



REPUBLIC OF ALBANIA
THE COUNCIL OF MINISTERS



United Nations
ALBANIA



Progress
Report
2012



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THE COUNCIL OF MINISTERS



**Government of Albania and United Nations
Programme of Cooperation 2012-2016**

**Progress Report
2012**

Printing & Layout

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Photographs

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Foreword

As the Co-Chairs of the Joint Executive Committee, we are very pleased to introduce the 2012 Annual Progress Report for the Government of Albania – United Nations Programme of Cooperation 2012-2016. Signed on the occasion of United Nations day on 24 October 2011, the Programme of Cooperation is the overarching programme document for 19 United Nations agencies, funds and programmes and the International Organisation for Migration. The purpose of this report is to provide an overview of progress made towards the results articulated in our Programme of Cooperation and to inform all stakeholders, partners and beneficiaries, about key achievements of the first year of implementation.

The Programme of Cooperation articulates the UN contribution to Albania's national priorities in areas such as governance, rule of law, economy, environment, regional and local development and inclusive social policy with an estimated five-year budget of approximately USD 130 million. A unique set of integrated management arrangements brings together senior representatives of both Government and the participating UN agencies driving national leadership and results orientation to the heart of all our work.

These arrangements also facilitate participatory decision-making, simplified planning and reporting requirements, and enhance programmatic synergies as this report will further describe in the upcoming chapters.

We would like to highlight that the strong tripartite partnership between the Government, development partners and the United Nations in Albania is of pivotal importance to the success of the Programme of Cooperation. The support of our development partners is highly valued as their resources, financially, politically and technically, support the Government and the United Nations to deliver concrete results for Albania together. In particular, we are proud to gratefully acknowledge the generous contribution provided to the Coherence Fund by Austria, the European Commission, Finland, the Netherlands, Norway, Spain, Sweden and Switzerland, as well as the support received by France (*Fonds Français pour l'Environnement Mondial*), the Global Environment Facility, Italy, the Organization of the Petroleum Exporting Countries Fund for International Development, the United Nations Trust Fund for Human Security, and the United States Agency for International Development.

The Albanian Government, with the support of the UN Country Team, continues to show strong leadership and commitment to UN reform and is recognized internationally for its contributions both as a pilot and as a vocal advocate at Headquarters' level. An illustration of Albania's leadership is the V High-Level Intergovernmental Conference on 'Delivering as One' in Tirana, that was hosted by the Government in June 2012, and is considered a major milestone in the global reform process. Its outcome statement informed the United Nations Economic and Social Council deliberations in July 2012 and was used as a direct input to the Quadrennial Comprehensive Policy Review of the United Nations General Assembly later in the fall. These high level fora issued resolutions that provide strong support to the Delivering as One approach,



VALBONA KUKO
Director of Department of Strategy
and Donor Coordination
Government of Albania

now encouraged to be used by all countries on a voluntary basis.

As Albania celebrated the 100 years of national independence, we renew our shared resolve to continue delivering on the national development agenda and do so in a coordinated manner. We want to maximize the effective and efficient use of our joint resources, in order to further our common ambition to build an inclusive, sustainable and equitable future for the Albanian people.

With regard to the progress report in front of you, we hope that you will find it to be an informative, frank reflection of our work in 2012 and an insightful assessment of the progress made towards the expected development results articulated in the Programme of Cooperation. ■



ZINEB TOUIMI-BENJELLOUN
Resident Coordinator
United Nations in Albania



01.
Development Trends
in Albania



The year 2012 saw important political and socio-economic developments in Albania. The country commemorated the 100 years of national independence with celebrations culminating on 28 November, anniversary of the Declaration of Independence of the Albanian State in 1912.

The extensive celebrations of national independence were officiated by a newly elected President. In late spring, indirect presidential elections had taken place in the Albanian parliament by secret ballot to elect the new President of the Republic. On 11 June 2012, in the fourth voting round requiring simple majority, the Assembly of the Republic of Albania elected Mr Bujar Nishani, until then the former interior minister, for the five-year presidential term.

Albania moves forward in fulfilling its European aspirations. The European Commission recommends in its 2012 Progress Report¹ that Albania be granted European Union candidate status, subject to completion of key measures. These key measures fall in the area of judicial and public administration reform (adoption of pending amendments to the Laws on the High Court and on Civil Service) and the revision of the parliamentary rules of procedures. In addition to these measures, the Commission noted that demonstrated commitment to fight corruption and organized crime continues to con-

1. European Union Annual Report on the progress made with the 12 key priorities articulated in the Commission Opinion on Albania application for membership of the European Union, issued in November 2010.

stitute an equally critical requirement.

In the Western Balkans region, the European Union integration process progressed significantly in 2012. Croatia will become the 28th European Union member country on 1 July 2013, while Montenegro opened accession talks with the European Union in June 2012. A High Level Accession Dialogue with the Former Yugoslav Republic of Macedonia was launched in March 2012 and candidate status granted to Serbia, with accession negotiations pending on further normalization of relations with Kosovo. Albania, Bosnia and Herzegovina, and Kosovo (under UN Security Council resolution 1244) remain potential candidate countries.

With regard to Albania, the Commission recognizes progress in the functioning of parliament, as well as in public administration reform and government effectiveness. Fight against organised crime, along with property reform and the realization of women's rights, also saw improvement, notably an increase of seizures of criminal assets, the adoption of a comprehensive property reform strategy, and stronger sanctions for domestic violence. The need for further efforts in the reform of the judiciary, fight against corruption and anti-discrimination policies was also stressed².

Against this background, Albania has pro-

2. Conclusions on Albania; extract from the Communication from the Commission to the European Parliament and the Council "Enlargement Strategy and Main Challenges 2012-2013".



“100 vjet pavarësi”
Albania celebrates
100 years
Independence

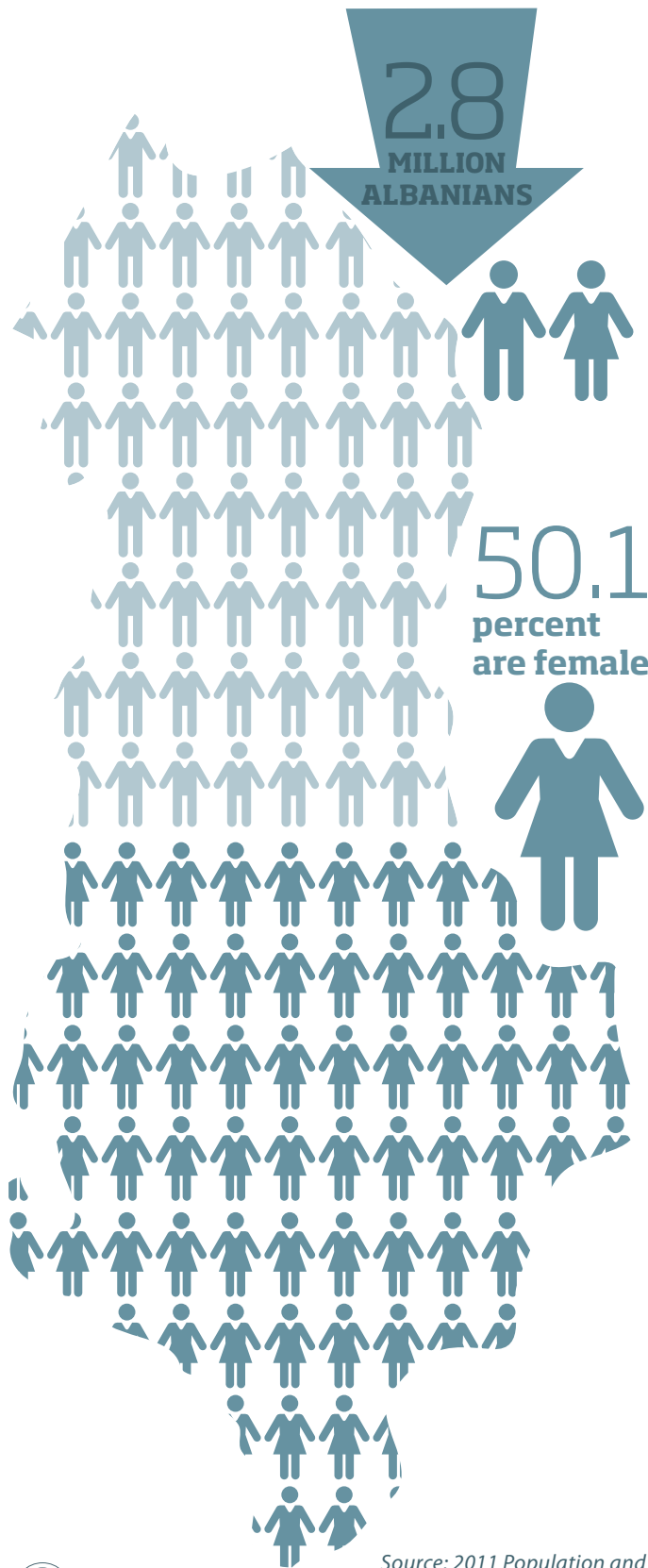
gressed with the alignment of national legislation and policies with the *acquis communautaire*, particularly in the areas of competition, taxation, statistics, justice, freedom and security, education and culture, and customs union. Other policy areas are instead perceived to require sustained effort, including freedom of movement for workers, public procurement, intellectual property law, food safety, fisheries, energy, and environment and climate change.

Once European Union candidate status is granted to Albania, the opening of accession negotiations will depend on the progress on 12 key priority areas identified in the 2010

Opinion³. According to the Commission, Albania has already met part of these, namely the proper functioning of parliament, adoption of pending laws requiring reinforced majority, appointment of the ombudsman and the hearing and voting processes for key institutions, and the modification of the legislative framework for elections, etc. In addition, the conduct of the 2013 parliamentary elections is also seen as a crucial test for Albania’s readiness to commence accession negotiations.

Albania’s parliamentary elections will take

3. Commission Opinion on Albania application for membership of the European Union, issued in November 2010.



Source: 2011 Population and Housing Census

place in June 2013 in the context of the revised legal framework adopted on 19 July 2012. This new framework stipulates that the 140 members of the Albanian parliament are elected for a four-year term through a regional proportional system consisting of closed candidate lists in 12 multi-member districts, which correspond to existing administrative regions. The number of seats per district range from 4 to 32, based on the number of citizens in each district. Elections are administered by a three-tiered election administration made up of the Central Election Commission, 89 Commissions of Electoral Administration Zones, and some 5,500 Voting Centre Commissions⁴.

In economic terms, Albania has so far managed the headwinds from the economic crisis reasonably well. Albania was the only country in South Eastern Europe that continued to grow in the immediate aftermath of the global financial crisis, with robust growth rates of over 3 percent in 2010 and 2011. However, in light of the weakening performance of European Union markets⁵, growth deceleration emerged in the second half of 2011. Ultimately, it was only in 2012 that Albania's economy first experienced a contraction. According to national statistics, gross domestic product fell by 1.2 percent in the first quarter of 2012. Sound monetary policy nevertheless ensured moderate inflation rate, in line with the Albanian Central Bank's target, and contributed to the maintaining of

4. OSCE/ODIHR Need Assessment Report Albania, 2012.

5. 2012 Albania Country Assessment, EBRD

macroeconomic stability. However, Albania's debt has almost reached the ceiling of 60 percent of gross domestic product established in the organic budget law, which is among the highest in the region⁶.

The European Commission moreover observed that structural reforms seem to have lost steam in part due to difficulties in the domestic political dialogue. The Commission noted that challenges in the area of rule of law, inadequate levels of infrastructure and human capital, as well as the informal economy, are among the factors that hamper further economic development⁷.

