<p>Indicator 1: % of increase of access to preschool education especially for the most vulnerable children Baseline: 50 % of children (sex-disaggregated) attend preschools Target: 65 % of children (sex-</p>	<p>Budget allocation by Ministry of Education and Science, other administrative record, Multiple Indicator Cluster Survey/ Demographic Health</p>	<p>Ministry of Education and Science, Institute of Education Development, Regional Education Directorates, schools, parents, other</p>	<p>UNICEF</p>

	<p>disaggregated) attend preschool</p> <p>Indicator 2: % of children (sex-disaggregated) with a focus on the most vulnerable achieving developmental readiness by the appropriate age Baseline: To be established. Target: 30% increase (sex-disaggregated)</p> <p>Indicator 3: % of families receiving support for parenting and communication programmes for marginalized/ excluded Baseline: No national parenting program Target: 30 % of parents in target areas</p>	<p>Surveys, Impact surveys etc.</p>		
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Outcome 4.3: Health insurance is universal and quality, gender sensitive and age appropriate public health services available to all including at-risk populations

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>4.3.1 Health insurance coverage increased by expanding benefits, simplifying procedures and enhancing information for all</p>	<p>Indicator 1: % of persons (sex-disaggregated) covered with health insurance Baseline: 40% of the active labour force (sex-disaggregated) is covered as reported by Health Insurance Institute Target: 90% of the active labour force (sex-disaggregated) is covered</p> <p>Indicator 2: % of blocks included in the health insurance package Baseline: Prevention and treatment are covered by the health insurance package Target: Prevention, treatment and rehabilitation are covered by the health insurance package</p>	<p>Admin records and surveys (Demographic Health Surveys, census etc.)</p>	<p>Health Insurance Institute, Ministry of Health, National Institute of Statistics, Ministry of Labour, Social Affairs and Equal Opportunities, Ministry of Finance</p>	<p>WHO UNICEF UNFPA UNAIDS</p>
<p>4.3.2 Demand for, equitable access to and utilization of quality health services increased, especially for children, young people and elderly, and other vulnerable or at risk groups</p>	<p>Indicator 1: % of most at risk people, including children, young people, accessing and utilizing the Basic Package as per defined protocols and clinical guidelines Baseline: 60% Target: 85%</p> <p>Indicator 2: % of at risk people that have access to preventive and treatment services for HIV/AIDS,</p>	<p>Surveys, administrative data, Demographic Health Surveys Bio-behavioral Surveillance Survey</p>	<p>Ministry of Health, Institute for Public Health, Ministry of Agriculture, Food and Consumer Protection, Regional health authorities, Civil Society Organizations</p>	<p>WHO IAEA UNICEF UNFPA UNAIDS</p>

	<p>Sexually Transmitted Infections and unwanted pregnancies Baseline: Not known Target: % of at risk population including most-at-risk adults (MARA) that have access to preventive and treatment services for HIV/AIDS, Sexually Transmitted Infections and unwanted pregnancies</p> <p>Indicator 3: % of children stunted under age 5 (sex-disaggregated) Baseline: 19% of children under 5 are stunted Target: Reduction of stunting by 30% of to-date figure</p> <p>Indicator 4: Number of promotional activities for prevention of non-communicable diseases (cancer, cardiovascular diseases, diabetes, suicide, road safety, violence and injury) Baseline: 0 Target: One activity per year for each one of the clusters under non-communicable diseases</p> <p>Indicator 5: % of estimated cases diagnosed and treated per year for cancer and cardiovascular through quality care services Baseline: 45.3 % of estimated cancer cases diagnosed and treated per year</p>			
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	<p>through quality care services (<i>viz.</i> IARC, GLOBOCAN 2008; Albanian National Cancer Control Programme Draft/Ministry of Health 2010); complementary data for cardiovascular diseases not available at the moment</p> <p>Target: 60 % of estimated cancer cases diagnosed and treated per year through quality care services; complementary data for cardiovascular diseases not available at the moment</p>			
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<p>4.3.3 Prevention measures and Promotion of Public Health enhanced through multi-sectorial dialogue and community participation</p>	<p>Indicator 1: Percentage use of growth monitoring cards in mother visits to health centres Baseline: 52 % in 2010 Target: 80%</p> <p>Indicator 2: % of adolescents that have access to correct information on HIV, drugs and Sexually Transmitted Infections Baseline: 35,8 % of girls aged 15-19 years old and 21,2 % boys of the same age group have HIV correct information Target: Increase by 40 % (sex-disaggregated)</p> <p>Indicator 3: % of families that have access to quality maternal, neonatal and child health services Baseline: 20% of parents in target areas have knowledge on children social and emotional development Target: 30%</p>	<p>Surveys, administrative data Demographic Health Surveys</p>	<p>Ministry of Health, Institute for Public Health, Civil Society Organizations, Ministry of Education and Science, Patients groups</p>	<p>WHO UNICEF UNFPA UNAIDS</p>
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Outcome 4.4: All people better realize fundamental rights at work, have greater and inclusive employment opportunities, and can engage in a comprehensive social dialogue

