

LEARNING AND KNOWLEDGE SHARING IN DLDP

Tirana & Bern
March 2018

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Acknowledgements:

I would like to thank dldp staff in the Tiranë and Shkodër offices for their time and effort spent improving this report and introducing me to the intricacies of dldp: faleminderit! I would also like to thank the participants who contributed to the End of Phase Workshop in Tiranë in February 2018. Their enthusiastic engagement contributed hugely to the completion of this report. I am especially grateful to Erida Dobrushu for her valuable contributions during the data collection exercise and for her helpful assistance before, after and during the workshop. Finally, thanks to Sarah Byrne who wrote an earlier draft of this report and provided advice at the early stages of this updated version.

1. Background and Mission Objectives

Learning and knowledge sharing is a central theme in the Decentralisation and Local Development Programme (dl dp) – it is integrated as a cross cutting element in almost all project activities and has been **key to the achievement of all three outcomes** of the project's third phase. As this was already a key programme objective in earlier phases, dl dp has built up a rich collection of training packages, sectoral standards, good practices, publications, policy papers and so forth. All of these aim at building the capacities of local government units (LGUs), improving the inclusive quality of public service delivery, strengthening guidelines and standards in specific sectors on regional and national level, and influencing policy-making and the legislation process.

From piloting and innovation undertaken with municipal partners, to capitalising that knowledge for national distribution through national public mechanisms and contributing to policy dialogue, dl dp's learning and knowledge sharing activities are comprehensive, multidimensional and involve a range of different stakeholders.

As dl dp's third phase ended in December 2017, the project mandated this report to **review** progress on knowledge management from the beginning of January 2014 until the end of 2017; the duration of the third phase of dl dp. The overall objective of this review is to analyse the approach to knowledge management. In doing so, this review comprises three sub-objectives which aim to:

- a) identify forms of knowledge and know-how that dl dp has **generated, captured and disseminated**.
- b) observe how these forms of knowledge are **transferred** to and **anchored** with key stakeholders in the dl dp network.
- c) discern **innovative approaches, achievements** and key **lessons learned** in relation to knowledge management.

The report focuses on these three sub-objectives in regard to the four thematic packages that framed the wider engagement of dl dp:

- a) **Package 1:** Public Finance Management (with Strategic Territorial Planning)
- b) **Package 2:** Solid Waste Management
- c) **Package 3:** E-Governance
- d) **Package 4:** Fund Access

The key documented knowledge outputs (manuals, guidelines, best practice) are provided for each thematic package together with a detailed description of dl dp's role in **transferring, validating** and **anchoring** these knowledge outputs as well as bringing various knowledge sources together.

This review updates and expands on an earlier report that considered knowledge management in dl dp phase three up until the end of 2016.¹ As well as updating the previous report, this review considers in more detail knowledge management in the individual thematic packages.

An emphasis is placed on the **types** of knowledge and know-how that dl dp has generated and captured in its third phase and how – as a **knowledge intermediary** - dl dp has supported the transfer and institutional embedding of this knowledge and know-how. As well as outlining the

¹ See Byrne, Sarah (2017) Learning and Knowledge Sharing in DLDP: Review and Outlook, Helvetas.

overall achievements of dldp in relation to knowledge management, this review also highlights **key achievements** in relation to each of four thematic packages thematic packages (public finance management and strategic planning, sustainable waste management, e-governance and fund access). For each thematic package, an emphasis is placed on knowledge products and the harnessing of expertise and best practices together with the methods used to transfer, disseminate and embed such knowledge products.

2. Learning and Knowledge Sharing in dldp

In its approach to learning and knowledge sharing, dldp aims to:

- **Generate, capture and curate new knowledge** through piloting and innovation on four specific thematic areas of relevance to local governance in Albania (public financial management and strategic planning, sustainable waste management, e-governance and fund access).
- **Make this knowledge and experience available** in an accessible way, through national mechanisms - to other local government units as well as national institutions responsible for
 - Local government training/capacity development
 - Setting standards for local government performance.
- **In order to contribute to improved public service delivery and policy development.**

These learning and knowledge sharing objectives were integrated into dldp's phase three outcomes as follows:

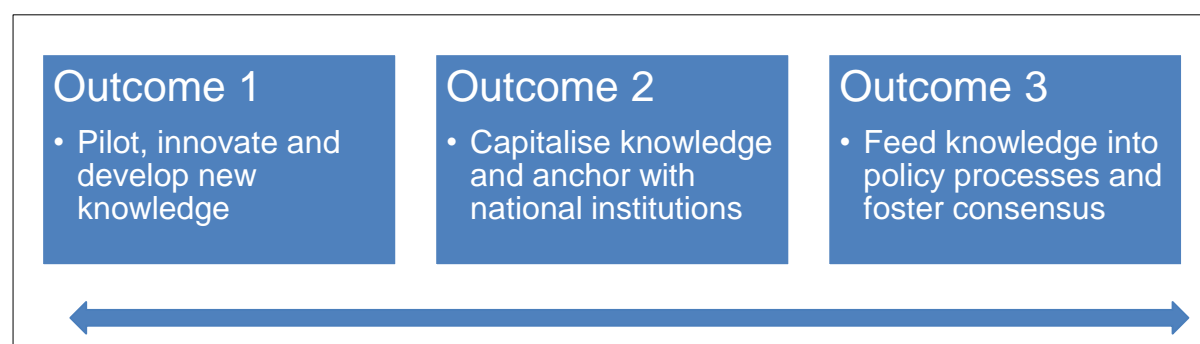


Figure 1: Learning and knowledge sharing in dldp3 outcomes

Integrating knowledge management across the three outcomes aims to build the capacities of LGUs, improve the inclusive quality of service delivery, strengthen guidelines and standards in specific sectors on regional and national level, and influence policy-making and the legislation process.

2.1 Types of Knowledge

Dldp structures its learning and knowledge work in “**thematic packages**”. A thematic package comprises the whole portfolio of dldp knowledge output and “know how” in one of four areas the project focuses on: 1) Sustainable Waste Management, 2) Public Finance Management and Strategic Planning, 3) e-Governance and 4) Fund Access. The thematic packages are responsible for producing, anchoring and disseminating the following types of knowledge:

- a) **Documented know-how**, which includes the broad range of manuals, how-to guides, training materials, documented cases of good practices and templates for various procedures that have been developed by dldp and its partners.
- b) **Expertise**. This kind of knowledge is the more tacit kind, which includes expertise of the members of the dldp supported “*centres of competence*” or experts in national

ministries dldp partners with, as well as other key stakeholders (civil society, researchers). Through the various capacity building activities supported by dldp (and others), these partners have developed practical job-related knowledge about how to get things done, knowledge that is not necessarily documented. However, it is shared (and expanded) through such methods as peer-to-peer exchange, study tours, policy workshops and trainings.