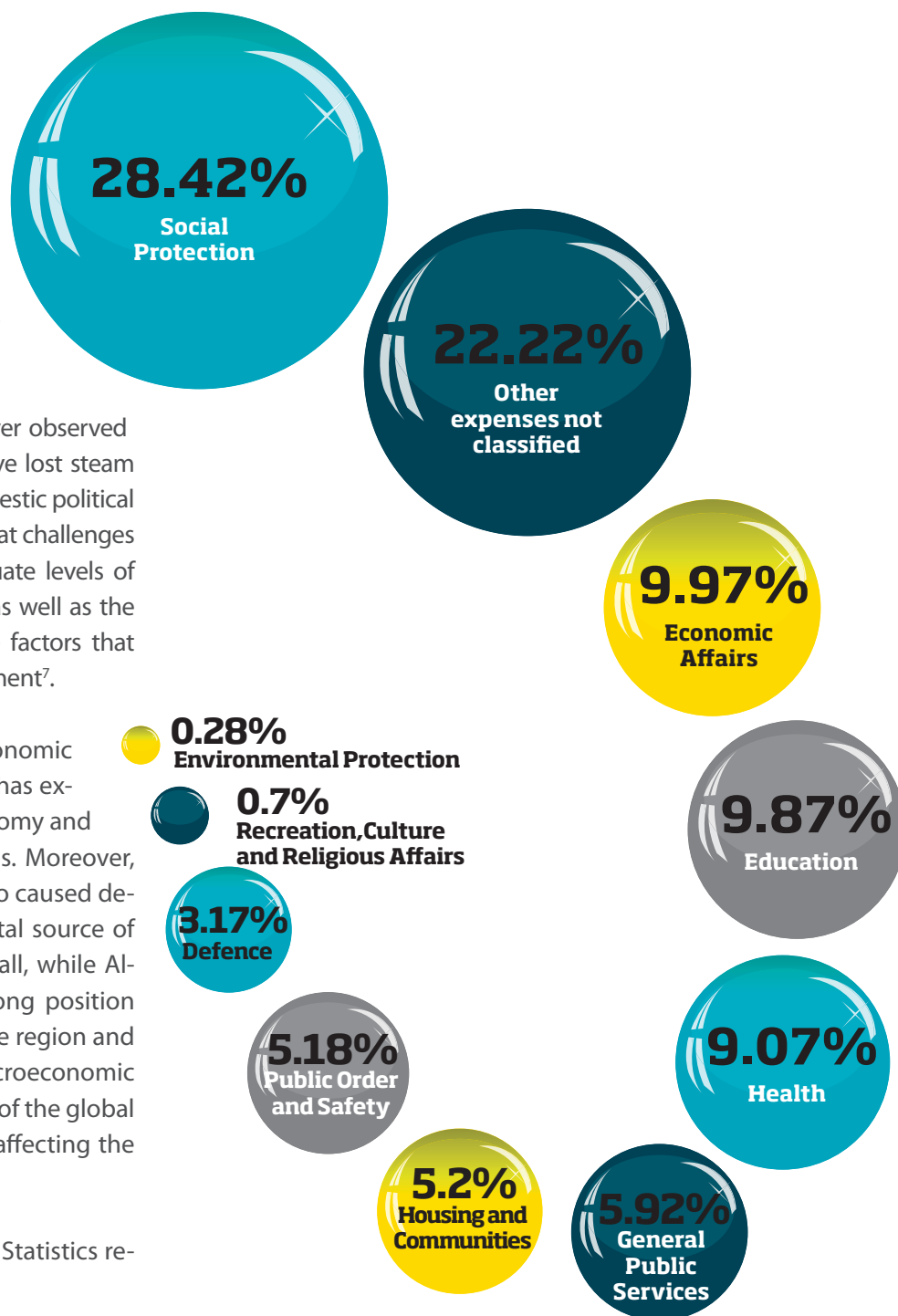
The weak performance of key economic partners such as Greece and Italy has exerted its toll on the Albanian economy and on credit availability to businesses. Moreover, exposure to the euro-crisis has also caused decline in remittances, which is a vital source of income for many Albanians. Overall, while Albania maintained a relatively strong position compared to other countries in the region and avoided economic recession, macroeconomic stability felt the negative pressure of the global economic crisis, which is directly affecting the wellbeing of the population.⁸

The Albanian National Institute of Statistics re-

6. IMF Country Report No. 13/7, Albania 2012 article IV Consultation.

7. European Commission, Albania 2012 Progress Report.

8. 2012 Albania Country Assessment, EBRD.



2012 national budget structure per function

Source: Ministry of Finance, 2012.



Albania ranks 70th in the Human Development Index of 2012

UNDP, Human Development Report, 2012.

ports that the unemployment rate decreased in 2012 from 13.8 percent in the first quarter to 12.8 percent in the last quarter of the year. In contrast, youth unemployment is a key challenge in Albania. According to the World Bank, more than 22 percent of the country's youth between the ages of 15 and 29 is unemployed.

Government expenditure as a percentage of the gross domestic product only mildly decreased between 2011 and 2012, from 28.5 percent to 27.9 percent respectively. Over this period, total revenues remained essentially at the same level with 25.1 percent of gross domestic product for 2011 and 24.8 percent for 2012. The Government's national budget of 2012 amounted to approximately USD 3.78 billion⁹, with priority areas visualized in the graph on the budget structure broadly following the pattern of the previous year.

The 2011 Population and Housing Census report was published in December 2012 with support from the European Union. The report shows that the population of Albania is currently 2.8 million people, compared to the earlier estimate of 3.1 million in 2001. According to INSTAT¹⁰, this notable reduction suggests that the impact of emigration, combined with decreasing fertility rates, has been significant. Globally, Albania ranks among the 10 countries with the highest proportion of emigrants to

the total population¹¹.

Population density in the mountainous areas decreases as Albanians opt for residing in the central and coastal zones. Such significant trend towards urbanization is confirmed by the census, which reports that for the first time in history, the urban population outweighs the rural one. The census also notes that almost 45 percent of the country's population is now concentrated in the twenty largest municipalities, including more than 20 percent of the country's citizens residing in Tirana and its immediate surroundings.

Globally, Albania ranks 70th in the UNDP Human Development Index of 2012¹², with an overall Human Development Index value of 0.749. This represents a minor decrease from the 2011 value of 0.748 in an otherwise positive growth trend since 1990, which places the country in the report's high human development category. However, an analysis conducted through an inequality lens shows that the 2012 value, when adjusted for inequality, decreases to 0.645. While such change does not affect Albania's overall ranking, it underscores critical development challenges in terms of inclusive sustainable human development.

9. Ministry of Finance, 2012. USD conversion with UN operational rate of exchange as of 31 December 2012.

10. Albanian National Institute of Statistics

11. Population and Housing Census 2011.

12. The Human Development Index is a composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living.



02.
Delivering results
for Albania



OUTCOME 1.1 Public Oversight

Accountability mechanisms ensure that rights, policies, services, entitlements and complaint procedures are known to citizens and used by citizens. Especially by the marginalized. The promotion and strengthening of Albania's accountability mechanisms is therefore at the heart of the UN's work under this outcome.

In Albania, most public oversight bodies, such as the Anti-Discrimination Office, are relatively new institutions. Their mandates include the assessment of and response to the needs of vulnerable groups, especially those residing in rural and remote areas. To fulfill their mission, several of these institutions require additional resources, skills and knowledge. As a result of the support provided, the People's Advocate Office (Ombudsman) has an increasingly stronger role and its voice is heard more systematically on issues of Albanian citizen's rights observance, adults as well as children.

The UN works with oversight bodies, civil society organisations and media entities to ensure that the authorities are held accountable to the public, that human rights are respected and that international commitments concerning national planning, programming and budgeting processes are realized. At the same time, partnerships with civil society and media also expand public demand for human rights including the demand for enhanced gender equality and access to justice.

During this first year of implementing the Programme of Cooperation, efforts predominantly concentrated on the development of relevant partnerships and the advocacy for key institutions to further address key challenges related to gender equality, public accountability and anti-discrimination. Some illustrative examples in this regard include the Parliament's decision to install the Parliamentary committee on Population and Development, but also the commitment of the Central Electoral Commission to enhance data collection, analysis and dissemination for quota implementation and the fight against family voting.

The Parliament is also increasingly involved in monitoring the provisions of the Law 10347 "On the protection of the Rights of the Child" (in force since June 2011), including through the mechanisms of a Children's Caucus currently taking shape. Parliamentarians' actions in these areas are to be informed by a functional data management system now in place. Child Rights Observatories run by civil society monitor children's welfare on the basis of localized child welfare indicators (that in turn are agreed with INSTAT¹³ as a standard national indicator set on child and family welfare) and organize awareness raising initiatives in the various communities they operate. The data management system covers the right to health, education, social protection and participation.

Using the well-known Citizen Scorecard meth-

13. Albanian National Institute of Statistics

odology, the UN facilitates engagement of citizens in debates on issues related to local governance, especially in remote and rural areas. Approximately 20 innovative, problem-solving ideas engaging over 40 local partner institutions are born out of such participatory consultations. These ideas seek to respond to issues concerning the situation of women, Roma and other vulnerable communities. Ideas also address issues related to general public participation in governance, the promotion of civic activism and the use of societal and economic resources. Networks are established to implement the various ideas and innovative partnerships continue to unfold in support of these initiatives.

Another focus in this particular area was the support provided to increase the visibility and accessibility of public oversight bodies. The Anti-Discrimination Office was established in 2010 and since then, has significantly increased its visibility in media. It also reached out to civil society organizations, including women's organizations. To identify and respond to cases of violation of women's rights, with a special focus on women's economic rights, a series of dedicated trainings on human rights equipped the team of this office with the required skills and knowledge.

*With financial contribution from:
European Union, un-earmarked
Coherence Fund and soft-earmarked
Coherence Fund (Sweden)*

1 in 4

23 % of the Albanians, men and women, have witnessed incidences of family voting



Source: Public Perception of women's Participation in elections in Albania. A Survey, by Albanian Centre for Economic Research and Albanian Social Economic Think Tank with the support of the United Nations Development Fund for Women, 2008.



In 2012, the Government adopted the legal framework on property registration to make it possible for women to register their properties and enjoy their property rights, equally with men

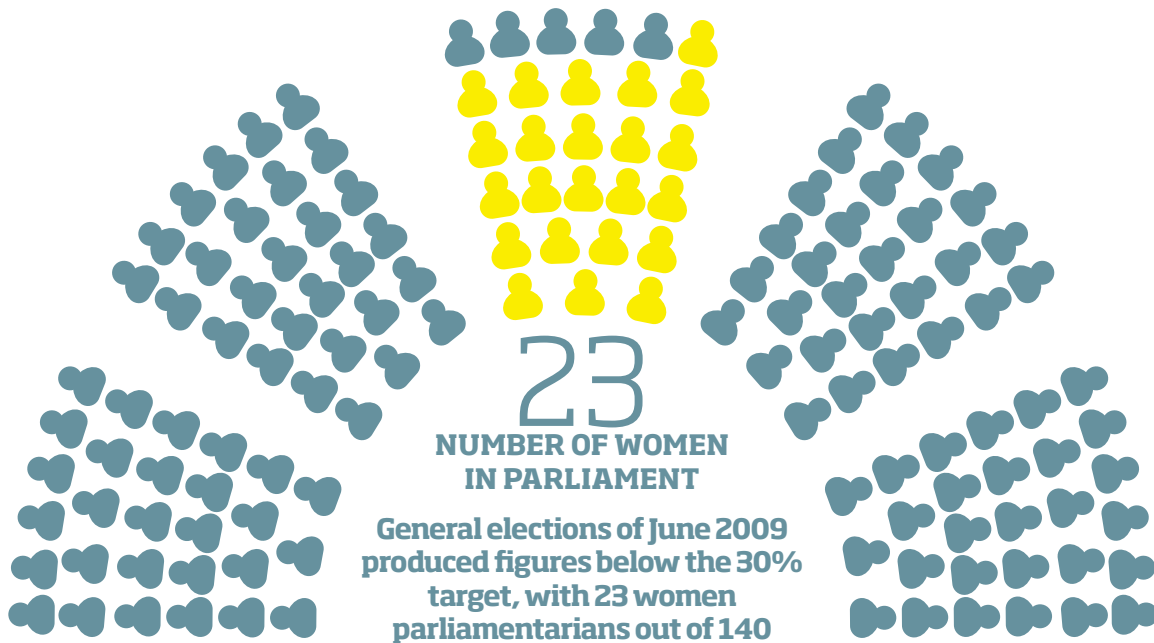
OUTCOME 1.2 Public Administration

The Department of Strategy and Donor Coordination and all line ministries completed an analysis of the National Strategy for Development and Integration for 2007-2013, reflecting on the achievements and challenges for each sector. Subsequent to the approval of the Prime Minister's Order in February 2012, the Government of Albania commenced the drafting of this National Strategy for Development and Integration for 2013-2020. The Department also approved the strategic objectives and financial framework for this new strategy. Relevant indicators that can measure progress in each sector on an annual basis are of pivotal importance and require sound preliminary data collection, data analysis and data dissemination. With that in mind, the UN supported the development of specific skills and knowledge of stakeholders engaged in data management under various technical areas, including environment and social inclusion.

The decision of the Council of Ministers, No. 465, dated 18 July 2012 on gender mainstreaming in the medium-term budgetary programme opens up opportunities for planning and budgeting of gender equality commitments in key sectors such as agriculture. The work mainstreaming gender equality reaches many sectors. An illustrative example of progress made is the gen-

eration and dissemination of knowledge on women's property rights in order to influence Government's policies in this area. After marriage, it is rather rare for Albanian women to have access to land, since land belonging to a couple is registered in the name of the household head, which is usually the husband. In 2012, the Government adopted the legal framework on property registration to make it possible for women to register their properties and enjoy their property rights, equally with men. In the coming years, the UN will work with the Immovable Property Registration Office and Association of Notaries to follow up on the implementation on these new amendments.

Public administration reform remains a key priority for Albania. Testimony to this are the milestones achieved in 2012 including the creation of the Administrative Court, the adoption of the Organization and Functioning of Public Administration Law and the approval by the Government of the new law on Civil Service. The UN assistance is directed to enhance professionalism, transparency and accountability in this sector. An example of such support is the UN assistance to the 'Brain Gain Initiative' that provides an enabling environment to Albanian returnees to contribute in the most important development sectors. The new Decree adopted in February 2012 and the agreement for government cost-



Source: Parliament of Albania, www.parlament.al & Public Perception of women's Participation in elections in Albania. A Survey, by Albanian Centre for Economic Research and Albanian Social Economic Think Tank with the support of the United Nations Development Fund for Women, 2008.

sharing in this area consolidate the sustainability of the initiative.