Outputs	Indicators, Baseline, Target	MOV	Partners	UN Agencies
<p>4.4.1. Key state institutions and social partners are capable to develop and implement, in a fair and inclusive manner, employment policies and programmes that meet international standards</p>	<p>Indicator 1: Number of Active Labour Market Measures (ALMM) implemented Baseline: 4 new ALMMs piloted with at least one specifically targeting long-term unemployed, young people, women or disabled people Target: 4 piloted ALMMs implemented</p> <p>Indicator 2: Number of effective and efficient Youth Employment Strategy centers established Baseline: 2 Youth Employment Strategy centers (Kukes and Shkodra) Target: 12 at district level</p> <p>Indicator 3: Jobs created through Number of Active Labour Market Measures (sex-disaggregated) Baseline: 300 Target: 500</p> <p>Indicator 4: Wage data (disaggregated by sex and including for the private sector) is provided in a user friendly and up to date manner for each quarter Baseline: Sex disaggregated data is available in a delayed and user un-friendly fashion Target: Wage data (including for the private sector) is provided in a user friendly and up to date manner for each quarter</p>	<p>Labor Force Survey, Living Standards Measurements Survey National Employment Strategy Annual Report/study Annual report of Harmonised Indicators on Gender equality Annual Report/study Ministry of Labour, Social Affairs and Equal Opportunities Statistics on work visas by the European Embassies in Tirana</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, National Employment Service, Social Partners, National Institute of Statistics, State Labor Inspectorate Ministry of Education and Science Anti-Discrimination Commissioner Ombudsman Local government</p>	<p>ILO UNDP UN Women UNICEF IOM</p>

	<p>Indicator 5: Number of migrant workers benefiting of bilateral labour/circular agreements implemented between Albania and European countries</p> <p>Baseline: 4500 quotas available for 2011 for Albanian migrant workers to Italy; 4 bilateral agreements on labour /circular migration already in place</p> <p>Target: 1500 migrant workers from Albania are employed in EU countries every year</p>			
<p>4.4.2. The National Labour Council has the capacity to develop active social dialogue among the government, workers' and employers' organizations</p>	<p>Indicator 1: Number of relevant recommendations made by the National Labour Council</p> <p>Baseline: 15 recommendations made during 2010</p> <p>Target: Minimum 22 recommendations per year</p> <p>Indicator 2: Bipartite Social Dialogue developed at the branch, territorial and enterprise levels</p> <p>Baseline: Under developed bipartite social dialogue</p> <p>Target: Employers and Workers' organizations regularly engage in collective bargaining and dispute resolution processes</p> <p>Indicator 3: Number of work place accidents including fatalities and sex-disaggregated</p> <p>Baseline: 111 work place accidents (98 men and 13 women) with 26 fatalities (25 men and 1 woman) in 2010</p> <p>Target: Accidents reduced by 1% per year and fatal accidents by 5% per year</p> <p>Indicator 4: Existence of policy and legislative framework around Occupational Safety and Health</p> <p>Baseline: National Strategy and Law on</p>	<p>Minutes of the National Labor Council meetings</p> <p>Annual reports of BSPSH (Union of the Independent Trade Unions of Albania) and KSSH (Confederation of Trade Unions)</p> <p>State Labour Inspectorate Annual Report</p> <p>Official Journal</p> <p>State Labour Inspectorate Webpage</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, National Labor Council, Social partners, State Labour Inspectorate</p>	<p>ILO</p>