- c) **Good practice examples (cases, sites).** This aspect of dldp’s knowledge is particularly relevant to knowledge sharing, and it happens on the particular sites of dldp supported interventions. Through these sites, knowledge sharing takes place through observation and experiential learning such as the One-Stop-Shop in Dajc and the landfill site in Dibër.

Dldp’s knowledge packages, and the platforms and processes through which they are shared, are illustrated in the diagram below:

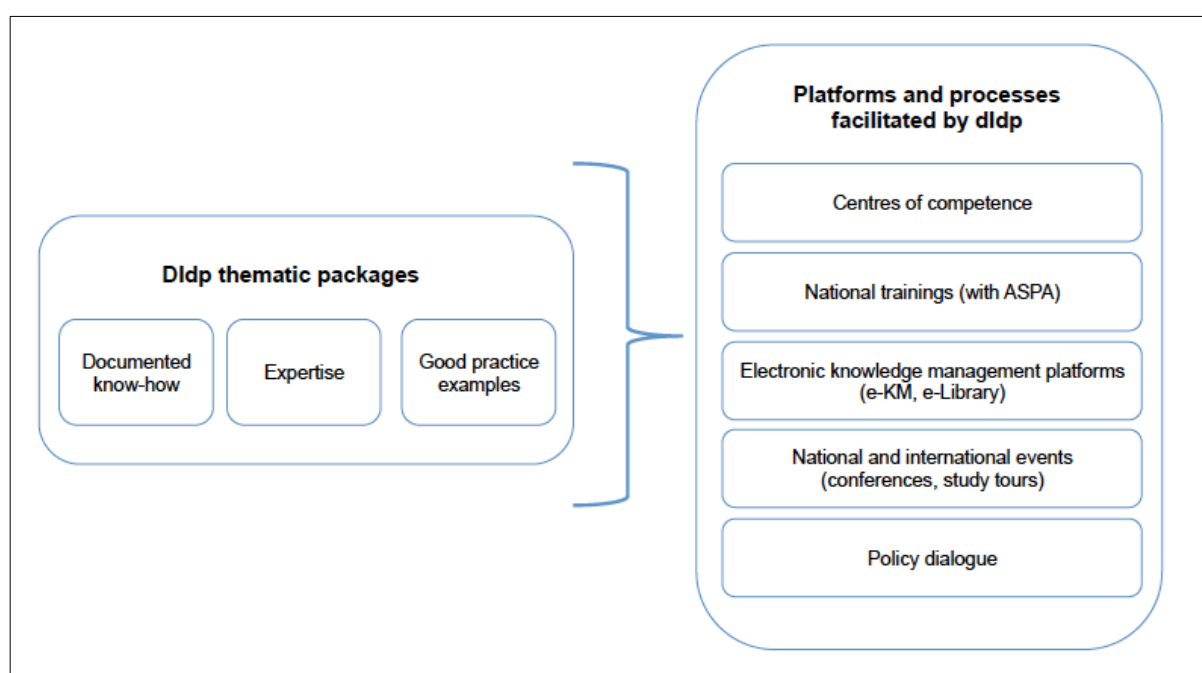


Figure 2: Thematic packages and sharing platforms and processes

2.2 Dldp as Knowledge Broker

As an international cooperation actor, dldp’s approach to learning and knowledge sharing can be characterised as **knowledge brokerage**. Dldp acts as an intermediary, connecting and building consensus between – amongst others – policy-makers and researchers, local governments and national level, international good practice and national/local “realities”. Dldp’s **considerable success in this field** can be attributed to:

- Exceptional system analysis and process facilitation skills,
- A high level of responsiveness and adaptability,
- A committed partnership approach, building on trust and reputation developed over three phases.

As a **knowledge broker** dldp has developed relationships and networks with, among, and between producers and users of knowledge by providing linkages, knowledge sources, and in

some cases knowledge itself, (e.g. technical know-how) to organizations in its network. A key feature of knowledge brokering is the facilitation of knowledge exchange or sharing between and among various stakeholders, including researchers, practitioners, and policy makers. According to research undertaken in the public health sector (Ward et al, 2009), **three different approaches to knowledge brokering** can be identified:

1. The first approach relates to the creation, diffusion and use of knowledge, or classical knowledge management activities. In this approach, brokering is seen as a way of facilitating or managing these activities and the knowledge brokers act as **'knowledge managers'**.
2. In the second approach, brokering focuses on the interface between the 'creators' and 'users' of knowledge and seeks to foster links between the two. In this approach knowledge brokers act as **'linkage agents, relationship builders, and consensus facilitators.'**
3. In the third approach brokering is designed to enhance access to knowledge by providing training or coaching to knowledge users. In this context knowledge brokers act as **'capacity builders'**.

Dldp's approach to learning and knowledge sharing combines all three brokerage approaches: managing knowledge, linking actors and building capacities. The project uses its combined strengths in all three areas to strategically guide and respond to the demands of local and national stakeholders. Due to its high degree of flexibility and responsiveness, the project was able to contribute to documenting knowledge, facilitating relationships and building capacities. This has been particularly the case during dldp's third phase, which overlaps with a period of comprehensive and significant local governance reform in Albania.

As well as the three approaches to knowledge brokering identified above, dldp goes beyond managing knowledge, linking actors and building capacities to also ensuring the **validation** of gathered knowledge by key-stakeholders and the systemic and institutional **anchoring** of knowledge to sustain practices upon completion of dldp's exit phase dldp in 2019:²

4. After collecting data from a range of knowledge sources (international experts, academics, reports, policy briefs, municipal experts), dldp seeks **validation** of the data it has collated and the outputs of this collation. The iterative process of producing dldp training manuals, for example, involves consistent exchange, confirmation and subsequent adaptation by key stakeholders such as the municipal experts that the manual is oriented towards. Validation seeks to confirm consensus between a diverse range of stakeholders.
5. Once the knowledge products (manuals and training packages) are produced, it is necessary to ensure that they are **anchored** within institutional structures beyond dldp to ensure that their impact is sustained in the long-term. This anchoring process maintains the sustainability of dldp's knowledge management processes by transferring knowledge outputs to national institutions, ensuring knowledge is captured in policy and legislation and supporting the development of capacities of stakeholders.