*With financial contribution from:
 Spain, Albanian Government cost-sharing, un-earmarked
 Coherence Fund and soft-earmarked Coherence Fund (Sweden)*

OUTCOME 1.3 Juvenile Justice, Migration and Fight against Crime

Political commitment and stronger inter-institutional coordination facilitated programmatic work, the mobilization of requisite resources, and finally the realization of a number of concrete achievements in the area of anti-crime and corruption in line with the ongoing institutional reform process.

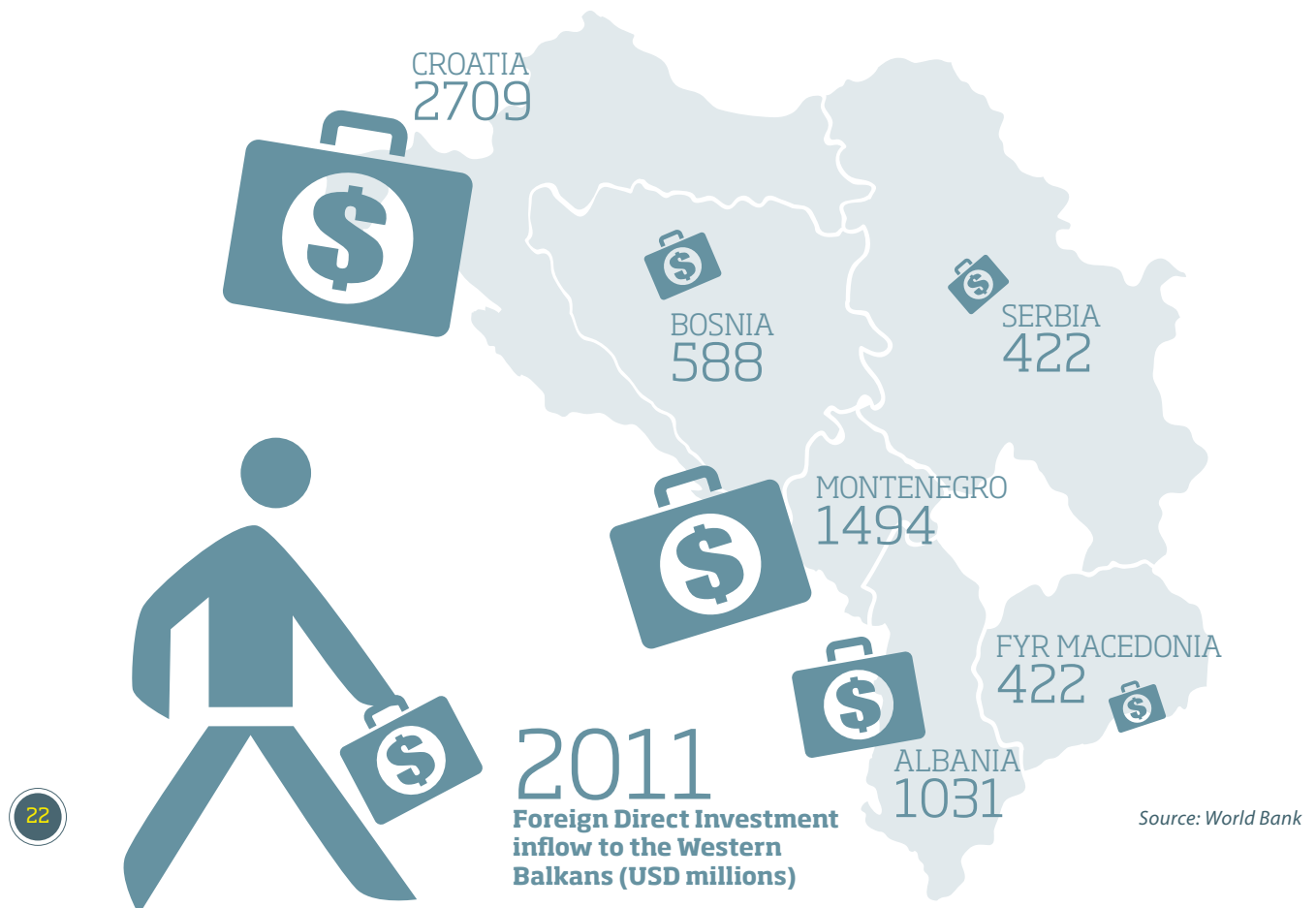
Reform in the Juvenile Justice sector advances with the expansion of probation services in four additional districts. The services include the adequate implementation of integrated measures such as mediation services for juveniles. The aim is to continue increasing the referral of juvenile offenders to detention alternatives beyond the current 40 percent of the total annual caseload that involves young people. The Code of Criminal Procedure is also under revision in order to provide for more 'friendly procedures' for juveniles in conflict with the law, victims and witnesses of crime. However, specific legal provisions on the referral to social services of children under the age of criminal responsibility and on juvenile witnesses and victims of crime are outstanding, along with the adoption of the Juvenile Justice Strategy and Ac-

tion Plan. Financial sustainability of suggested measures need to be considered, as part of the regular public budgeting process. This will aid overcoming the excessive reliance on donor funding.

The multi-sectoral approach to respond to organized crime resulted in the extension of the national referral mechanism for victims and potential victims of human trafficking. New public and civil society entities are established to complement work in this area. In addition, the capacity of relevant actors to support the implementation of Standard Operating Procedures for the Identification and Referral of Victims of Trafficking continues to be strength-

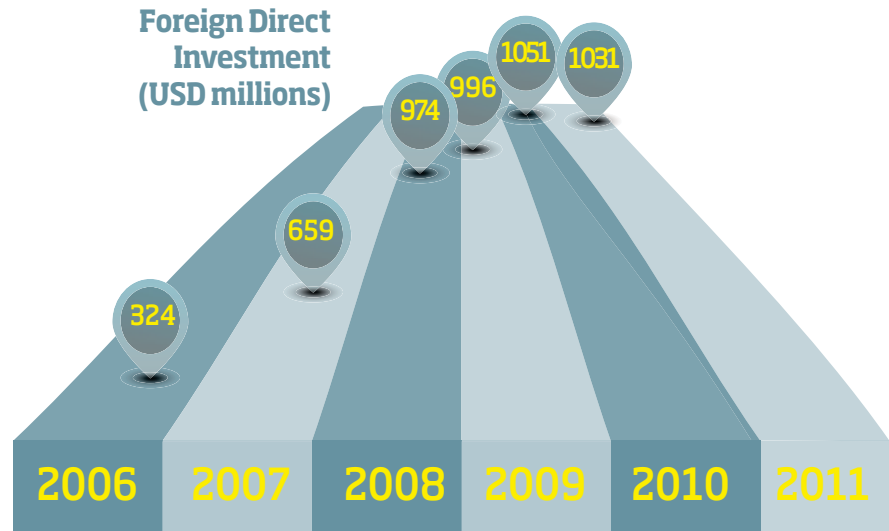
ened. Progress in the area of anti-corruption legislation was achieved with the adoption of the law removing high level officials' immunity from prosecution, which resulted in an increase of public officials being prosecuted for corruption.

As a result of recent changes in policy and legislation in the area of migration and asylum, Albania increased its assistance to refugees from other countries in need of resettlement. It also achieved good progress on the reform of the Law on Integration of Refugees. Despite Border Police efforts to curb illegal migration, this phenomenon persists and needs further attention to limit the number of irregular migrants, including the asylum seekers who enter



Albania. Preparations for formulation of new migration management policy provisions are ongoing. In this context, employability measures in disadvantaged regions and the effective implementation of territorial employment pacts for youth are part of the efforts to discourage youth migration. Under this outcome initiatives to strengthen the capacity of migration counters in the country are ongoing, in order for these counters to provide services to Albanian returning migrants.

*With financial contribution from:
USAID and un-earmarked Coherence Fund*



Source: UNCTAD World Investment Report 2012

OUTCOME 2.1 Economic Governance

UN work in the area of economic governance supports a broad range of actors including central government institutions, regulatory entities and the private sector. The work stretches from the promotion of Foreign Direct Investment to Corporate Social Responsibilities and involves capacity development, knowledge generation and sharing as well as technical assistance.

With a view to attract more foreign direct investment, increase general competitiveness, and improve the business climate in Albania, the Ministry of Economy, Trade and Energy pursued a series of important initiatives in 2012, also including several policy reforms. One

example is the Central European Free Trade Agreement Week that the Ministry of Economy, Trade and Energy hosted in November 2012 as Albania held the chairmanship of the organization. The event focused on priorities such as trade facilitation, customs cooperation and regional competitiveness and investment. As part of its core mandate, the Albanian Investment and Development Agency promotes Albania as an investment destination country. In this light, the agency organized the third International Conference on Foreign Investment. Moreover, it is also running a Business Plan Competition to support entrepreneurs in starting their business.

The Ministry of Economy, Trade and Energy leads the reform of inspection bodies and in

this context established the General Inspectorate to serve as a market watchdog and as an overall coordination body to all sectoral inspectorates.

In addition, the European Union Progress Report of 2012 acknowledges the increasing role of Albania's Competition Authority in the field of competition policy and the progress achieved in the alignment with the European Union *acquis communautaire*. As the current legal framework on competition is under review, work progresses to install an E-regulations database, which serves as a platform for online dissemination of comprehensive information on investment rules, regulations, and administrative procedures.

Data availability and reliability is critical in the area of foreign direct investment. This is why UN support concentrates on the analysis of data to extract economic policy trends and assess reforms' impact. In this context, the 2012 World Investment Report documents Albania's increased skills and knowledge base for attracting investments, while the Albania report on foreign direct investment provides the most recent data on the development and impact of foreign direct investment in Albania to foreign investors, potential investors and sectoral experts. In addition, three studies on consumer protection in the electricity and water sectors were completed using the Citizen Scorecard Methodology. Following the finalization of the study on Na-

tional Corporate Social Responsibility indicators, the multi-stakeholder forum on corporate social responsibility is convened under the leadership of the Ministry of Economy, Trade and Energy. Public awareness, journalist training and capacity development initiatives accompanied the analytical work to promote Foreign Direct Investment, consumer protection and a greater engagement of the private sector in corporate social responsibility.

*With financial contribution from:
Spain and un-earmarked Coherence Fund*

OUTCOME 2.2 Environment and climate change

An Inter-ministerial Committee on environment is established to enhance inter-ministerial and inter-institutional cooperation for the achievement of two key objectives in the environmental field. The first objective concentrates on managing sustainable development and the second, related to Albania's overall goal of accessing the European Union, is to have the national environmental laws and policies aligned with European Union standards. Aligning Albania's national laws with European Union legislation is progressing, especially in the area of horizontal legislation. Horizontal



Fishermen in
Drini-Mati River
Deltas near Lezha

legislation, procedural in nature, is concerned with environmental legislation on various matters that cut across different environmental subject areas, as opposed to regulations which apply to a specific sector (e.g. water).

With regard to the first objective of managing sustainable development, the work on the promotion of renewable energies in the country is progressing too. New and renewable sources of energy include solar, wind, and hydroelectric power. These sources do not only produce minimal carbon emissions once the generating

systems are in place, but they also help reduce poverty through improved energy access in underserved areas¹⁴. Energy from renewable sources currently accounts for five percent of global energy supply. In Albania, the Ministry of Economy, Trade and Energy now uses a renewable energy action plan that is in line with European Union directives and compliant with Albania's obligations as a party to the Energy Community Treaty.

14. UN DESA <http://www.un.org/en/development/desa/climate-change/renewable-energy.shtml>



85 percent of households in rural areas are relying on wood as their main energy source against only 36.3 percent of urban households

(Source: Census Population and Housing, 2011, INSTAT, Tirana, Albania)

Climate change adaptation measures are being implemented in one pilot coastal area to build resilience and contribute to the sustainable development of the area. Furthermore, the enabling technical infrastructure necessary to ensure compliance with Article 35 of the Euratom Treaty is progressing well. Targeted capacity development initiatives allowed Albania to mark a step forward towards the drafting of a technical document on “energy demand and supply, with emphasis on low greenhouse gas energy resources” for possible, future inclusion in the National Energy Strategy.

The implementation of the “National Plan of Unexploded Ordinance and Explosive Remnants of War Hotspots Clearance in Albania” according to international humanitarian standards continues through the provision of quality assurance and proper certification of the cleared areas. Approximately 153,000 square meters of cleared and certified land were handed over to the respective communities. The clean-up activities are accompanied by risk education of the inhabitants living close to the contaminated areas and awareness raising activities. An estimated number of 24,500 inhabitants are informed on Unexploded Ordinance threat; the awareness campaign targeting men, women, boys and girls equally.

In terms of protecting World Heritage Sites, forty specialists, national stakeholders and risk related experts and community members were trained on risk preparedness. In this context,

the Study on Geomorphologic hazard facilitates an upgrade of the national and local capacities in risk management and their effective coordination.