	<p>Occupational Safety and Health</p> <p>Target: a) Completion of the Occupational Safety and Health law with the respective by-laws in its implementation</p> <p>b) Development of State Labour Inspectorate Policy and Human Resources Improvement Strategy</p> <p>c) Establishment and piloting of two Councils of Safety and Health at Work.</p> <p>d) Establishment of the Labour Inspection computer network</p>			
<p>4.4.3. Key state institutions have the capacity to draft the gender sensitive Life Long Learning (LLL) strategy and establish the Life Long Learning system, in line with EU education and training policies</p>	<p>Indicator 1: Vocational Education and Training policies elaborated with special orientation toward lifelong learning and equal opportunities</p> <p>Baseline: Vocational Education & Training Strategy ending in 2011, National Vocational Education & Training Agency (Vocational Education & Training Council), ongoing work on Albanian Qualification Framework</p> <p>Target: a) Updating the existing Vocational Education & Training Strategy with a focus on lifelong learning</p> <p>b)The Quality Assurance System improved and reinforced</p> <p>c) Lifelong learning strategy prepared and linked to national Vocational Education & Training and employment strategies</p> <p>Indicator 2: Subsidized training of women in rural and remote areas</p> <p>Baseline: 0</p> <p>Target: 18,000</p>	<p>Annual report of the National Vocational Education & Training Agency</p> <p>Project Report</p> <p>Annual Harmonised Indicators on Gender Equality report</p> <p>Project reports</p>	<p>Ministry of Labour, Social Affairs and Equal Opportunities, National Employment Service</p> <p>Ministry of Education and Science, National Vocational Education & Training Agency</p> <p>State Social Services</p>	<p>ILO</p> <p>UNDP</p> <p>UN Women</p> <p>UNFPA</p> <p>UNICEF</p>

	<p>Indicator3: Number of vulnerable VET participants (by gender) at the secondary level by areas of specialization</p> <p>Baseline: Unknown, target vulnerable groups and number of current VET participants from target vulnerable groups to be defined in three municipalities (Fier, Lezha and Elbasan)</p> <p>Target: 10 percent increase participation in VET in the three municipalities for all identified vulnerable groups</p>			
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Annex B: Integrated Resources Framework

2012-2016 GoA-UN Programme of Cooperation - Integrated Resources Framework⁸

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
Outcome 1.1. Strengthen public oversight, civil society and media institutions make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes.					
Output 1.1.1	UNDP	150,000	0	1,100,000	1,250,000
	UNICEF	50,000	0	700,000	750,000
	UN Women	75,000	50,000	500,000	625,000
	UNFPA	50,000	0	0	50,000
	UNODC	0	0	100,000	100,000
Total Output 1.1.1.		325,000	50,000	2,400,000	2,775,000

⁸ The amounts mentioned in this framework represent indicative figures that are subject not only to resource availability, but also to changing dynamics in the development context and national priorities.