The following are some examples of dldp activities under each of dldp's five knowledge brokering approaches:

² Dldp Exit Phase is from January 2018 until mid-2019.

Table 1: dldp's knowledge brokering approaches

Approach	Example from dldp practice (including documented know-how, expertise and good practice)
Knowledge management	<ul style="list-style-type: none"> • Supporting local governments to pilot innovative initiatives in dldp's thematic areas (i.e. integrated one-stop shops, recycling initiatives) • Documenting learnings in the form of <ul style="list-style-type: none"> ○ Guidance (manuals, toolkits) ○ Capacity development material (training curricula) ○ Project reports (half yearly, annual, mid-term, end of phase and thematic result reports) ○ Capitalisation reports ○ Case studies. • Revising the above-mentioned documented developed in earlier phases of dldp to adapt to the significant changes resulting from local governance reforms. • Developing policy inputs based on the practical experience of local governments and international good practice, in the form of policy papers, presentations, dialogue
Linking/building relationships	<ul style="list-style-type: none"> • Organising regular meetings of “Centres of Competence” – inter-municipal technical working groups - to facilitate information sharing and networking among local government experts • Organising round-tables to facilitate developing local governments' position on national policy reforms (i.e. new decentralisation strategy) • Organising regular national conferences and participating in national-level events organised by other development partners • Organising study tours to neighbouring countries and Switzerland
Capacity development	<ul style="list-style-type: none"> • Comprehensive training program for local government staff, delivered in partnership with ASPA and line ministries. The trainings cover key issues in the dldp thematic areas, and are made available nationally. • Developing a quality assurance mechanism for trainings provided for local governments, in partnership with ASPA and line ministries. • On-going coaching to local government partners, particularly accompaniment of pilot innovative activities • Facilitating the provision of international expertise to accompany national ministries in law-making processes
Validation	<ul style="list-style-type: none"> • Organising regular meetings of the Centre of Competences to ‘test’ and adapt draft versions of training manuals and assess training curricula. • Organising workshops with key-stakeholders to assess dldp interpretation of data (in February 2017).

Anchoring	<ul style="list-style-type: none"> • Developing web-platforms including dldp's eKM platform and the e-library for training material developed with the Albanian School of Public Administration (ASPA) to ensure knowledge is embedded in national institutions. • Supporting the drafting of legislation and by-laws related to thematic packages (i.e. the Law on Local Finance 2017) – and participating in policy discussions, development and influencing (see 'Changing Policy Beyond Policy Dialogue').
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Learning and knowledge management have been, and continue to remain in the Exit Phase, central to the project's approach to sustainability. The approach was designed with dldp's role as facilitator and knowledge broker in mind, in particular its role as facilitator of processes of sharing knowledge and experience. Thus dldp proposes **continuity and reinforcement of its approach to sustainability** and anchoring centred around learning and knowledge sharing.

Dldp staff have identified the following **parameters to guide their learning and knowledge sharing activities**, moving towards the end of the project. These include:

- Contribution to developing the **legal and technical/practical knowledge** at local and national levels to implement existing/new legislation on decentralisation and local governance.
- **Continued use** by dldp partners (i.e. knowledge products that have been integrated into regular working practices).
- Potential for **replicability** by other municipalities and/or other knowledge brokers (including service providers, other development interventions, researchers).
- Continued **demand** from other national stakeholders, including other municipalities and/or other knowledge brokers.
- Willingness of national stakeholders to **ensure continuity** with dldp initiated platforms and/or take over the operation of dldp initiated mechanisms.

3. Methodology and Analysis

The following research questions informed the data collection exercise on knowledge management:

- Where is knowledge and know-how situated within the dldp network?
- How does knowledge and know-how flow within the dldp network – and in what form?
- Where should knowledge flow to – which actors, institutions and policy circles - and how does dldp influence this?
- How does dldp anchor knowledge within different institutions?
- How will knowledge continue to flow without dldp?

Evidence for this review was collected from a range of sources, including: dldp reports (half yearly and annual reports, mid-term review, conference reports, dldp newsletter and webpage), thematic reviews prepared by dldp experts, a survey of dldp partner local government staff (training participants), focus group discussions with dldp partners, semi-structured interviews and workshops with dldp staff and a final validation exercise held during a workshop in Tirana in February 2017.

Data collection involved holding semi-structured qualitative interviews and focus group discussions with key stakeholders involved in each thematic package; namely, dldp staff, Centre of Competence members, local consultants working on specific thematic packages and key partners (including ASPA, the Council for Europe, STAR and GIZ).

Qualitative interviews were also accompanied with the collection of **quantitative data**. This included data from dldp based on users accessing the dldp website and the eKM platform, number of 'likes' on dldp's Facebook page, newsletters, press releases, media appearances, national and international workshops as well as the number of documented good practices and training manuals. In addition, a survey was conducted with dldp training participants based on developed know-how, know-how transfers (national trainings, national and international events and study-tours) and know-how communication (newsletters, webpage, e-knowledge management platform).

At the **analysis stage**, the results of the interview discussions were translated into 'knowledge maps' in order to visually represent how know-how and knowledge associated with each thematic package developed through the collaboration of various actors, how this knowledge transferred to different actors before becoming institutionally anchored. The knowledge maps visually identified not only the different actors, but the different knowledge products and spaces (workshops, training sessions, roundtables) where knowledge was developed and transferred.

4. Dldp's overall contribution, achievement and challenges

We outline the very significant achievements accomplished despite/due to a period of turbulence due to comprehensive local government reform and highlight dldp's intermediary knowledge broker role.

What have been dldp's key achievements in learning and knowledge sharing?

- In total, **851 women and men** staff of partner municipalities participated in training courses on dldp thematic lines (strategic planning, PFM, waste management, e-governance and fund access). The trainings were very favourably rated. For example, of 72 participants surveyed at three different trainings in November 2016, 96% agreed (68%) or partially agreed (28%) with the statement "the trainings contribute to helping municipalities perform better".
- In total, **281 women and men experts outside** of the dldp area were trained on the different thematic packages. These trainings have since been rolled-out and anchored at the national level with the Albanian School of Public Administration (ASPA) (i.e. eMTBP training, BEE training, AB training). Dldp signed a MoU with ASPA on the organization and implementation of national trainings and lines of support (QA System, e-Library, national training frame).