With financial contribution from: Italy, Global Environment Facility, Government cost-sharing and un-earmarked Coherence Fund

OUTCOME 3.1 Regional and Rural Development

Despite the fact that the national poverty level has declined, disparities between regions, municipalities and communes remain. The recent Census¹⁵ includes a couple of descriptive indicators in this regard, for instance on the disparities noted between rural and urban population when it comes to access to piped water. The urban population is for 90.9 percent connected while only 59 percent of the dwellings in the rural areas are connected. With regard to the availability of toilets with flush water, the figure is 96.2 percent for urban dwellings and 71 percent for rural dwellings. Moreover, most households (85 percent) in rural areas are relying on wood as their main energy source against only 36.3 percent of urban households. Against this background, complex dossiers related to decentralization, land use and protection of cultural and natural heritage prompt new policies

15. Census Population and Housing, 2011, INSTAT, Tirana, Albania



Farmer with horse in Kukes

and legislation (e.g. acts on land administration and protection) as well as an appropriate institutional framework that can implement these in a timely and effective manner. Regional Development policies will have a special focus in the new National Strategy for Development and Integration (2013-2020) that is currently being prepared under the leadership of the Department of Strategy and Donor Coordination. The National Strategy for Development and Integration (2013-2020) chapter on Regional Development will introduce policy objectives and measures to ensure a balanced development between regions of the country. This is critical to increase the cohesion of the country's development in relation to other EU

countries, through the consolidation of an effective system of regional planning and development, as well as the strengthening of the Regional Development Fund.

Progress was made with the preparation of four regional development strategies, (Elbasan, Berat, Diber, Kukes) each one accompanied by a set of project pipelines. The preparations of these strategic guides for the regions also included capacity development initiatives to further strategic planning, implementation and monitoring of progress. In addition, capacity building also targets the central level agencies in order to prepare them for managing the European Union Instrument for Pre-Accession III management.

The general policy framework in the area of rural development is being finalized with the preparation of the Rural Development and Agricultural cross-cutting Strategy 2013-2020 which is currently under consultation phase. The Agricultural Census is not finalized and cannot yet inform the on-going policy debates.

In 2012, the European Union Progress Report concluded that the progress in the area of agriculture and rural development was indeed uneven, in particular with regard to setting up rural development institutions¹⁶. In this context, further steps in this area should build on the achievements and progress made, such as the capacity developed at the Paying Agency for fulfilling the role of Managing Authority of the Instrument for Pre-Accession Assistance in Rural Development. The European Union Progress Report further concluded that the progress in the area of agriculture and rural development was indeed uneven, in particular with regard to setting up rural development institutions, which progresses slowly.

In the sector of agriculture, livestock, fisheries and food security in Albania the UN has conducted a series of pilot projects to enhance capacities of national officers and extension workers and to technically advise the Albanian Institution on specific policy choices including those related to livestock, agriculture, fisheries, rural development. Moreover, several pilot initiatives are launched to introduce good

practices and facilitate technology transfers to extension workers, farmers' associations and research institutes, for instance in Saranda and Delvina's southern districts.

In the area of culture heritage, examples of pilot capacity development initiatives include the work on introducing new restoration and preservation techniques and the work on the National History Museum. The quality of visitor experience and access to information is improved, assisting the country to link the national heritage and culture to sustainable development of tourism in the country. For instance, the establishment of the ethnographic pavilion at the National History Museum is nearing its completion. Uniquely, the National History Museum currently diversifies its project and activity financing with the engagement of the private sector, thereby setting an example for other museums in the country.

Inter-institutional collaboration and coordination need to be further strengthened during the coming years. Future challenges relates to infrastructure upgrade, non-capital investment and empowerment of local stakeholders. Within the context of European Union accession, future efforts will focus on institutional collaboration and capacities in areas including decentralization, rural development and agriculture, and cultural heritage.

*With financial contribution from:
European Union, Switzerland, Italy,
Fonds Français pour l'Environnement Mondial,
Organization of the Petroleum Exporting Countries Fund
for Internalization Development, Albanian Government
cost-sharing and un-earmarked Coherence Fund*

16. European Union Progress Report 2012, Chapter 4.11, page 40.

OUTCOME 3.2 Decentralization and Local Governance

The decentralisation reform marked progress with gradual completion of the legal framework, increasing financial autonomy of local government, and strengthening of the first level of government. The establishment and functioning of one-stop-shop offices in major cities and communes improved service efficiency. Moreover, the Decentralisation Strategy, which is in the final stage of preparation, lays down the policy framework and articulates the future reforms that will be undertaken in this field.

Although the fiscal autonomy of local governments is strengthened by a revenue structure that benefits for 70 percent from state budget funding (compared to 50 percent in 2007), local government units' tax collection capacities remain weak. Relevant legislation continues to require further adjustment to ensure sustainable and predictable financial resources. Moreover, local government units provide services in the absence of monitoring standards and performance indicators, which significantly impairs their accountability.

These challenges are compounded by low programming and implementation capacities at the local level, particularly among the high number of small local government units. The need to re-assess the decentralization process performance and take action particularly with regard to fiscal decentralization constitutes a

future challenge and more efforts and political commitment is required in the context of territorial and administrative reforms.

In order to contribute to the reform process, development partners have re-emphasized the importance of decentralization reform. A range of events and debates on regional and local development, strategic planning, local level democracy, fiscal decentralization, and capacity building for local governance were organized with their support. At the same time, national government counterparts expressed willingness to further engage in discussions on decentralization.

Aiming to explore potential for innovation in decentralization, UN efforts increasingly focus on strengthening capacities for strategic planning at the local and regional level, such as for instance the local innovation campaigns in Vlora and Shkodra regions.

Regional and local counterparts play a major role in the process, taking full ownership in spite of the persistent difficulties in resourcing administrative responsibilities. In this regard, while a number of donor programmes attempt to improve the efficiency of existing local governance arrangements, a national review of the sector is required to strengthen both the supply and the demand sides of decentralization and at the same time engage the social potential at the local level.

*With financial contribution from:
Italy and un-earmarked Coherence Fund*



Celebrations to mark International Roma Week in Tirana

OUTCOME 4.1 Social Inclusion

Important achievements to enhance quality of life for disadvantaged individuals and groups in Albania have been realized. The Government and relevant line ministries are engaged in a series of reforms to protect the rights of the most disadvantaged, most notably, persons with disabilities, Roma and Egyptian communities as well as victims of gender-based violence. In 2012, consultations with the national line ministries and other key stakeholders brought about a general consensus that the unfolding national reform of social care services system needs to increase responsibilities for municipi-

palities and communes. New fiscal arrangements will be of pivotal importance in enabling local governments to effectively perform the function of organizing the provision of social protection and care services to the population in need. Sub-contracting non-governmental organizations for this work as part of the government service procurement routine is meant to be applied widely in the future. The central role of interface with individuals and/or families in need of support is assigned to qualified social workers, and their overall functionality is currently being reviewed.

To inform new draft legislation on people with disabilities and elderly people, the UN together

with a series of national and local partners engaged in consultation processes throughout the country. The skills and knowledge of the Government of Albania to ensure the implementation of the rights of disadvantaged people increased tremendously through these rounds of interactive consultation. National and local stakeholders' attitudes towards persons with disabilities have changed more in part due to a number of awareness-raising activities, which have been conducted and have had strong impact. Rather than focusing exclusively on deficits, national partners and local stakeholders acknowledge that it is necessary to overcome environmental and societal barriers to ensure inclusion.

The implementation of the Roma Decade Action Plan for Roma Inclusion is progressing, with a database, managed by local focal points, in place in all regions. The database constitutes a monitoring tool for the implementation of the Roma Decade targets. It is complemented by the information gathered through a geo-mapping and detailed socio-economic screening of more than 100 known Roma settlements in Albania now publicly accessible online from the website of the Ministry of Labour, Social Affairs and Equal Opportunities. Specific interactions and training focused on empowering members of the Roma and Egyptian communities to speak up for themselves, articulate needs and also have skills and knowledge on how to access additional resources. This way, vulnerable groups are empowered to claim their rights. Another area of support relates to the

importance of birth registration, which in itself facilitates the provision of essential basic services to Roma children including access to early childhood development, regular health check-ups and home visits. The work also focuses on the capacities of the service providers to facilitate the registration of Roma children. In addition, the rights of vulnerable children are protected by a series of oversight mechanisms including the care assistance based on household level assessments, services by the child protection units and social protection mechanisms that target victims of trafficking.

Survivors of gender-based violence receive quality services through community coordinated response system operative at regional level. As a result of legal reforms, State Social Services respond to the needs of vulnerable groups and women and girls. The studies and data produced in the past year aid the government institutions and civil society to inform policy debates and interventions focusing on groups that are most at risk. The comprehensive integrated draft strategy for Social Inclusion and Social Protection, which is expected to guide the work of Government of Albania for the period 2013-2020, places strong emphasis on the promotion of the rights of disadvantaged individuals and groups.

*With financial contribution from:
European Union, Spain, United States Agency for International
Development, Austria, Switzerland, Sweden, United Nations
Trust Fund for Human Security, United Nations Department for
Economic and Social Affairs, un-earmarked Coherence Fund
and soft-earmarked Coherence Fund (Sweden)*



Education on environmental protection in Berat

OUTCOME 4.2 Education

In support of this outcome, UN agencies worked closely together with the Ministry of Education and Science. Due to funding limitations, the engagement of the UN with this sector remains modest. Notwithstanding the above, the advocacy work around the draft Pre-University Law has been successful when considering the inclusion of “child-friendly” principles in the new framework law, highlighting the importance of preschool education and emphasizing the

role of democratic participatory governance in schools with students and parents able to influence decisions of school administrations. The evaluation of student governments piloted in selected schools in previous years and the inspiring experience of school debate clubs are both expected to encourage the Ministry of Education and Science in scaling up these models, to make the voice of children better heard by the school management.

To support policy decisions with documented evidence, the National Inspectorate for

Pre-university Education assessed a number of national initiatives such as the “second chance” education programme, free textbooks policy and the experience of supplementary tutoring for under-performing students that addresses the phenomena of school dropout including, “hidden” dropout¹⁷ in 2004-2012.

This analysis provides a basis to initiate the development of integrated intervention packages around target schools by bringing together education, health, social protection and police officials, as well as local non-governmental organizations, working hand-in-hand to make sure that all children of the school age, boys and girls (including from the vulnerable and marginalized groups), are registered and attend school, being offered additional tutoring, if necessary. International expertise has also been mobilized to review Albania’s system of collecting data on out-of-school children and assist the Ministry of Education and Sciences in refining their statistics of school enrolment.

Violence at schools is among the main concerns voiced out by children. With that in mind, an ambitious nation-wide anti-violence program continues to address this challenge, using various behavioural change techniques and accompanied by close monitoring of its

17. ‘Hidden dropout’ refers to the widespread but largely hidden phenomenon, whereby teachers engage in whole-class teaching, and consequently focusing solely on achieving students and ignoring the rest of the class

impact. Finally, the UN works with the Ministry of Education and Science to enrich the school curricula with more material on life skills – namely, sexual and reproductive health topics will be taught in grades 5-9 (the course content is currently under development), while plans related to cultural diversity are on hold due to financial constraints.

*With financial contribution from:
un-earmarked Coherence Fund*

OUTCOME 4.3 Health

The Ministry of Health is preparing itself to fulfil the strategic priorities outlined in the “Health System Strategy 2007-2013”. The UN supports the Ministry for instance with the enhancement of the quality of health insurance benefits and of standardized care across the health systems. In this context, the perinatal and paediatric clinical guidelines and protocols, the revised child health book for children aged 0-5 years and the adoption of the Assessment tool for the quality of perinatal hospital care, are examples of UN support. In addition, enhanced skills and knowledge concerning the costing of health services contribute to stronger purchasing power of the Health Insurance Institute. Primary health care providers in Kukes region,



According to the World Bank, more than 22 percent of the country’s youth between the ages of 15 and 29 is unemployed

“Reducing malnutrition in Albania, as part of our larger aim to work towards ‘healthy people’ in a ‘healthy country’, greatly benefited from the productive partnerships between UN agencies and local stakeholders, both governmental and non-governmental”

Mr. Gazmend Bejtja, Director, Ministry of Health

Shkodra region and the peri-urban areas of Tirana upgraded their skills and use these to conduct growth monitoring and the promotion of growth monitoring, as well as for the counselling on breastfeeding, complementary feeding and nutrition during pregnancy. Sexual and reproductive health services are provided to young people by youth friendly services. Using a multi-sectoral approach to address nutrition issues, capacity development initiatives to improve public health nutrition services targeted the health, agriculture, education and social protection sectors.

Campaigns conducted for behavioural change sought to improve infant and young child feeding, to correct HIV/AIDS related informa-

tion for young women and men (15-50 years old) including increased utilization of voluntary confidential counselling and testing services, and to improve child development practices. To reach the most vulnerable groups, UN support also focused on increasing access to health services. Since this year, early child development and health services are provided to Roma children.

Sustainable service provision by public health facilities is aided by a needs assessment of breast and cervical cancer prevention as well as a national cancer control programme and a national contraceptive security strategy 2012-2016. The Ministry of Health, through a series of capacity development initiatives in the area of public procurement, logistics and management of commodities, including anti-retroviral drugs and contraceptives, is better able to plan and manage public health services. In addition, the technical infrastructure of the “Mother Teresa” University Hospital Centre of Tirana in the field of radiation safety in nuclear medicine, radiation therapy and radiology is upgraded through expert guidance, training and procurement of radiation protection equipment.