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
Output 1.1.2	UNESCO	25,000	40,000	200,000	265,000
	UNV	0	50,000	0	50,000
	UNDP	0	0	600,000	600,000
	UN Women	80,000	0	600,000	680,000
	UNICEF	350,000	750,000	800,000	1,900,000
	UNAIDS	0	80,000	60,000	140,000
Total Output 1.1.2		455,000	920,000	2,260,000	3,635,000
Output 1.1.3	UNDP	0	0	750,000	750,000
	UNV	0	50,000	0	50,000
	UNICEF	50,000	0	300,000	350,000
	UN Women	50,000	0	100,000	150,000
	UNAIDS	0	80,000	40,000	120,000
	UNFPA	150,000	0	0	150,000
Total Output 1.1.3		250,000	130,000	1,190,000	1,570,000
Total Outcome 1.1		1,030,000	1,100,000	5,850,000	7,980,000
Outcome 1.2: Public administration will be supported to enhance capacities, practices and systems for effective delivery of national development priorities and international obligations					
Output 1.2.1	UNDP	150,000	0	600,000	750,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	UN Women	50,000	0	0	50,000
	UNFPA	400,000	0	0	400,000
Total Output 1.2.1		600,000	0	600,000	1,200,000
Output 1.2.2	UNDP	100,000	0	600,000	700,000
	UN Women	20,000	0	30,000	50,000
Total Output 1.2.2		120,000	0	630,000	750,000
Output 1.2.3	IOM	0	0	800,000	800,000
	UNESCO	25,000	50,000	300,000	375,000
	UNFPA	700,000	0	1,500,000	2,200,000
	UNDP	0	0	600,000	600,000
	FAO	0	0	150,000	150,000
	UNECE	50,000	50,000	150,000	250,000
	UN Women	0	40,000	250,000	290,000
	UNICEF	150,000	250,000	450,000	850,000
	ILO	0	0	100,000	100,000
Total Output 1.2.3		875,000	340,000	4,150,000	5,365,000
Output 1.2.4	UNDP	150,000	0	800,000	950,000
Total Output 1.2.4		150,000	0	800,000	950,000
Output 1.2.5	UNDP	250,000	0	2,000,000	2,250,000
	UN Women	120,000	0	420,000	540,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	UNFPA	100,000	0	0	100,000
	FAO	0	0	50,000	50,000
	ILO	18,689	0	81,311	100,000
Total Output 1.2.5		488,689	0	2,551,311	3,040,000
Total Outcome 1.2		2,233,689	340,000	8,731,311	11,305,000
Outcome 1.3: Government meets international obligations and standards for juvenile justice, managing migration and the fight against organized crime and corruption					
Output 1.3.1	UNICEF	200,000	0	1,750,000	1,950,000
	UNODC	0	0	500,000	500,000
Total Output 1.3.1		200,000	0	2,250,000	2,450,000
Output 1.3.2	UNODC	0	0	1,500,000	1,500,000
	IOM	0	0	300,000	300,000
Total Output 1.3.2		0	0	1,800,000	1,800,000
Output 1.3.3	IOM	80,000	0	720,000	800,000
	UNHCR	500,000	0	150,000	650,000
	UNDP	0	0	400,000	400,000
	ILO	0	0	100,000	100,000
	UNODC	0	0	500,000	500,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
Total Output 1.3.3		580,000	0	1,870,000	2,450,000
Output 1.3.4	UNODC	0	0	1,200,000	1,200,000
	UNDP	0	0	500,000	500,000
Total Output 1.3.4		0	0	1,700,000	1,700,000
Total Outcome 1.3		780,000	0	7,620,000	8,400,000
Outcome 2.1. Government, trade organizations and the private sector support inclusive and sustainable economic growth through enhanced regulatory frameworks, trade facilitation and investment promotion					
Output 2.1.1	UNDP	0	0	800,000	800,000
	UNIDO	0	0	100,000	100,000
	UNCTAD	0	20,000	500,000	520,000
Total Output 2.1.1.		0	20,000	1,400,000	1,420,000
Output 2.1.2	UNDP	0	0	800,000	800,000
	UNIDO	0	0	250,000	250,000
	UNCTAD	0	0	100,000	100,000
	ILO	18,689	0	81,311	100,000
	FAO	0	100,000	1,600,000	1,700,000
	ITC	0	103,500	500,000	603,500