Dldp have supported a **Quality Assurance System (QAS)** that has been approved by ASPA. To date, 67 curricula have been evaluated by the quality assurance process with 42 of these curricula passing the 70-point threshold. Experts from policy-making state agencies (Ministries of Line and other central authorities) engaged in the curricula evaluation committees consider **QAS as an instrument that assures coherence of a structured and professional know-how transferred to civil servants with the country's policy frame.**

- Dldp supported ASPA with the development of a digital knowledge management platform (**e-Library**) dedicated to local government practitioners and administration for their continuous education and career purposes. In total, ASPA have uploaded 67 curricula and more than **1k** users have registered to access the platform. National trainings held by ASPA and 4 Regional Development Agencies involved 54 municipalities for Solid Waste Management training, 46 Municipalities for integrated One Stop Shop training and 53 municipalities in the Public Finance Management training. 76% of the total participants (207) were certified by ASPA. Platform users have told ASPA that they *use E-Library to access on-line the raining documentation during their training period, as well as afterwards for consulting the curricula packages to address issues raised during their day to day job.*
- Dldp has been exemplary in bringing together and linking different stakeholders including the joint thematic working group and **e-Platform on the Local Finance Law**. Dldp built on the achievements in policy dialogue accomplished during the first half of the phase by playing a significant role in developing the new Law on Local Finances. Dldp successfully and significantly brought knowledge from both local government practical experience and international expertise into the policy-making processes.³
- Several curricula and manuals have been anchored at the national level: the **Ministry of Finance** has adopted the Financial Planning Tool and PFM curricula and the **Ministry of Environment** has adopted the performance service delivery module and the Local Waste Plan Manual.
- Dldp has developed **several innovative pilot activities**, particularly in the fields of service delivery (waste sector) and strategic planning (outreach to the US-based diaspora). Several of these are documented as case studies.
- Dldp has facilitated Centres of Competence where local experts of the municipalities come together to discuss issues related to the thematic packages as well as getting to know, first-hand, different practices and experiences from other municipalities and countries. In the interview with Centre of Competence members, it was emphasised that the platform has been the only consulting mechanism for local government. Centres of Competence have been active in contributing to the integrated OSSh, Financial Planning Tool, the Cost and Tariff Manual for Solid Waste Management and the development of documenting good practices (such as Annual Budget Planning, Medium Term Budget Programme). Municipal experts and associated service providers have in turn established strong networks.

What were the key challenges in learning and knowledge sharing?

³ For more information, please see the case study: Karakaçi, V. and Byrne, S. (2016) "Brokering knowledge for policy: dldp's role in developing a new law on local government finance in Albania"

- One of the challenges dldp faced in the third phase is that the very rapid pace of local government reforms means that local administrations have been focussing on adapting to the new situation. While this has certainly presented opportunities for learning (i.e. how to develop an integrated one-stop shop), capacities for new initiatives beyond adaptation-oriented ones are limited. This means that some of the “cycle-closing” piloting and innovation foreseen by dldp at the start of the phase has been delayed.
- While dldp is a highly successful knowledge broker, and while anchoring and handing-over have been key themes of the phase, ensuring that mechanisms function smoothly without the intermediary of a project such as dldp remains a significant challenge. Dldp has been strategic in identifying limited and realistic mechanisms to enable this transition (i.e. the e-Library concept, ensuring a strong pool of national consultants and experts are familiar with dldp methods). In the interviews, municipal experts put forward potential institutions which could be responsible for organizing Centres of Competence following completion of dldp - including ASPA and the Association of Municipalities.
- While the pace of local government reform has in general been very fast in recent years, there are particular areas where a lack of clear instructions from the national government makes it challenging for dldp to advance with its piloting activities in a way that is harmonised with national systems. Rather than getting too far ahead of the regulatory framework, particularly on politically sensitive issues, dldp and local partners are sometimes held back by a lack of progress at the national level. One example of this relates to waste disposal sites.

In the following table we report in more detail on what dldp has been able to achieve together with its partners. The table focuses on a series of outcomes – changes at partner level. The table is a synthesis of achievements across the thematic packages with an emphasis on common and contrasting points relevant to learning and knowledge sharing.

Table 2: Selected outcomes of dldp learning and knowledge sharing initiatives

Field of observation ⁴	Outcomes	Significance	dldp's contribution
Interest of key stakeholders, getting issues onto the agenda	Local government reform is high on the national political agenda – with a focus on improving service delivery to citizens and fostering local (economic) development potentials. Dldp/SDC is viewed as a key partner in this reform process. Constituting a non-partisan collective voice among municipalities remains a constraint to getting municipal priorities on the national decentralisation reform agenda.	Dldp's significant achievements in policy influence can to a certain extent be accredited to the highly favourable policy context. Disconnects in the policy system persist between a) local and national governments and b) researchers and policy-makers. Actors like dldp continue to play a role in bridging these gaps (with all the risks this brings for developing sustainable national systems).	Building on the earlier success of its inputs on the territorial and administrative reform process, dldp played a key and influential role in developing the new Local Finance Law (LFL) and continues to play a role in the guidelines that support the implementation of the law. ⁵ Members of the Women in Politics network also contributed to two key inputs of the LFL based on gender-sensitive budgeting.
Capacity and engagement of partners	Dldp partners remain committed to improving local governance processes, despite the significant turbulence of the reform context – for example requesting to shift into “regular” planning processes as soon as possible. Dldp supported municipalities consistently rate highly nation-wide when it comes to performance (i.e. public finance management). ⁶ Dldp partners highly rate the usefulness of dldp capacity development support, both the	The relatively high level at which dldp partners perform is significant because it shows that a) municipalities can indeed manage resources as effectively and responsibly as national institutions, b) dldp's approach to capacity development – though resource intensive – is effective. This is particularly because it is highly demand-oriented and adapted to municipal priorities and problems. At the same time, dldp have ensured that a broad	Over three phases, dldp has invested in a comprehensive capacity development programme focussing on services (waste management, information) and governance systems (public finance management, project management), starting with a small group of municipal partners and extending to a nation-wide scale (in partnership with ASPA) in phase 3. Between 2014 and 2017, dldp contributed with training 1031 municipal staff in its thematic areas, as well as

⁴ Note that the list of possible outcomes is an adapted version of the list available in Tsui, Hearn and Young (2014).