*With financial contribution from:
Spain, Albanian Government cost-sharing
and un-earmarked Coherence Fund*

OUTCOME 4.4 Labour

As one of the ways to effectively respond to the formal and informal unemployment in Albania, the UN prioritizes the creation of a strong partnership between the state and non-state local level actors. This partnership is articulated in the Territorial Employment Pact. The pact defines the roles and responsibilities of around tens of national and local partners involved in efforts to formalize the labour market in the region. This innovative institutional practice is based on “negotiated planning” and leads to the creation of new jobs. The first territorial employment pact in Albania was agreed upon in Kukes Region in 2010. Being a successful product, the pact will be replicated soon in other regions of the country. In 2012, Youth Employment Services were created to provide career counselling, labour market orientation and employment services to youth in Kukes, Shkodra, Fier, Durres and Elbasan. New centres will open soon in Tirana, Vlora and Gjirokastra.

The UN offered significant assistance to the re-orientation of the National Employment Service administration. This reorientation aimed for the administration to become more of a service provider than a benefits distribution office. The National Employment service administration is currently implementing seven Active Labour Market Measures. These measures include a combination of on-the-job training, vocational training and wage subsidies target-

ing groups that risk labour market exclusion, especially women, young people, vulnerable groups, ethnic minorities and other job seekers with low education. In order to support policy development in this area, a gender analysis of active labour market measures is finalized in four regions of Albania to assess women and young girls’ constraints to access the labour market.

To analyse and plan the most appropriate interventions regarding women’s economic empowerment in Albania, several initiatives are undertaken. Complementing assessments and related analysis, pilot initiatives to promote women’s cooperatives and businesses involved 150 women entrepreneurs in four regions of Albania. The initiatives focused on access to markets and enhancing professional networks, including mentoring support and partnership development. Furthermore, a formal network of women entrepreneurs, the Female Entrepreneurs Network, was established in Korca region. The UN also works closely with the Albanian Investment and Development Agency to promote the Creative Economy Fund that supports women entrepreneurs, especially young women.

Moreover, critical policy dialogues target women’s economic empowerment with local and central government institutions, including the Ministry of Economy, Trade and Energy and the Ministry of Labour, Social Affairs and Equal Opportunities. An explicit commitment to further



A very small number of Roma (0.3 percent) and Egyptians (4.8 percent) receive unemployment benefits, which mirrors their precarious status in the labour market

Source: A Needs Assessment study on Roma and Egyptian Communities, UNDP 2012

support small and medium women entrepreneurs is also articulated in the draft Strategy on Business and Investment 2013-2020 prepared by the Ministry of Economy, Trade and Energy. This strategy foresees concrete measures to support women entrepreneurs in the areas of start-ups and business growth, whereas the related action plan has a specific item dedicated to the development of an intervention plan for women entrepreneurs.

To promote a culture of social dialogue in the country, the National Labour Council plays an important role giving voice to the workers' and employers' organizations. In 2012, this institution reviewed and approved the important revisions of the Labour Code that now articulates the involvement of the workers' and employers' organizations in policy and decision making.

*With financial contribution from:
European Union, Austria, Italy and soft-
earmarked Coherence Fund (Sweden)*

The background is a solid light blue color. Several thin, bright yellow curved lines sweep across the upper portion of the page, starting from the left edge and curving towards the right. The lines vary in length and curvature, creating a dynamic, abstract pattern.

03.

Programme management information



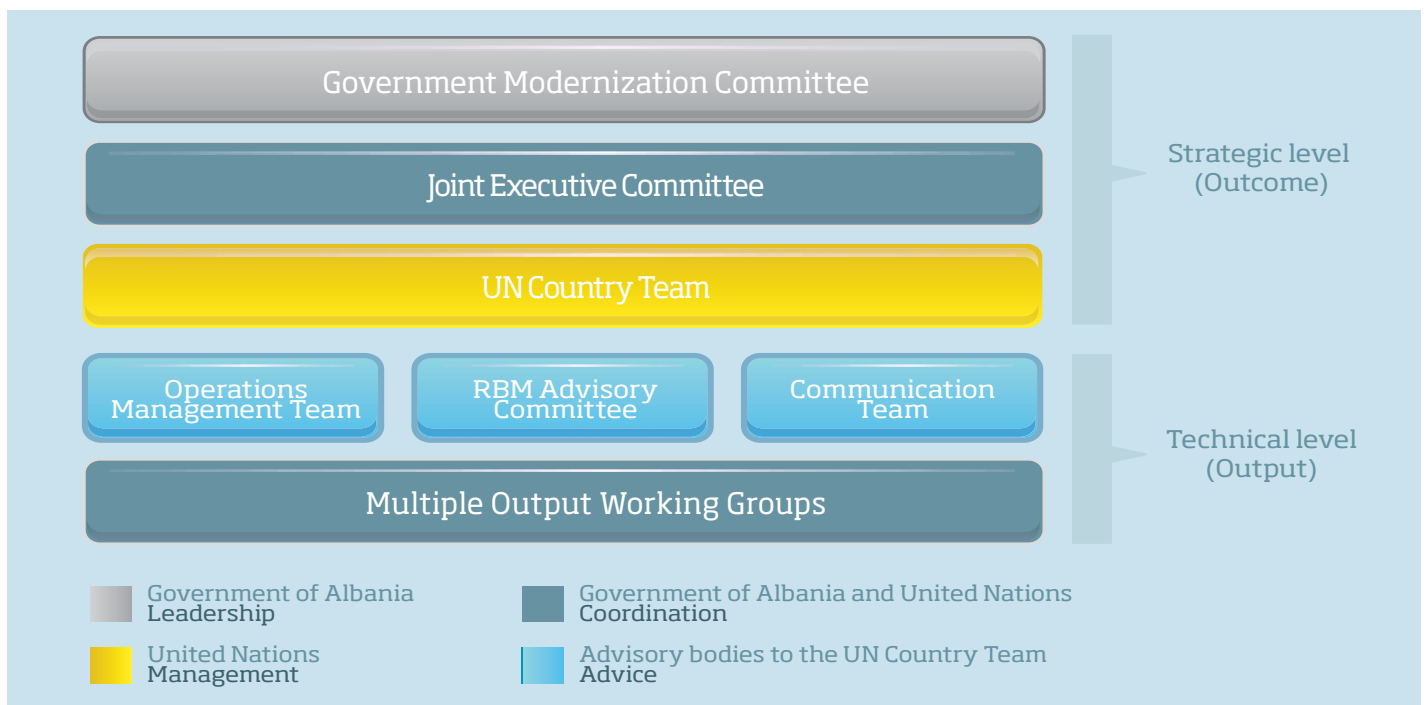
Integrated management arrangements are broadly defined in the Programme of Cooperation. These arrangements were first operationalized in 2012. More detailed terms of reference were developed for each of the groups and teams commenced their roles and responsibilities following broadly the structure below.

Each output is operationalized by annual work plans. Output working groups are comprised of all stakeholders and chaired by a representative from the relevant national Implementing Partner and a representative from the UN. In particular, output working groups produced, implemented and monitored the joint annual work plans, while also supporting resource mobilization efforts as appropriate.

In total 38 annual work plans were implemented last year with one output not having sufficient resources to commence work in 2012. In some instances, output working groups merged to cover multiple outputs as intended by the Programme of Cooperation. All in all, there were just over 30 output working groups active.

The Joint Executive Committee chaired by the Director of the Department of Strategy and Donor Coordination and the UN Resident Coordinator met three times in 2012: for the Coherence Fund Allocation Round, the Mid-Year Review and the Programme Review.

The overall purpose of the UN Coherence Fund

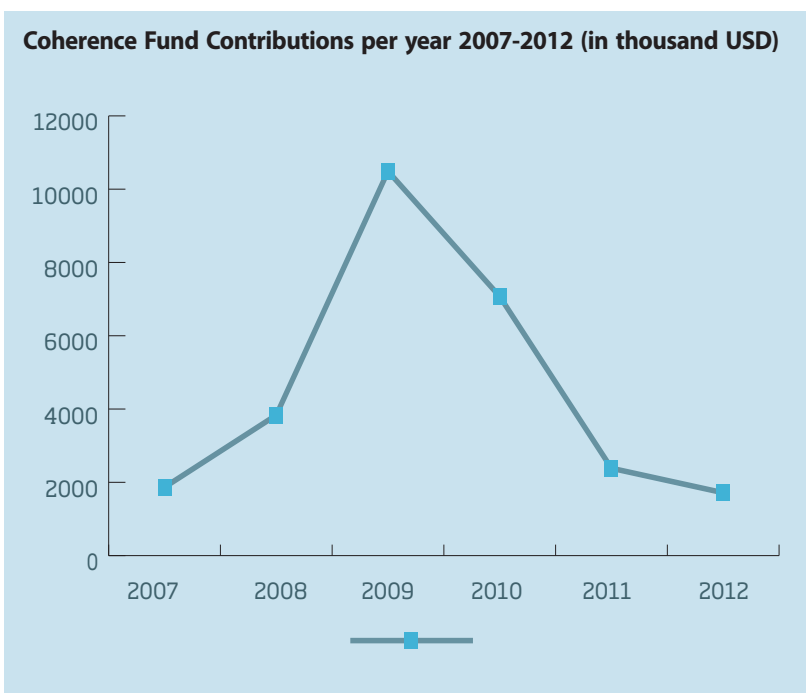
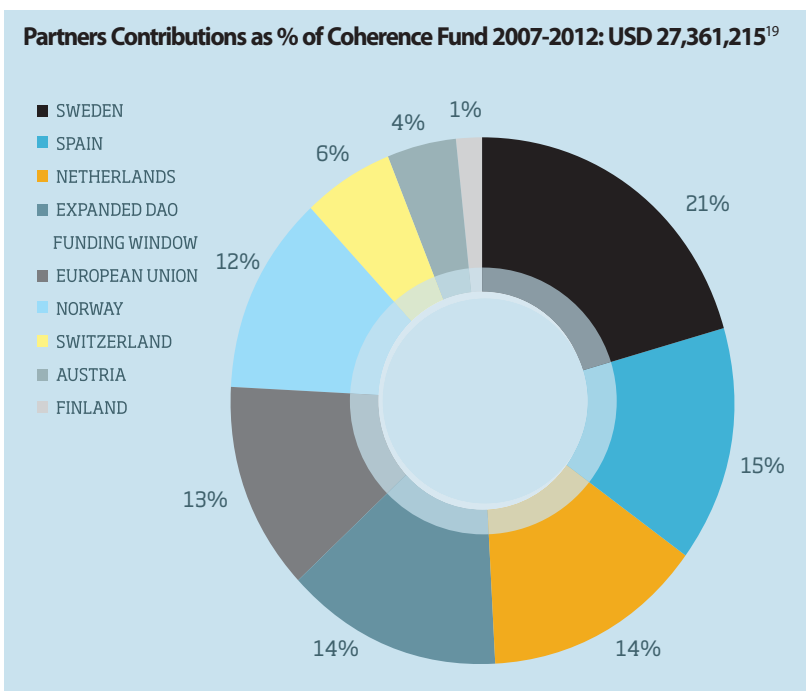


is to support the achievement of the outcomes articulated in the Programme of Cooperation. Deliverables in support of agreed longer-term results described in the Programme of Cooperation, including the respective budgets and implementing partners, are set out in the annual work plans. Any allocation from the UN Coherence Fund to participating UN agencies is based on those.

This funding mechanism, established in 2007 as an integral part of the first Delivering as One programme cycle, is developed to facilitate the receipt of un-earmarked, multi-year financial commitments by development partners in order to increase predictability of funding for UN programmatic assistance as articulated in the Programme of Cooperation. In other words, the UN Coherence Fund allows development partners to pool resources in support of expected results. Development partners can also soft-earmark their contributions to specific outcomes. The Coherence Fund complements other funding sources such as the core or regular and multi-bilateral resources of individual agencies.

The UNDP Multi-Donor Trust Fund Office is the appointed administrative agent of the Albania UN Coherence Fund. The functions of the agent include receipt, administration and management of contributions from donors, disbursement of funds to the participating UN

18. For absolute figures please see Table 2 in the Administrative Agent Financial Report on UN Coherence Fund for 2012.



organisations in accordance with the approved annual work plans and programme documents, and compiling of consolidated narrative and financial reports on the use of the Fund. Some of these functions have been delegated to UNDP Albania.