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
Total Output 2.1.2		18,689	203,500	3,331,311	3,553,500
Output 2.1.3	UNDP	150,000	200,000	0	350,000
	UNECE	5,000	0	20,000	25,000
	UNIDO	0	0	500,000	500,000
	UNCTAD	0	0	200,000	200,000
Total Output 2.1.3		155,000	200,000	720,000	1,075,000
Output 2.1.4	UNCTAD	0	336,000	300,000	636,000
	UNECE	20,000	30,000	100,000	150,000
	UNODC	0	0	200,000	200,000
Total Output 2.1.4		20,000	366,000	600,000	986,000
Total Outcome 2.1		193,689	789,500	6,051,311	7,034,500
Outcome 2.2: National authorities and institutions, the private sector and the general public protect, preserve and use natural resources more sustainably, with consideration to the impacts of climate change and to the achievement of European environmental standards					
Output 2.2.1	UNDP	300,000	1,585,000	2,100,000	3,985,000
	UNEP	50,000	60,000	100,000	210,000
	UNESCO	20,000	30,000	100,000	150,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	UNIDO	0	150,000	1,000,000	1,150,000
	UNECE	20,000	30,000	50,000	100,000
	IAEA	600,000	0	120,000	720,000
Total Output 2.2.1		990,000	1,855,000	3,470,000	6,315,000
Output 2.2.2	UNDP	100,000	480,000	520,000	1,100,000
	UNICEF	0	0	2,200,000	2,200,000
	UNV	0	100,000	0	100,000
	UNESCO	20,000	30,000	100,000	150,000
Total Output 2.2.2		120,000	610,000	2,820,000	3,550,000
Output 2.2.3	UNEP	50,000	80,000	300,000	430,000
	UNIDO	0	0	300,000	300,000
	UNDP	150,000	0	1,800,000	1,950,000
	ILO	18,689	0	481,311	500,000
Total Output 2.2.3		218,689	80,000	2,881,311	3,180,000
Output 2.2.4	UNDP	200,000	1,285,000	0	1,485,000
	UNECE	0	175,000	125,000	300,000
	IAEA	600,000	0	0	600,000
	UNIDO	0	200,000	1,200,000	1,400,000
	UNEP	60,000	60,000	350,000	470,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
Total Output 2.2.4		860,000	1,720,000	1,675,000	4,255,000
Output 2.2.5	UNDP	250,000	0	1,200,000	1,450,000
	UNESCO	25,000	25,000	300,000	350,000
	UNV	0	50,000	0	50,000
Total Output 2.2.5		275,000	75,000	1,500,000	1,850,000
Total Outcome 2.2		2,463,689	4,340,000	12,346,311	19,150,000
Outcome 3.1. Institutional capacities, frameworks and policies meeting international standards promote equitable and sustainable regional development focusing on land use and livelihoods for women and men, agriculture, tourism and cultural and natural heritage management					
Output 3.1.1	UNDP	200,000	3,000,000	0	3,200,000
	ILO	0	0	250,000	250,000
	IOM	0	0	100,000	100,000
	UNWomen	20,000	0	150,000	170,000
	IFAD	3,200,000	0	0	3,200,000
Total Output 3.1.1.		3,420,000	3,000,000	500,000	6,920,000
Output 3.1.2	FAO	1,790,000	0	1,000,000	2,790,000
	IFAD	7,600,000	5,800,000	0	13,400,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	UNDP	0	1,000,000	2,500,000	3,500,000
	IAEA	200,000	0	0	200,000
Total Output 3.1.2		9,590,000	6,800,000	3,500,000	19,890,000
Output 3.1.3	UNESCO	70,000	200,000	300,000	570,000
	UNDP	0	0	1,500,000	1,500,000
	IAEA	100,000	0	0	100,000
Total Output 3.1.3		170,000	200,000	1,800,000	2,170,000
Total Outcome 3.1		13,180,000	10,000,000	5,800,000	28,980,000
Outcome 3.2: The public, including marginalized groups and communities, better receive equitable, inclusive and accountable decentralized services from regional and local governments					
Output 3.2.1	UNDP	150,000	0	1,200,000	1,350,000
	UNWomen	50,000	0	0	50,000
Total Output 3.2.1		200,000	0	1,200,000	1,400,000
Output 3.2.2	UNDP	0	0	2,000,000	2,000,000
	UNWomen	25,000	0	0	25,000
	UNAIDS	0	150,000	100,000	250,000
Total Output 3.2.2		25,000	150,000	2,100,000	2,275,000