⁵ See Karakaçi and Byrne (2017).

⁶ See Shapo et al (2016).

Field of observation ⁴	Outcomes	Significance	dldp's contribution
	trainings ⁷ and coaching support on addressing specific issues and problems they face in practice.	range of stakeholders at various levels are involved in knowledge management processes. This wide engagement ensures other institutions take ownership of dldp knowledge management products maintaining their sustainability.	providing coaching, for example regarding strategic and territorial planning.
Improvement in procedures, process	Improvements are informed through dldp's bottom-up approach and its engagement with a broad range of stakeholders. Local municipal experts participate in Centre of Competence meetings to discuss challenges and ways of moving forward on topics related to the thematic packages. These discussions are then joined by national level institutions (ministries, agencies) or the issue is discussed at the national level through roundtables, conferences. Examples include: In the waste sector, a nation-wide set of performance indicators for planning have been identified and – in partnership with MoUD – data from 61 municipalities was collected and mapped. This will constitute the basis for benchmarking in future. Regarding training, a Quality	In its third phase, dldp has increasingly sought (and been invited) to contribute to the development of national standards and mandated procedures and processes for local government. Dldp's in-depth understanding of the various challenges and opportunities related to existing municipal procedures and processes are recognised by national stakeholders as being a significant knowledge base for adapting procedures and processes or instituting new ones (i.e. performance monitoring and benchmarking) at a national level.	Dldp developed a model set of performance indicators, which were tested first with partner municipalities and then upscaled to national level in cooperation with the Ministry of Finance. Dldp developed the concept for the Quality Assurance System for trainings, including a set of criteria and indicators, and coordinated the first tests of the model on a selection of training materials with multi-stakeholder working groups. Dldp organised with the Ministry of Interior the Best Practice Competition to capture local level success stories and efforts to implement the Decentralization Strategy and Territorial Administrative Reform. The competition was first developed during the second phase of

⁷ See results of questionnaire (in the annex)

Field of observation ⁴	Outcomes	Significance	dldp's contribution
	<p>Assessment System for assuring the quality of trainings for local governments was developed in partnership with ASPA.</p> <p>New processes for developing strategic development plans in rural areas were developed and implemented in partner municipalities.</p>		<p>dldp and then adjusted and scaled up to the national level in the third phase. Awards have been given to municipalities who have among other improved tourism services, services provided One Stop Shops, developed centres for disabled persons and made concerted efforts to inform citizens on municipal matters.</p>
<p>Change in policy content</p>	<p>As advocated by dldp, the new Law on Local Finances covers both the expenditure and income sides of local public finance management. Further, and also as advocated by dldp, the new law meets international good practice standards, rather than covering simply the basics.</p>	<p>As the new law regulates the financing of local governments and of decentralisation, its influence on local governance is highly significant. Ensuring, as dldp did, that this law is as comprehensive as possible contributes significantly to the enabling environment for effective local public finance management.</p>	<p>Dldp has contributed to and influenced a number of policy documents which have since been enacted in legislation including: the Law on Territorial Administrative Reform, the Law on Local Self-Governance, the Law on Prefectures, the Law on Local Finances, the Law on Service Delivery, the Decision of Council Ministers (DCM) and Regulation on Territory Planning. Dldp has also contributed to a number of national strategies including the Decentralization Strategy, Digital Agenda Strategy and Public Administration Reform Strategy.</p> <p>Dldp's contributions are further outlined in "Changing Policy Beyond Policy Dialogue: A documentation and qualitative analysis of dldp's policy engagement and impact."</p>

Field of observation ⁴	Outcomes	Significance	dldp's contribution
			<p>For specific information on the Local Finance Law case study see: "Brokering knowledge for policy: dldp's role in developing a new law on local government finance in Albania"</p>
<p>Networks and relationships among actors</p>	<p>Through the dldp facilitated Centres of Competence (CoC) municipal experts and associated service providers have established strong networks. Although there is no plan to formalise these after dldp, there is continuing interaction and exchange between different LGUs.</p>	<p>CoCs were significantly involved in various activities including: identification and design of workflow for administrative services, design of the municipality plan for waste management, sharing the experience on the minimum standard indicators on waste management of the municipality, annual budget planning and coaching other municipalities on FPT instruments, preparing and following the grant projects implementation, comments and recommendation on legal framework proposed for local government.</p>	<p>Dldp contributed to establishing and strengthening networks, particularly of municipal experts, directly through the CoC approach. In total, 851 experts from partner municipalities received training on the main thematic packages of dldp. CoC members note the benefits of regular updates and knowledge sharing on national policies and legal changes on components of thematic areas. Further, a municipal expert commented that the nation-wide training dldp provided with ASPA was the first time the relevant experts from all 61 municipalities of Albania were gathered together in one place.</p> <p>Dldp has supported the Women in Politics network since 2011. The network aims to increase the representation of women in politics in Albania while also ensuring women are secure in their political career. The network develops according to local</p>

Field of observation ⁴	Outcomes	Significance	dldp's contribution
			<p>realities and needs with dldp providing support with capacity building and developing expertise. Important success stories of the network include inputs to the Local Finance Law while 16 members have completed and received certificates from the Academy of Political Studies for an educational programme that aims to promote the development of a new generation of politicians and leaders.</p> <p>Dldp has also participated in workshops of the Network of Association of Local Authorities of South East Europe (NALAS) including one on 'Best Practices in Local Government Finance Legislation' (co-organised by dldp, NALAS and PLGP). The workshop brought together countries from the region to discuss municipal finance issues which in turn served as an entry point for drafting the Local Finance Law. Further, dldp has actively participated in the meetings of the SDC's Democratisation, Decentralization and Local Governance Network (DDLGN), including a workshop on independent state and oversight institutions held in Switzerland in August 2017.</p>

5. Knowledge Management in the Thematic Packages

This section reviews learning and knowledge sharing within in each of the thematic packages (Public Finance Management and Strategic Planning, Solid Waste Management, e-Governance and Grant Access). Key know-how types and knowledge management processes are provided for each thematic package as well as how dldp – acting as a knowledge broker - facilitated knowledge sharing and transfer. Each thematic package includes a section on key achievements in knowledge management.