The two programmatic reviews, for which the Joint Executive Committee convenes, each have their own purpose. The Mid-Year Review reflects on the progress made towards the *outputs*. By assessing financial information, status of indicators and main achievements the Joint Executive Committee engages in informed discussions on the challenges and agree on a series of recommendations and action points. The participants of this review are the members of the Joint Executive Committee as well as representatives from Government and UN at the 'technical level' of the various programmatic areas. In 2012, the Mid-Year Review was held in September and some conclusion highlighted were:

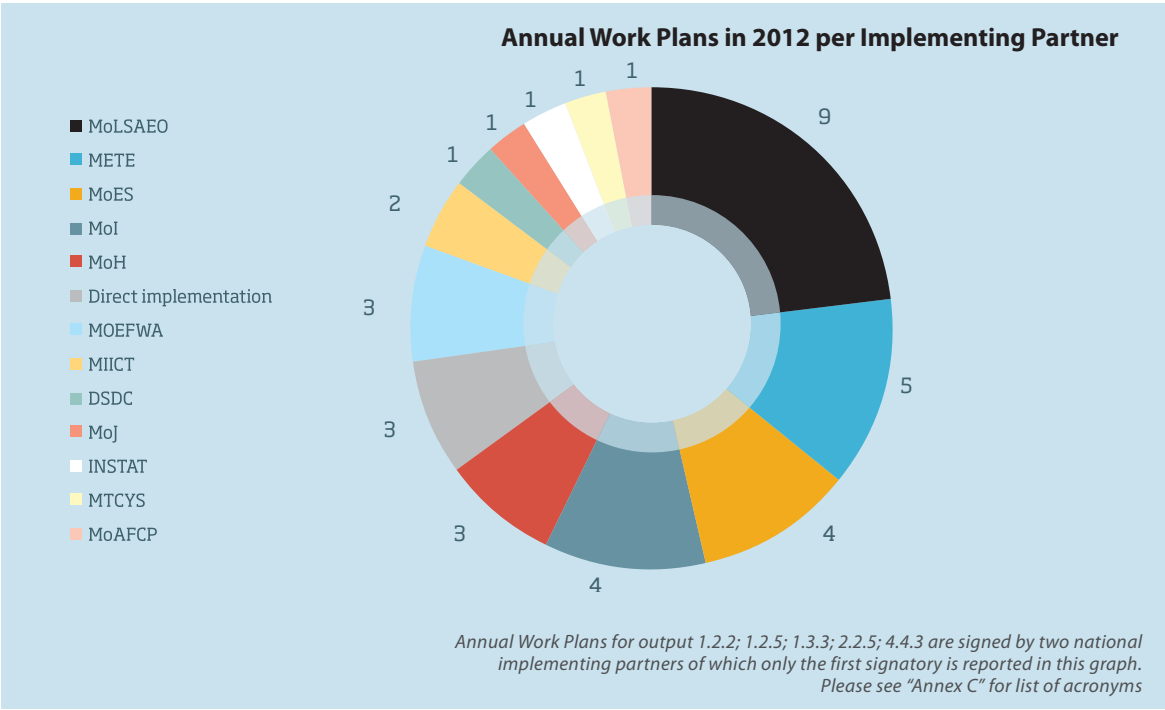
- Annual Work Plans represent a mutual commitment between the Government and the UN and implementation constitutes a joint responsibility for UN agencies and implementing partners.
- Realistic planning in Annual Work Plans is needed, as delivering results by implementing available resources is the key to attracting more resources;
- Management and revision of the 2012 Annual Work Plans is needed with regard to the unfunded budget and the related deliverables;
- Indicators show good progress, yet work is

needed to ensure that indicators are fully 'measurable'.

The Programme Review at the end of the year, instead, is designed to reflect on the progress made towards the *outcomes*. In preparation of this meeting the various outcome coordinators facilitate substantive debates among the various stakeholders attached to the output working groups for a specific outcome. These debates are structured and organized in such a way that the consensus can be reproduced in a 'briefing note' that is used to inform the high level participants of the Programme Review. The text is also used as an input to the Annual Progress Report.

The Review meeting itself reflects on the briefing note and identifies strategic directions at the outcome level. As such, the report of the programme review provides substantive inputs to programme development and formulation of the annual work plans for the following year. The participants of this review are the members of the Joint Executive Committee, as well as high level representatives from Government and UN at the 'political level' under the various programmatic areas.

This year the substantive discussions during the Programme Review meeting held in November stressed that national ownership and leadership remain the key success factors in the achievement of concrete and strategic development results. Participants emphasized the progress achieved in a number of areas such as health, education, environment, trade and small-medium enterprises, justice reform as



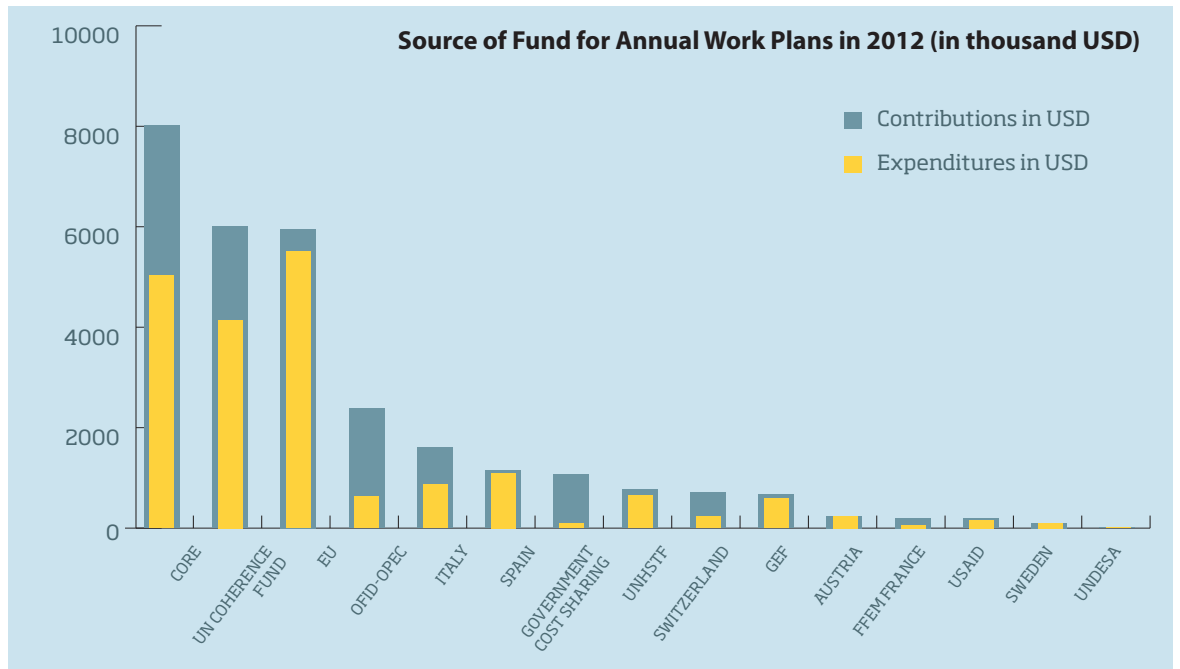
well as in gender mainstreaming. In addition, for several outcomes, Implementing Partners suggested new directions and deliverables for the upcoming annual work plans, including for instance the need to strengthen Government capacities for the formulation of the new strategy for social inclusion and to provide support in the area of free legal aid, particularly regarding vulnerable groups' access to such service. A full meeting report was produced and made available to all participants

The overall Programme of Cooperation is nationally executed and with the signing of the annual work plans the implementing partners take on the responsibility for the appropriate use

of available resources agreed upon in the annual work plan. Most implementing partners are line ministries, as shown in the graphic overview of 2012 annual work plans per implementing partner.

Other important management events include the annual retreat that the UN Country Team held in November 2012 to discuss some of the lessons learned from the first year of implementation. The retreat identified components that will need to be integrated into a preparatory trajectory leading up to the Mid Term Evaluation of the Programme of Cooperation in 2014.

In support of the Programme of Cooperation the UN Country Team organized training in



results-based management for Outcome Coordinators and Output Working Group members. While only selected UN staff participated in this training, there are plans for 2013 to extend the training to all members of integrated management arrangements, both from the Government of Albania and the United Nations. In line with the Programme of Cooperation commitment to ensure that gender equality issues are mainstreamed in all programme areas, training was also organized to learn more about the analysis of gender aspects of particular development challenges identified in several programme areas including economic development and agriculture.

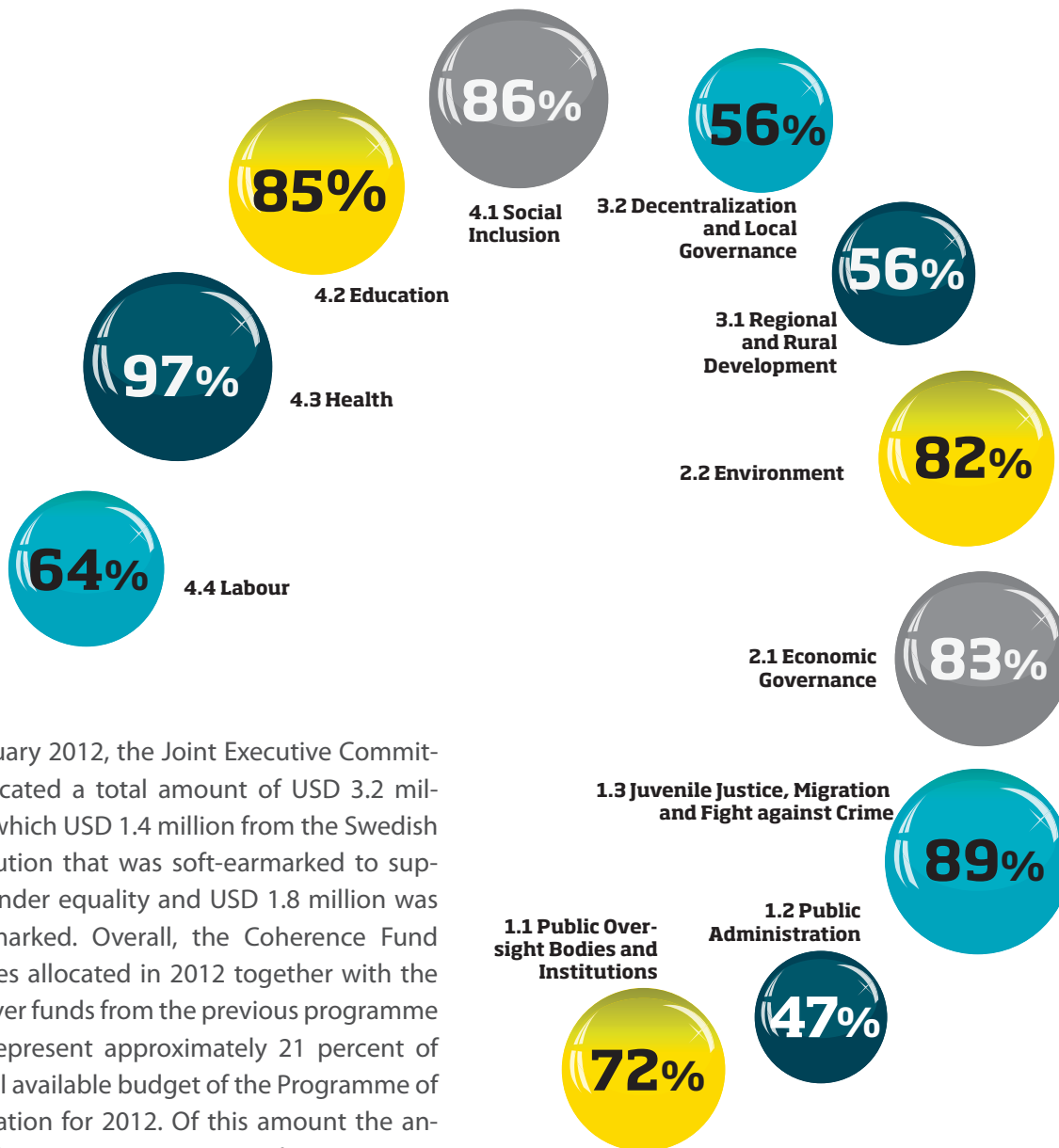
In terms of the financial overview, the total fi-

ancial value of the 2012 annual work plans is approximately USD 29 million, with an unfunded gap of approximately USD 7 million. Sources of funds for the annual work plans included core funds¹⁹, Government cost sharing, agency-specific agreements with development partners (bilateral and multilateral) and the Coherence Fund. An overview of these contributions to the annual work plans of 2012 and the subsequent expenditures over the course of the year are shown in the graph.²⁰

19. Core funds are resources coming directly from the core budgets of UN agencies, funds and programmes and can include agency-specific regional or thematic trust funds.

20. OFID – OPEC is the Organization of Petroleum Exporting Countries Fund for International Development, while the UNHSTF stands for UN Human Security Trust Fund, and the FFEM France is the Fonds Français pour l’Environnement Mondial.

2012 DELIVERY RATE IN % PER OUTCOME



In February 2012, the Joint Executive Committee allocated a total amount of USD 3.2 million of which USD 1.4 million from the Swedish contribution that was soft-earmarked to support gender equality and USD 1.8 million was un-earmarked. Overall, the Coherence Fund resources allocated in 2012 together with the carry-over funds from the previous programme cycle, represent approximately 21 percent of the total available budget of the Programme of Cooperation for 2012. Of this amount the annual delivery rate is approximately 69 percent.

The expenditures against the total available budget in 2012, including the financial contributions from all sources of funds, amount to approximately USD 19.4 million. With a total

available budget of USD 29 million in 2012, this amounts to an average delivery rate of 67 percent. There are variations between the various technical outcome areas and an overview of delivery rates per outcome is presented in the graph.