Output 3.2.3	UNDP	0	0	400,000	400,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	UNWomen	0	50,000	0	50,000
	UNAIDS	0	120,000	80,000	200,000
	UNV	0	100,000	0	100,000
	IOM	0	0	30,000	30,000
	Total Output 3.2.3	0	270,000	510,000	780,000
	Total Outcome 3.2	225,000	420,000	3,810,000	4,455,000
Outcome 4.1: The rights of disadvantaged individuals and groups are equally ensured through legislation, inclusive policies, social protection mechanisms and special interventions					
	Output 4.1.1				
	UNDP	100,000	0	700,000	800,000
	UNICEF	0	250,000	700,000	950,000
	UN Women	25,000	10,000	50,000	85,000
	UNFPA	100,000	0	150,000	250,000
	UNODC	132,000	0	200,000	332,000
	ILO	18,689	0	81,311	100,000
	IOM	400,000	0	0	400,000
	UNAIDS		40,000	20,000	60,000
	Total Output 4.1.1.	775,689	300,000	1,901,311	2,977,000
	Output 4.1.2				
	UNAIDS	0	50,000	50,000	100,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	UNICEF	0	0	750,000	750,000
	UNODC	92,000	0	150,000	242,000
	UNDP	0	250,000	2,100,000	2,350,000
	UNV	0	100,000	0	100,000
	UN Women	25,000	0	100,000	125,000
	UNFPA	200,000	0	0	200,000
Total Output 4.1.2		317,000	400,000	3,150,000	3,867,000
Output 4.1.3	UNICEF	550,000	700,000	4,500,000	5,750,000
Total Output 4.1.3		550,000	700,000	4,500,000	5,750,000
Output 4.1.4	UNDP	0	800,000	1,900,000	2,700,000
	UNICEF	0	150,000	500,000	650,000
	IOM	0	0	80,000	80,000
	UNV	0	50,000	0	50,000
	UNFPA	100,000	0	150,000	250,000
Total Output 4.1.4		100,000	1,000,000	2,630,000	3,730,000
Output 4.1.5	UNWomen	25,000	0	350,000	375,000
	UNDP	100,000	0	1,300,000	1,400,000
	UNICEF	0	0	400,000	400,000
	UNFPA	200,000	0	300,000	500,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
Total Output 4.1.5		325,000	0	2,350,000	2,675,000
Total Outcome 4.1		2,067,689	2,400,000	14,531,311	18,999,000
Outcome 4.2: Boys and girls over the age of 3 (including youth), especially from marginalized groups, participate in quality formal and informal education					
Output 4.2.1	UNICEF	275,000	0	2,750,000	3,025,000
	UNESCO	0	30,000	100,000	130,000
	UNFPA	300,000	0	0	300,000
Total Output 4.2.1		575,000	30,000	2,850,000	3,455,000
Output 4.2.2	UNICEF	0	0	1,000,000	1,000,000
	UNESCO	0	20,000	130,000	150,000
Total Output 4.2.2		0	20,000	1,130,000	1,150,000
Output 4.2.3	UNICEF	275,000	400,000	1,750,000	2,425,000
Total Output 4.2.3		275,000	400,000	1,750,000	2,425,000
Total Outcome 4.2		850,000	450,000	5,730,000	7,030,000
Outcome 4.3: Health insurance is universal and quality, gender sensitive and age appropriate public health services available to all including at-risk populations					
Output 4.3.1	UNICEF	0	0	1,200,000	1,200,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	WHO	200,000	0	0	200,000
	UNAIDS	0	100,000	50,000	150,000
	UNFPA	100,000	0	0	100,000
Total Output 4.3.1		300,000	100,000	1,250,000	1,650,000
Output 4.3.2	UNICEF	275,000	1,000,000	1,400,000	2,675,000
	IAEA	1,700,000	0	500,000	2,200,000
	WHO	380,000	300,000	0	680,000
	UNAIDS	0	80,000	80,000	160,000
	UNFPA	600,000	0	800,000	1,400,000
Total Output 4.3.2		2,955,000	1,380,000	2,780,000	7,115,000
Output 4.3.3	UNICEF	0	0	1,850,000	1,850,000
	WHO	290,000	630,000	0	920,000
	UNAIDS	0	200,000	100,000	300,000
	UNFPA	300,000	0	700,000	1,000,000
Total Output 4.3.3		590,000	830,000	2,650,000	4,070,000
Total Outcome 4.3		3,845,000	2,310,000	6,680,000	12,835,000
Outcome 4.4: All people better realize fundamental rights at work, have greater and inclusive employment opportunities, and can engage in a comprehensive social dialogue					
Output 4.4.1	ILO	0	2,482,000	0	2,482,000