PACKAGE 1: Public Finance Management and Strategic Territorial Planning

a. Public Finance Management (PFM)

The PFM thematic package focused on knowledge management products that collectively complete the budget cycle followed by LGUs. This includes the development of a five-day training course on **Strategic Development Planning and Performance Based Budgeting** in the Medium Term (the SDPeMTBP training course), the **Budget Evaluation and Execution** manual on reviewing and improving financial management practices within municipalities (BEE manual), curricula on **Annual Budget Preparation** including execution and evaluation (ABP curricula) as well as a **Financial Planning Tool** used to facilitate the medium-term budgeting process (FPT manual).

These various knowledge products have formed the basis of **Budget Fiscal Packages** for four dldp municipalities (Dibër, Durrës, Kukës and Shijak). These Budget Fiscal Packages are available on dldp’s eKnowledge Management platform (www.km.dldp.al) for other municipalities to consult as an example of good practice in financial planning. Moreover, knowledge acquired through the development of the manuals have also formed a basis for dldp input in the drafting process for the **Law on Local Finance** (LFL) and the subsequent **Guidelines** that will support the implementation of the LFL. Table 1 highlights the key knowledge types produced in the PFM Thematic Package while Table 2 unpacks dldp’s role as knowledge broker.

Table 3: Knowledge products for PFM Thematic Package

Know-how Type	Title	Version
Documented Know-How	SDPeMTBP Manual (revised)	Draft
	Financial Planning Tool (revised)	Draft
	Annual Budget Preparation Curricula (post-TAR)	Draft
	Budget Evaluation and Execution Manual (post-TAR)	Draft
Good Practice	Budget and Fiscal Package for Dibër Municipality	Final
	Budget and Fiscal Package for Durrës Municipality	Final
	Budget and Fiscal Package for Kukës Municipality	Final

	Budget and Fiscal package for Shijak Municipality	Final
Legislative input (Laws)	Law on Local Finance (2017)	Enacted
Legislative input (Guidelines)	Complementary Guidelines for Budget Preparation of Local Self-Government Units	Draft
	Guidelines for Standard Procedures for Preparing the Medium-Term Budget Program of Local Self-Government Units	Draft
	Complementary Guidelines for Budget Preparation of Local Self-Government Units	Draft

Table 4: dldp's role as knowledge broker in PFM

Dldp's role in Knowledge Management Process	Brokerage type	Key Actor(s)	Knowledge type
Dldp ensure international experts provide conceptual expertise and knowledge on international best practices in PFM which, following discussions on adaptation to the local context, inform the development of training manuals, curricula and tools.	Knowledge Management - dldp links international expertise with LGUs responsible for producing municipal budgetary and financial plans.	Luzern University of Applied Sciences	Expertise - international researchers provide technical and expertise on international best practices.
Dldp organise, with the assistance of Service Providers, Centre of Competence (CoC) meetings formed of financial and municipal experts from dldp LGUs. Participants discuss and exchange on various aspects of PFM as well as content of the PFM manuals.	Capacity Development of LGU experts attending CoC. Validation - municipal experts approve the content of the manuals.	LGU Experts (dldp) Service providers	Expertise - municipal experts guide contents of manuals by providing feedback and are simultaneously trained on PFM issues.
Medium-Term Budget Programmes and Fiscal Packages of dldp municipalities (Dibër, Durrës, Kukës, Shijak) are made publicly available to other non-dldp	Knowledge Management - dldp shares best practices on PFM	LGUs	Good Practices - of completed Medium-Term

municipalities on electronic Knowledge Management platform (www.km.dldp.al). Case of Shkodër included as supplement to PFM training curriculum.	for other municipalities.		Budget Programmes.
The Law on Local Self Governance approved in 2015 includes a provision on SDPeMTBP approach .	Anchoring – dldp approach incorporated into national legislation.	Luzern University of Applied Sciences Local experts Ministry of Finance	Expertise of national experts
Dldp responsible for updating manuals to reflect changes following TAR as well as implementation of Local Finance Law.	Knowledge Management - dldp updates manuals to reflect shifting contexts and maintain their relevance.	Dldp	Documented know-how - PFM Manuals.
Manuals become subject to an approval process of the Albanian National Government.	Validation - dldp seeks national approval from Ministry of Finance to ensure dissemination of manuals at the national level and longer-term sustainability.	Ministry of Finance (now the Ministry of Finance and Economy)	Documented know-how - PFM manuals
Dldp signs a Memorandum of Understanding with Ministry of Finance in relation to the establishment of a Help Desk to aid municipalities in prepare Medium-Term Budget Plans by using the Financial Planning Tool.	Anchoring KM Practices on the national scale through governmental ministry	Ministry of Finance	Documented know-how (Manuals)
Dldp partners with Albanian School of Public Administration's (ASPA) to continue national dissemination of training curricula on PFM. Manuals are accessible for registered users via ASPA's e-Library catalogue and disseminated through trainings at the national	Anchoring KM practices - documented know-how institutionally embedded within a national institution mandated for	ASPA	Documented know-how (Manuals)

level to both dldp and non-dldp municipalities.	training civil servants.		
Dldp provides ASPA with a list of Service Providers used by dldp. ASPA can then use trainers experienced already in PFM.	Linking - Services Providers used for dldp training with a national institution responsible for training of civil servants.	Service Providers; ASPA	Expertise (of the Service providers)
Dldp manuals used by ASPA are subject to a standardized Quality Assurance System based on evaluations by independent experts.	Validation of curricula by external and recognized body	ASPA	Documented know-how (Manuals)
Knowledge and expertise acquired during the development of the manuals inform new Law on Local Finance (LFL) passed by the Albanian Parliament in May 2017. ⁸ International dldp experts support the drafting process of the new law which is eventually enacted following subsequent adaptations by the Ministry of Finance. Dldp municipalities, Shkodër, Durrës and Lezhë played a key role in driving forward the process of enacting the LFL. Dldp continue to engage with the Ministry of Finance in drafting 5 sub-legal acts linked to the LFL.	Anchoring - acquired dldp know-how forms basis of LFL as a result of a successful advocacy strategy.	Luzern University of Applied Sciences Local experts Ministry of Finance	Expertise of international experts.
National events held on (1) local government annual budget preparation and (2) the new Law on Local Finances with dldp and non-dldp municipalities and the Ministry of Finance.	Capacity Development and engagement with non-dldp municipalities.	Ministry of Finance Municipalities	Expertise

Key knowledge management achievements in PFM

- In total, 226 municipal experts, of which 118 were women, were trained in PFM between 2014 and 2017.
- The Ministry of Finance adapted dldp curricula on PFM including the Financial Planning Tool, the Medium Term Budget Planning curricula, Budget Evaluation and Execution Manual, and Annual Budgeting Manual. As well training experts within the

⁸ Karakaçi, V. and Byrne, S. (2016) Brokering Knowledge got Policy: a case study on dldp's role in drafting a new law on local government finance in Albania.

dldp municipalities, experts **outside** of the dldp were also trained on annual budget preparation (54 persons), Financial Planning Tool (53 persons) and PFM more broadly (36 persons). ASPA – supported by dldp in 2016/2017 - were also responsible for training and 60 experts outside dldp municipal partners.