High level Inter-governmental Conference on Delivering as One in Tirana



On 27-29 June 2012, Government representatives from more than 40 programme countries, along with representatives from development partners, and UN met in Tirana for the V High Level Intergovernmental Conference on Delivering as One. The Tirana Conference marked an important milestone in the UN reform process to bring about a more coherent, efficient and effective United Nations development system.


Following the Independent Evaluation, the Conference provided an important opportunity to draw on the overall outcomes, achievements, challenges and lesson learned related to the Delivering as One approach, as the pilot phase came to completion. It also constituted a timely opportunity to provide recommen-

dations for the General Assembly's 2012 Quadrennial Comprehensive Policy Review of UN operational activities for development.

The Conference successfully approved an Outcome Document that stressed the critical need to strengthen, scale-up and sustain the collective efforts of the UN development system. The Outcome Document included in its recommendations the need for the adoption, through a process led by the UN Development Group, of Standard Operational Procedures to enable the effective functioning of the UN Country Teams in the countries that apply the Delivering as One approach.

Development partners also welcomed the Ti-

rana Conference, the Outcome Document and its recommendations as an important success, recognizing the leadership and determination of pilot and self-starter countries in taking UN reform and system wide coherence forward.



04.
Lessons learned
and future prospects



In this first year of implementation of the Programme of Cooperation several lessons were learned that are worth reflecting on. These have already led to a number of adjustments in the arrangements. Substantive interactions between all participants of the Programme of Cooperation, including during the various review meetings, allowed the identification of some specific observations and lessons.

Realistic planning

The programmatic reviews made it clear that unfunded deliverables in annual work plans should be presented separately in the document. This enhances clarity on the mutual commitments of the Implementing Partners and the participating UN agencies when signing the annual work plan. This would also aid focused resource mobilization initiatives by relevant stakeholders. Realistic planning in annual work plans is important, since delivering results by using available resources is key to attract more resources. In 2013, the annual work plan format isolates the unfunded deliverables in a separate annex.

Common approaches

At times, the output working groups that endeavor to achieve agreed common results encountered differences in the technical understanding of the development challenge itself, the nature of the response to be selected, and the general methodology or approach to be adopted. This indicates a need for more substantive interactions among and within certain output working groups in order to ensure that the ap-

proaches to certain development challenges are commonly agreed upon and adhered to.

Too many, too narrowly defined results

The results (outcomes and outputs) defined in the Programme of Cooperation are perceived as too many, especially when bearing mind the limited financial resources. There are too many output working groups and staff often had their work spread over multiple results, making it difficult to give adequate attention to each one of these. The narrow definition of results risks complicating assistance to be developed efficiently.

Partnerships around results

The results (outcomes and outputs) articulated in the Programme of Cooperation do not always drive unified implementation and monitoring. The focus of the result is sometimes diluted. In some instances these results host a variety of projects that work with existing commitments vis-à-vis beneficiaries, implementing partners and development partners.

Participatory reviews

Participation of political and technical representatives of implementing partners in the two programmatic reviews enables decision-making that will direct future actions. This type of interaction between implementing partners and participating agencies has proven to greatly support management for results.

Financial reporting

Financial reporting at the inter-agency level remains a challenge. This is due to the various

financial administrative systems used in different agencies, but for instance also because non-resident agencies often have their budgets managed at the regional level. The financial reporting (including Annex B of this report) will continue to be based on best estimates for this reason.

Aid coordination

Stronger, systematic communication and technical exchanges should be established between the Government of Albania and the UN in the framework of the output working groups and other existing (or planned) donor coordi-

nation mechanisms.

Looking ahead, the Government of Albania and the United Nations are on a preparatory trajectory leading up to the Mid Term Review of the Programme of Cooperation planned to be conducted in 2014. This preparatory trajectory aims to address some of the lessons learned, agree and implement adjustments where feasible and appropriate. Overall, this trajectory is meant to further enhance programmatic synergies (effectiveness) and simplify procedures for all stakeholders involved (efficiency). Elements of this trajectory are outlined in the graph below.

To do list

✓ **Position papers**

With a purpose to articulate the common position on specific national challenges relevant to its members, the UN Country Team will analyze a small number of specific subjects that represent development challenges in the Albanian context and agree upon and articulate a joint position of the UN that can also be used in advocacy initiatives.

✓ **Updating the results framework including the indicators**

To make the best use of available human and financial resources, in the context of serious resource constraints, the Government of Albania and UN will seek to identify possible mergers of outputs (and perhaps outcomes) in order to maximize programmatic synergies; strengthen the focus of the programme; and reduce the number of arrangements

that are attached to each of the results. The focus of such exercise will also have to consider the importance of having results attached to one 'owner' in the Government. Moreover, as results measurability represents a key concern, a thorough revision of the programme's monitoring and indicators' framework will have to be conducted, to allow all stakeholders to illustrate programme achievements and related dynamics with accurate statistical or qualitative evidence.

✓ **RBM training**

To ensure that the above update is conducted in a manner that is adherent to the overall principles of results-based management, training is planned to be provided to all members of the integrated management arrangements, including UN staff and implementing partners.



Annexes

ANNEX A.
ADMINISTRATIVE AGENT FINANCIAL
REPORT ON THE COHERENCE FUND FOR 2012

ANNEX B.
FINANCIAL OVERVIEW OF 2012 TOTAL BUDGET
INCLUDING ALL SOURCES OF FUNDING

ANNEX C.
NATIONAL IMPLEMENTING PARTNERS
AND PARTICIPATING UN AGENCIES

Annex A

Administrative agent financial report on the Coherence Fund for 2012

The Albania One UN Coherence Fund is administered by the UNDP Multi-Partner Trust Fund Office (MPTF Office) in New York, with certain functions delegated to UNDP at country-level. Established in 2006, the MPTF Office is the fund administrator for the UN system when UNDP is selected to administer donor funds intended for multi-agency operations established in the context of humanitarian, transition, reconstruction and development programmes.

The UN Agencies choose this pass-through mechanism to strengthen partnerships between donors, Governments and UN organizations. As per the Memorandum of Understanding concluded between Participating UN Organizations and the Administrative Agent (AA), as well as the Standard Administrative Arrangement concluded between contributors and the AA, the responsibilities of the AA include the receipt, administration and management of contributions, disbursement of such funds to Participating UN Organizations in accordance with the approved programmatic documents, and provisions of consolidated reports, based on the reports

submitted by Participating UN Organizations.

Transparency and Accountability

A major vehicle for ensuring the public transparency of operations under the Albania One UN Coherence Fund during the reporting period was the MPTF Office GATEWAY (<http://mptf.undp.org>).

Launched in 2010, the UNDP MPTF Office GATEWAY serves as a knowledge platform providing real-time data from the MPTF Office accounting system (Atlas) on financial information on contributions, programme budgets and transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. Each MPTF and JP administered by the MPTF Office has its own website on the GATEWAY with the extensive narrative and financial information on the MPTF/JP including its strategic framework, governance arrangements, eligibility and allocation criteria. Annual financial and narrative progress reports and quarterly/semi-annual updates on the results being

achieved are also available. In addition, each programme has a factsheet with programme-specific facts, figures and updates.

The MPTF Office GATEWAY provides easy access to more than 9,600 reports and documents on MPTFs/JPs and individual programmes, with tools and tables displaying related financial data. By enabling users in the field through easy access to upload progress reports and related documents, it also facilitates knowledge sharing and management among UN agencies. The MPTF Office GATEWAY is already being recognized as a 'standard setter' by peers and partners.

Financial Performance of the Albania One UN Coherence Fund

This Financial Performance section includes key financial data on the Albania One UN Coherence Fund. The financial data has been consolidated by the MPTF Office, the Administrative Agent of the Albania One UN Coherence Fund. Expenditure data is consolidated on the basis of reports submitted by Participating Organizations. Financial information is also available on the MPTF Office GATEWAY (<http://mptf.undp.org>).

The financial tables below were prepared by the UNDP Country Office in Albania with delegation of authority from the UNDP MPTF Of-

fice. The data sources of these tables are information available on MPTF Office GATEWAY and data provided by the Participating Organizations locally. The UNDP Country Office in Albania takes responsibility for the accuracy of financial data presented in these tables.

The present financial report covers the financial activities of the One UN Coherence Fund between 1 January and 31 December 2012. A total of USD 1,715,725 was received in 2012 from three contributors. A total of USD 6,009,958 was transferred to Participating Organizations in 2012, including the re-programmed refund of USD 2,770,918 from the Delivering as One first cycle, the Joint Executive Committee (JEC) allocation of USD 3,239,040, as further described below, of which USD 1,440,000 was soft-earmarked and 1,799,040 un-earmarked. The 2012 expenditure reported by Participating Organizations was USD 4,141,608. The JEC, co-chaired by the UN Resident Coordinator and the Director of the Department of Strategy and Donor Coordination within the Council of Ministers, allocated resources on 24 February 2012. Tables 3, 4, and 5 provide detailed information on delivery rates.

NOTE ON INFORMATION SOURCES:

Unless otherwise indicated, the data in this Annex is drawn from the most recent available statistics from United Nations Agencies in Albania.

1.1 Financial Overview

The table below provides a financial overview of the Albania One UN Coherence Fund as of 31 December 2012, highlighting the key figures as well as the balance available, both with the Administrative Agent (MPTF Office) and Participating Organizations.

Table 1: Sources, Uses, and Balance of Fund, as of December 2012

USD 000	2007 - 2011	2012	TOTAL
Source of Funds			
Gross Contributions	25,645	1,716	27,361
Fund Earned Interest Income and Investment Income	252	11	264
Participating Organization Earned Interest Income ¹	87	30	117
Total - Source of Funds	25,985	1,757	27,741
Use of Funds			
Transfers to Participating Organizations	22,259	6,010	28,269
Administrative Agent Fees	256	17	274
Refunds received from Participating Organizations	0	(2,771)	(2,771)
Bank Charges	0	0	1
Total - Use of Funds	22,516	3,256	25,772
Balance of Funds Available with Administrative Agent	3,469	(1,500)	1,969
Transfers to Participating Organizations	22,259	3,239	25,498
Expenditure by Participating Organizations	19,217	4,142	23,359
Balance of Funds with Participating Organizations	3,041	(903)²	2,139

Source: MPTF Office, UNDP

1. Interest Income received by Participating Organizations in 2012 was USD 28,635 from UNDP, USD 245 from UNESCO, and USD 901 from UNIDO.

2. The expended amount of USD 4,124 is higher than the JEC 2012 approved and transferred amount of USD 3,239 due to the carry-over from previous years.

1.2 Partner Contributions

The table below displays the breakdown of the contributions (deposits) received. In 2012, USD 1,715,725 was received in contributions. Cumulatively, as of 31 December 2012, contributions to the Albania One UN Coherence Fund amounted to USD 27,361,215.

Table 2: Total Contributor Deposits, cumulative as of 31 December 2012

USD 000	GROSS CONTRIBUTOR DEPOSITS			
	CONTRIBUTOR NAME	2007-2011	2012	TOTAL
	Austria	1,215	-	1,215
	European Union	3,459	16	3,475
	Expanded DaO Funding Window	3,608	217	3,825
	Finland	394	-	394
	The Netherlands	3,846	-	3,846
	Norway	3,338	-	3,338
	Spain	4,000	-	4,000
	Sweden	4,166	1,483	5,648
	Switzerland	1,620	-	1,620
TOTAL		25,645	1,716	27,361

Source: MPTF Office, UNDP

1.3 Transfer of Approved Funding to Participating Organizations

As of 31 December 2012, the Albania One UN Coherence Fund had funded approved programme-funding of a net total of USD 25,497,865. The distribution of approved funding by Participating Organizations is summarized in the table below.

Table 3: Transfer of Funds by Participating Organization, cumulative as of 31 December 2012

Participating Organization	Funds Transferred 2007 - 2011	Funds Transferred 2012	Refunds from Da01	Expenditure 2008-2012	Delivery Rate (%)
UNECE	-	30	-	28	93.78
FAO	315	-	-	246	77.86
IAEA	-	55	-	54	97.03
ILO	-	40	-	3	6.42
IOM	-	30	-	4	11.89
ITC	-	30	-	28	91.95
UNAIDS	-	30	-	-	0.00
UNCTAD	-	30	-	-	0.00
UNDP	8,991	3,580	(1,975)	9,403 ³	88.75
UNEP	254	30	-	234	82.36
UNESCO	415	181	(121)	406	85.55
UNFPA	3,319	205	(33)	3,440	98.53
UNICEF	6,951	733	(365)	7,155	97.76
UNIDO	493	173	(143)	472	90.17
UNODC	-	50	-	50	100.00
UNWOMEN	950	692	(43)	1,291	80.75
WHO	570	121	(91)	546	91.05
TOTAL	22,259	6,010	(2,771)	23,359	91.61

Source: MPTF Office, UNDP

3. While 2007 transfers to Participating UN Organizations have been recorded, 2007 expenditure has been recorded in 2008.

1.4 Expenditure

As of 31 December 2012, a total of USD 23,359,021 was reported by Participating Organizations as expenditure, which is the equivalent to a delivery rate of 91.61%.