2012-2016 GoA-UN Programme of Cooperation Outcomes and Outputs	UN Agencies	Total for 2012-2016			Totals
		Regular / Core Funds	Other / Non-core Funds	Unfunded	
	UNDP	0	0	700,000	700,000
	UN Women	50,000	0	400,000	450,000
	UNICEF	75,000	0	500,000	575,000
	IOM	0	0	100,000	100,000
Total Output 4.4.1		125,000	2,482,000	1,700,000	4,307,000
Output 4.4.2	ILO	18,689	173,000	81,311	273,000
Total Output 4.4.2		18,689	173,000	81,311	273,000
Output 4.4.3	ILO	0	95,000	0	95,000
	UN Women	20,000	0	0	20,000
	UNDP	0	200,000	500,000	700,000
	UNFPA	200,000	0	500,000	700,000
Total Output 4.4.3		220,000	295,000	1,000,000	1,515,000
Total Outcome 4.4		363,689	2,950,000	2,781,311	6,095,000

2012-2016 GoA-UN Programme of Cooperation	Regular / Core Funds	Other / Non-core Funds	Unfunded	Total for 2012-2016
GRAND TOTAL	27,232,445	25,099,500	79,931,555	132,263,500

Annex C: Overview Agreements between UN Agencies and the Government of Albania

	Agency	Agreement	Date signed
1	FAO	National Medium Term Priority Framework	13 December 2009
2	IAEA	Revised Supplementary Agreement Concerning the Provision of Technical Assistance by the International Atomic Energy Agency to the Government of Albania	12 November 1983
3	IOM	Agreement between the Government of Albania and the International Organization for Migration in relation to the Juridical Status, Privileges and the Immunity of this Organization in Albania	2 October 1992
4	UNAIDS	Mutatis mutandis the Standard Basic Assistance Agreement (SBAA) between the Government of Albania and UNDP applies	17 June 1991
5	UNDP	Standard Basic Assistance Agreement (SBAA) between the Government of Albania and UNDP	17 June 1991
6	UNFPA	Exchange of letters stating that mutatis mutandis the Standard Basic Assistance Agreement (SBAA) between the Government of Albania and UNDP applies	15 November 1996
7	UNHCR	UNHCR Branch Office Agreement (BOA) with the Government of Albania	22 June 1994
8	UNICEF	Basic Cooperation Agreement (BCA) with the Government of Albania	23 July 1993
9	UNODC	Mutatis mutandis the Standard Basic Assistance Agreement (SBAA) between the Government of Albania and UNDP applies	17 June 1991
10	UNV	Exchange of letters stating that mutatis mutandis the Standard Basic Assistance Agreement (SBAA) between the Government of Albania and UNDP applies	21 January 2011
11	UN WOMEN	Exchange of letters stating that mutatis mutandis the Standard Basic Assistance Agreement (SBAA) between the Government of Albania and UNDP applies	17 June 1991
12	WHO	Biennial Collaborative Agreement (BCA) between the Ministry of Health of Albania and the Regional Office for Europe of the World Health Organization for the period 2010-2011.	26 October 2009

The UNDAF Action Plan will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

Annex D: Acronyms and Abbreviations

National institutions

AIDA	Albanian Agency for Investment Development
BSPSH	Union of the Independent Trade Unions of Albania
DSDC	Department for Strategy and Donor Coordination
GoA	Government of Albania
INSTAT	National Institute of Statistics
KSSH	Confederation of Trade Unions
MAFCP	Ministry of Agriculture, Food and Consumer Protection
MEI	Ministry for European Integration
METE	Ministry of Economy Trade and Energy
MFA	Ministry of Foreign Affairs
MITIK	Ministry of Innovation, Information Technology and Communications
MOD	Ministry of Defence
MOEFWA	Ministry of Environment, Forests and Water Administration
MOES	Ministry of Education and Science
MOF	Ministry of Finance
MOH	Ministry of Health
MOI	Ministry of Interior
MOJ	Ministry of Justice
MOLSAEO	Ministry of Labour, Social Affairs and Equal Opportunities
MOTCYS	Ministry of Tourism, Culture, Youth and Sports
MPWT	Ministry of Public Works and Transportation

United Nations Agencies

FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
ITC	International Trade Center
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNV	United Nations Volunteers
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WHO	World Health Organization

Other acronyms

ALMM	Active Labour Market Measures
AWP	Annual Work Plan
BCA	Basic Cooperation Agreement
BOA	Branch Office Agreement
BRIC	<i>Business Relay and Innovation Center</i>
CCR	Community Coordination Response
DWCP	Decent Work Country Programme
EU	European Union
FDI	Foreign Direct Investment
HIV/AIDS	Human Immuno-Deficiency Virus/Acquired Immuno-Deficiency Syndrome
ICSC	International Civil Service Commission
ICT	Information and Communication Technology
INGO	International Non-Government Organization
IPA	Instrument for Pre-Accession Assistance
IPDC	International Programme for the Development of Communication
ITU	International Telecommunication Union of the United Nations
LLL	Life Long Learning
MARA	Most-at-risk adults
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MoV	Means of Verification
NAP	National Action Plan
NIS	Newly Independent States
NGO	Non-Governmental Organization
NSDI	National Strategy for Development and Integration
PAA	Public Administration Academy
RBM	Results-Based Management
SBAA	Standard Basic Assistance Agreement
SEE	South East Europe
SME	Small and medium enterprises
SNA	System of National Accounts
UN	United Nations
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework

UNDESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNRC	UN Resident Coordinator
USD	United States Dollars
VET	Vocational Education and Training