- The **Women in Politics Network** – an informal group of women working in the political field and supported by dldp – provided two gender-oriented inputs that were taken into consideration during the drafting of the new Law on Local Finances. These included: 1. foreseeing standards that assure gender budgeting for municipalities, including addressing gender issues with at least one objective in municipalities’ long-term budget programme, with sensitive performance indicators; 2. provisions for the representation of women in municipal programme management teams (at least 30 per cent).
- From an Online Survey of participants who have undertaken **training with dldp curricula**, 86% said that the training was ‘very relevant’ in relation to legal framework, 84% said the curricula were very relevant in relation to MTBP and 73% said it was very relevant in relation to monitoring of public spending. On cross-cutting governance issues, 90% of the participants said that the training on citizens’ participation in local development ‘very much’ or ‘quite a lot’ added to their daily work; this was 88% for social inclusion and 81% on gender issues.
- Dldp have organised various **nationwide events** on Annual Budgeting with all 61 municipalities in Albania – including conferences on the Local Finance Law (October 2016, May 2017) and Annual Budget Preparation (March 2017) with the Ministry of Finance.

b. Strategic Development and Territorial Planning

In 2015, the Albanian Government initiated the process of developing **General Local Plans** (GLPs) for the new territorial entities established after the approval of the Territorial Administrative Reform⁹. One of the main objectives of GLPs is to ensure the social economic cohesion of the reconstituted municipalities. Involvement in the development of GLPs built on **dldp’s existing knowledge and expertise** acquired through the Functional Area study in 2013, the preparation of Functional Area Programmes in nine municipalities and the preparation of territorial strategies as a first step of the GLP.

Dldp has supported five municipalities in developing their GLP (see table below). See Table 6 for dldp’s role in generating, capturing and transferring knowledge in the development of the plans.

Table 5: Knowledge Products for Strategic Development and Territorial Planning

Know-how type	Title	Version
Report and Plans	Study on the Functional Areas in Albania - conducted in five regions (Dibër, Durrës, Kukës, Lezhë, Shkodër).	Final

⁹ Law 115/2014 “On the territorial and administrative division of local government units in the Republic of Albania”

Final

Functional Area Program for Malësi e Madhe Municipality	Final
Functional Area Program for Tropojë Municipality	Final
Functional Area Program for Lezhë Municipality	Final
Functional Area Program for Kukës Municipality	Final
Functional Area Program for Dibër Municipality	Final
Functional Area Program for Mat (Mat+Klos) Municipality	Final
Functional Area Program for Durrës Municipality	Final
Functional Area Program for Shijak Municipality	Final
Territorial Strategy for Kukës Municipality	Final
Territorial Strategy for Durrës Municipality	Final
Territorial Strategy for Shijak Municipality	Final
Territorial Strategy for Lezhë Municipality	Final
Territorial Strategy for Dibër Municipality	Final
Documentary on Lezhë (Local Development: Potentials and Challenges After Administrative-Territorial Reform).	Final
Documentary on Dibër (Local Development: Potentials and Challenges After Administrative-Territorial Reform)	Final
Documentary on Kukës (Local Development: Potentials and Challenges After Administrative-Territorial Reform)	Final
Documentary on Durrës (Local Development: Potentials and Challenges After Administrative-Territorial Reform)	Final
Documentary on Shijak (Local Development: Potentials and Challenges After Administrative-Territorial Reform)	Final
General Local Plan linked with MTBP for Klos Municipality	Final
General Local Plan linked with MTBP for Malësia e Madhe Municipality	Final
General Local Plan linked with MTBP for Mat Municipality	Final
General Local Plan linked with MTBP for Vau-Dejës Municipality	Final
General Local Plan linked with MTBP for Tropojë Municipality	Final

Table 6: dldp's role as knowledge broker in Strategic Development and Territorial Planning

Dldp's role in the Knowledge Management Process	Brokerage type	Key Actor(s)	Knowledge type
<p>Functional Area Programmes previously developed by dldp for Kukës, Durrës, Shijak, Lezhë and Dibër are transformed into Territorial Strategies that form the basis for developing the GLPs.</p> <p>Based on the Territorial Strategies there have been produced 5 documentaries on development potential of Kukës, Durrës, Shijak, Lezhë and Dibër.</p>	<p>Linking with previously developed dldp knowledge components</p> <p>Anchoring with candidates running for Mayor in local elections of 2015</p> <p>Linking media with local level addressing important development issues</p>	<p>Municipalities</p> <p>International and national scholars</p> <p>Candidates for Mayor running in local elections</p> <p>National Media, Mayors, Ministers, councils, civil society representative, Swiss ambassador</p>	<p>Documented know-how and Expertise transferred from previous phase (including a study tour)</p> <p>Media reporting and open debates</p>
<p>Following dldp's successful involvement in the Territorial and Administrative Reform, dldp supports Municipalities in preparing General Local Plans (GLPs). Dldp adopts a successful model (and manual validated by the National Territorial Planning Agency) from USAID (PLGP) in order to assist municipalities that have yet to prepare GLPs.</p>	<p>Linking with manual developed by USAID and existing dldp know-how.</p>	<p>LGUs</p> <p>National Territorial Planning Agency</p> <p>USAID</p>	<p>Documented Know-how and Expertise transferred from previous phase.</p>
<p>Dldp organises Centre of Competence meetings with the assistance of Service Providers in order to bring together finance, territorial planning and LGU experts to discuss and exchange on:</p> <ol style="list-style-type: none"> 1. Legal Framework; 2. GIS platform and, 	<p>Capacity Development of LGU experts and linking Centre of Competence meetings with NTPA.</p>	<p>Experts from LGU</p> <p>Service Providers</p> <p>NTPA</p>	<p>Expertise of LGU experts and NTPA.</p>