All expenditure reports were submitted by the Headquarters of the Participating Organizations through the MPTF Office's UNEX Financial Reporting Portal, and extracted and consolidated by the MPTF Office. The tables below provide different cuts on this expenditure data. Additional tables on expenditure, including expenditure tables by Participating Organization with breakdowns by budget category are available on the MPTF Office GATEWAY (<http://mptf.undp.org>).

Any over-expenditure reported by Participating Organizations, and reflected in the tables below, will be corrected in Participating Organizations' 2013 financial reporting.

Table 4 below displays transfers and expenditures of the Albania One UN Coherence Fund in 2012 and presents the financial delivery rates. Financial delivery rates are measured in terms of expenditure as a proportion of the amount transferred.

Table 4: Transfer of Funds and Expenditure by Participating Organization and One UN Programme of Cooperation Outcomes, January- December 2012

Sector / Project No. and Project Title	Participating Organization	Funds Transferred in 2012	TOTAL Expenditure in 2012	Delivery Rate (%)
	UNAIDS	10	0.00	0.00
	UNODC	20	20	100.00
00082435 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	UNESCO	30	25	84.52
	UNICEF	37	20	53.80
	UNWOMEN	282	147	52.10
	UNDP	447	367	82.17
Total Outcome 1.1		826	579	70.15

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Sector / Project No. and Project Title	Participating Organization	Funds Transferred in 2012	TOTAL Expenditure in 2012	Delivery Rate (%)
00082436 Outcome 1.2: Public administration will be supported to enhance capacities, practices and systems for effective delivery of national development priorities and international obligations	UNECE	19	17	90.63
	ILO	20	3	12.84
	UNESCO	33	4	10.60
	UNFPA	57	33	57.38
	UNICEF	75	43	56.75
	UNWOMEN	213	124	58.08
	UNDP	1,342	812	60.47
Total Outcome 1.2		1,759	1,034	58.76
00082437 Outcome 1.3: Government meets international obligations and standards for juvenile justice, managing migration and the fight against organized crime and corruption	IOM	30	4	11.89
	UNODC	30	30	100.00
	UNICEF	178	155	86.81
Total Outcome 1.3		238	188	79.03
00082438 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	ITC	30	28	91.95
	UNCTAD	30	0.00	0.00
	UNDP	90	36	39.45
Total Outcome 2.1		150	63	42.06

Sector / Project No. and Project Title	Participating Organization	Funds Transferred in 2012	TOTAL Expenditure in 2012	Delivery Rate (%)
00082439 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	UNECE	11	11	99.22
	IAEA	15	14	91.45
	ILO	20	0.00	0.00
	UNEP	30	30	100.00
	UNESCO	39	38	97.21
	UNICEF	50	46	92.31
	UNIDO	173	121	70.29
	UNDP	730	648	88.82
Total Outcome 2.2		1,068	909	85.09
00082440 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	UNESCO	79	46	57.97
	UNDP	134	10	7.13
Total Outcome 3.1		213	55	25.94
00082441 Outcome 3.2: The public, including marginalized groups and communities, better receive equitable, inclusive and accountable decentralized services from regional and local governments	UNDP	150	150	99.82
Total Outcome 3.2		150	150	99.82

Sector / Project No. and Project Title	Participating Organization	Funds Transferred in 2012	TOTAL Expenditure in 2012	Delivery Rate (%)
00082442 Outcome 4.1: The rights of disadvantaged individuals and groups are equally ensured through legislation, inclusive policies, social protection mechanisms and special interventions	UNAIDS	10	0	0.00
	UNFPA	115	89	77.11
	UNICEF	168	113	67.09
	UNWOMEN	76	48	63.42
	UNDP	638	481	75.36
Total Outcome 4.1		1,007	731	72.53
00082443 Outcome 4.2: Boys and girls over the age of 3 (including youth), especially from marginalized groups, participate in quality formal and informal education	UNICEF	74	58	78.30
Total Outcome 4.2		74	58	78.30
00082444 Outcome 4.3: Health insurance is universal and quality, gender sensitive and age appropriate public health services available to all including at-risk populations	IAEA	40	40	99.17
	UNAIDS	10	0	0.00
	UNFPA	33	32	97.92
	UNICEF	151	136	89.88
	WHO	121	19	15.51
Total Outcome 4.3		355	227	63.84
00082445 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	UNWOMEN	121	66	54.42
	UNDP	49	11	22.62
Total Outcome 4.4		170	77	45.27

Table 5: Expenditure by Category and Reporting Period, cumulative as of 31 December 2012

USD 000	Expenditure			Percentage of Total	
	Category	Prior Year as of 31-Dec-2011	Current Year Jan-Dec 2012	Total	Programme Cost
	Supplies, Commodities, Equipment and Transport (Old)	1,836	-	1,836	8.41
	Personnel (Old)	6,224	-	6,224	28.51
	Training of Counterparts (Old)	372	-	372	1.7
	Contracts (Old)	8,277	-	8,277	37.91
	Other direct costs (Old)	1,217	-	1,217	5.58
	Staff & Personnel Cost (New)	-	692	692	3.17
	Supplies, Commodities, Materials (New)	-	1,336	1,336	6.12
	Equipment, Vehicle, Furniture, Depreciation (New)	-	313	313	1.43
	Contractual Services (New)	-	408	408	1.87
	Travel (New)	-	465	465	2.13
	Transfer and Grants (New)	-	338	338	1.55
	General Operating (New)	-	355	355	1.63
	Programme Costs Total	17,926	3,907	21,832	100
	Indirect Support Costs Total	1,292	235	1,527	6.99
	Total	19,218	4,142	23,359	0

Source: MPTF Office, UNDP

Table 6: 2012 Expenditure by Participating Organization with breakdown by Category

Participating Organization	2012 Expenditure by Category									
	2012 Transfers	2012 Expenditure	Contractual Services	Travel	Transfer and Grants	General Operating	Indirect costs	Staff & Personnel Cost	Supplies, Commodities, Materials	Equipment, Vehicle, Furniture and Depreciation
UNECE	30	28	-	16	10	-	2	-	-	-
FAO	-	100	-	19	-	36	7	38	-	-
IAEA	55	54	9	2	-	-	1	4	-	38
ILO	40	3	-	-	-	-	0	2	-	-
IOM	30	4	1	0	-	0	0	2	-	-
ITC	30	28	-	2	-	-	-	24	1	-
UNAIDS	30	-	-	-	-	-	-	-	-	-
UNCTAD	30	-	-	-	-	-	-	-	-	-
UNDP	3,580	2,395	9	304	16	80	162	267	1,304	253
UNEP	30	73	-	3	55	-	5	10	-	-
UNESCO	181	113	47	14	-	-	7	44	1	(0)
UNFPA	205	154	23	4	-	116	10	-	-	-
UNICEF	733	570	135	14	256	34	37	93	1	-
UNIDO	173	121	-	7	-	25	8	82	-	-
UNODC	50	50	16	15	-	6	3	-	-	9
UNWOMEN	692	384	114	57	-	55	(1)	124	30	4
WHO	121	67	52	8	-	3	(6)	-	-	9
Grand Total	6,010	4,142⁴	408	465	338	355	235	692	1,336	313

4. UNAIDS and UNCTAD have received respectively an allocation of USD 30,000 in 2012, but have not reported any expenditure for 2012

1.5 Balance of funds

As per the Financial Overview, as of 31 December 2012, USD 27,361,215 was received and a net amount of USD 25,497,865 had been transferred to Participating Organizations. This is 93.73% per cent of gross contributions to the Albania One UN Coherence Fund, with the remainder representing the 1% AA fee and the unprogrammed balance of USD 1,969,295 as of 31 December 2012.

An amount of USD 380,099 represents the interest earned by the Administrative Agent and Participating Organizations as of 31 December 2012 and is part of the earlier mentioned unprogrammed balance, and may be allocated by the JEC to programmatic activities of the One UN Coherence Fund. The unutilized balances remaining with Participating Organizations as of 31 December 2012 was USD 2,138,844 (or 8.39% of transferred amount).

1.6 Cost Recovery

The cost recovery for the Albania One UN Coherence Fund is guided by the applicable provisions of the Terms of Reference, the MOU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Donors.

Cost recovery, as of 31 December 2012, was as follows:

- **The Administrative Agent fee:** 1% charged at the time of contributor deposits and is for the entire duration of the Albania One UN Coherence Fund. In the reporting period USD 17,157 was deducted as AA-fee. Cumulatively, as of 31 December 2012, USD 273,611 has been deducted as AA-fee.
- **Indirect costs** are limited to 7 per cent of amount transferred. However, Participating Organizations may charge indirect support costs on total project budget amounts at the time of receiving the allocation, instead of on actual expenditures, as permissible by their regulations and rules, with appropriate adjustments to be made upon project completion and/or before the end year closure. Total average of indirect costs is 6.99% as shown in Table 5.

Annex B

Financial overview of 2012 total budget including all sources of funding

Status as od 30 December 2012 ⁵	Available budget		Total available budget	Total funding gap	Expenditure		Total expenditure	Delivery rate in %
	Core/Regular	Non-Core/ Other			Core/Regular	Non-Core/ Other		
1.1 Public Oversight Bodies and Institutions	494,038	868,931	1,362,968	1,329,500	393,000	586,799	979,799	72%
1.2 Public Administration	251,400	1,454,257	1,705,657	31,000	224,632	579,862	804,494	47%
1.3 Juvenile Justice, Migration and Fight against Crime	334,730	386,000	720,730	88,758	306,898	332,097	638,995	89%
2.1 Economic Governance	137,000	412,619	549,619	331,000	137,000	320,977	457,977	83%
2.2 Environment	377,048	1,624,876	2,001,924	1,909,792	355,596	1,286,102	1,641,698	82%
3.1 Regional and Rural Development	4,225,088	9,055,674	13,280,762	915,660	1,637,604	5,835,773	7,473,377	56%
3.2 Decentralization and Local Governance	-	1,627,034	1,627,034	150,000	-	917,556	917,556	56%
4.1 Social Inclusion	538,384	2,255,854	2,794,238	142,000	455,388	1,961,575	2,416,963	86%
4.2 Education	621,000	90,000	711,000	1,259,000	514,000	90,000	604,000	85%
4.3 Health	913,417	1,238,410	2,151,827	687,846	900,298	1,177,998	2,078,296	97%
4.4 Labour	121,336	939,952	1,061,288	140,000	103,082	576,372	679,454	64%
TOTAL Programme of Cooperation	8,013,441	19,953,607	27,967,047	6,984,556	5,027,498	13,665,111	18,692,608	67%

Annex C

National implementing partners and participating UN agencies

Implementing Partners

AIDA	Albanian Investment Development Agency	www.aida.gov.al
DOPA	Department of Public Administration	www.pad.gov.al
DSDC	Department of Strategy and Donor Coordination	www.dsdc.gov.al
INSTAT	National Institute of Statistics	www.instat.gov.al
MADA	Mountain Area Development Agency	www.redeval.org
MoAFCP	Ministry of Agriculture and Consumer Protection	www.mbumk.gov.al
MEI	Ministry of European Integration	www.mie.gov.al
METE	Ministry of Economy, Trade and Energy	www.mete.gov.al
MIICT	Minister for Innovation and ICT	www.mitik.gov.al
MoD	Ministry of Defence	www.mod.gov.al
MoES	Ministry of Education and Science	www.mash.gov.al
MoEFWA	Ministry of Environment, Forests and Water Administration	www.moe.gov.al
MoH	Ministry of Health	www.moh.gov.al
MoI	Ministry of Interior	www.moi.gov.al
MoJ	Ministry of Justice	www.justice.gov.al
MoLSAEO	Ministry of Labour, Social Affairs and Equal Opportunities	www.mpcs.gov.al
MoTCYS	Ministry of Tourism, Culture, Youth and Sports	www.mtkrs.gov.al
TIPA	Training Institute of Public Administration	www.itap.gov.al

Participating UN agencies, funds and programmes

FAO	Food and Agriculture Organization of the United Nations	www.fao.org
IAEA	International Atomic Energy Agency	www.iaea.org
IFAD	International Fund for Agricultural Development	www.ifad.org
ILO	International Labour Organization	www.ilo.org
IOM	International Organization for Migration	www.iom.int
ITC	International Trade Center	www.intracen.org
UNAIDS	Joint United Nations Programme on HIV/AIDS	www.unaids.org
UNCTAD	United Nations Conference on Trade and Development	www.unctad.org
UNDP	United Nations Development Programme	www.undp.org
UNECE	United Nations Economic Commission for Europe	www.unece.org
UNEP	United Nations Environment Programme	www.unep.org
UNESCO	United Nations Educational, Scientific and Cultural Organization	www.unesco.org
UNFPA	United Nations Population Fund	www.unfpa.org
UNHCR	United Nations High Commissioner for Refugees	www.unhcr.org
UNICEF	United Nations Children's Fund	www.unicef.org
UNIDO	United Nations Industrial Development Organization	www.unido.org
UNODC	United Nations Office on Drugs and Crime	www.unodc.org
UNV	United Nations Volunteers	www.unv.org
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women	www.unwomen.org
WHO	World Health Organization	www.who.int