<p>3. Raise awareness and acquire knowledge from Deputy Mayors and Administrators for the planning process.</p> <p>National Territorial and Planning Agency (NTPA) also provide inputs to CoC discussions.</p>			
<p>Dldp initiates a Study Tour for dldp LGU experts to visit USAID LGUs (Lushnje and Kuçovë) that have already approved GLPs at local and national level. The objective of study tour and exchange on experiences relating to drafting, implementing and approving General Local Plans and the challenges associated with implementation (“Twinning Municipalities”).</p>	<p>Linking dldp and USAID municipalities; Capacity Development for dldp LGUs</p>	<p>USAID LGU Experts</p>	<p>Sharing of expertise through a study tour.</p>
<p>Dldp organizes (together with NTPA) a national workshop on linking General Local Plans (GLP) with the Medium-Term Budget Programme (MTBP) for both dldp and non-dldp municipalities as an important first step for development of each GLP (this important linkage is incorporated into the National Territorial Planning Regulation¹⁰).</p>	<p>Capacity Development and Anchoring with non-dldp municipalities and institutionally through enactment of regulation.</p>	<p>Municipalities NTPA</p>	<p>Expertise</p>
<p>Dldp supports LGUs in including diaspora both from within Albania (i.e. in Tiranë) and beyond (in the USA and Italy) to be involved in the process of drafting GLPs – particularly in relation to public infrastructure funding.</p>	<p>Linking with diverse groups</p>	<p>Municipalities Diaspora RDA</p>	<p>Expertise of diaspora</p>
<p>Dldp supports and co-finances an international conference with international and Albanian scholars, students, local experts, development programmes and diaspora represented leading to policy brief and a scientific paper on</p>	<p>Linking different international and national stakeholders; capacity development on the role of diaspora in</p>	<p>International and national scholars Municipalities NTPA</p>	<p>Expertise from a wide range of stakeholders</p>

¹⁰ DCM no. 686, dated 22.11.2017 “For approval of Territorial Planning Regulation”

the role of diaspora in community development (in process).	development processes.		
<p>Public Hearings are used for the general public to ensure accountability and transparency in the development of GLPs. This is followed by a public exhibition of the plans (Expo-GLP) in each of the LGUs.</p> <p>GLPs are approved at both the local and national level (for Klos, Malësi e Madhe, Mat, Vau Dejës, Tropojë).</p>	<p>Validation by the public and ensuring accountability in GLP process.</p>	<p>Municipalities</p> <p>Citizens</p>	
<p>Following approval of the GLPs, Centres of Competence continue to discuss certain aspects in relation to implementing them (building and development permits, detailed local plans, and GIS issues).</p>	<p>Capacity Development on implementation of GLPs</p>	<p>Municipal Experts</p> <p>Service Providers</p>	<p>Expertise</p>

Key knowledge management achievements of GLP

- In total, 43 persons (of which 6 were female) were trained on approving and implementing GLPs. Moreover, 80 persons (45 female) were involved in producing territorial strategic documents in Dibër, Kukës, Durrës, Shijak and Lezhë LGUs and further 102 (of which 69 were female) participated in linking these Strategic Plans to Medium Term Budget Plans.
- In 2017, the now former Ministry of Urban Development commissioned GLPs for an additional 7 Municipalities which are to incorporate elements advocated by dldp, namely **linking the GLP with the MTBP** and involving **diaspora** in the planning process.
- As well as training of dldp experts, 17 experts **outside** of dldp were trained on Territorial Planning. The training was co-organised with Ministry of Urban Development and ASPA (P221).
- The Decision of the Council of Ministers (DCM) on the Territorial Planning regulation was amended to include dldp inputs: (1) participation of diaspora in drafting the GLP processes and (2) linking GLP with the MTBP. The Government's Terms of Reference for tendering out the process of producing GLPs for the remaining municipalities included the need to incorporate diaspora and MTBP in the drafting process.

PACKAGE 2: Solid Waste Management

Dldp has supported the development of a manual on **Planning for Local Waste Management** which provides guidance to LGUs considering developing a local solid waste management plan as well as wishing to identify and analyse the current waste management situation. This is supplemented with additional documented know-how on: guidelines on **financial management of the solid waste service**; a manual on **composting methods** and

technology; benchmark **indicators for urban waste service** in order to measure performance; a feasibility study on developing a sustainable ‘**Recycling Championship**’; and, a **Disposal Site Management Plan**. This documented know-how has collectively led to a wide range of good practices (see Table below) and, in particular, completed **Local Waste Management Plans** for Shijak, Lezhë, Pukë, Dibër and Shkodër municipalities.

Table 7: Knowledge products in SWM

Know-how type	Title	Version
Documented Know-How	Planning Local Waste Management	Final
	Consolidated Guidelines on Solid Waste Costing Tariff	Final
	Composting in Community	Final
	Benchmark Indicators for Urban Waste Service	Final
	Performance Based Planning – Solid Waste Management at the local level	Final
Blog	Making Integrated Waste Management work in bigger territories	Final
	Challenges and Opportunities for improving standards of life – Waste Management in bigger territories	Final
Good Practice	Feasibility study for the construction of a transfer station	Final
	Rehabilitation of Pukë Dumpsite	Final
	Communication-information Plan - Lezhë	Final
	Monitoring System of Shkodër	Final
	Urban Waste Management in touristic areas - cases of Velipojë and Dajç	Final
	Capitalisation of good practices – Pukë, Services in Poor Areas	Final
	Capitalisation of good practices – elaboration of local waste management plan in Malësi e Madhe	Final
	Capitalisation of Shijak LWMP	Final

	Feasibility Study on developing a Sustainable Recycling Championship	Final
	Local Plan of Waste Management -Shijak	Final
	Local Plan of Waste Management -Lezhë	Final
	Local Plan of Waste Management – Pukë	Final
	Local Plan of Waste Management- Dibër	Final
	Waste Plan Dibër_annex	Final
	Local Plan of Waste Management - final draft Shkodër	Final
	Operational procedure for disposal site - Dibër case	Final
	Monitoring regulations -Municipality Shkodër	Final
	Guidelines for monitoring implementation - Municipality Shijak	Final
Report	Impact report on Waste Management in Albania in 2016 (with CSD Engineers, Lausanne)	Final
	Impact report on Waste Management in Albania in 2017 (with CSD Engineers Lausanne)	Final

Table 8: dldp's role as knowledge broker in SWM

Dldp's role in Knowledge Management Process	Brokerage type	Key Actor(s)	Knowledge type
Dldp supports Centres of Competence comprising LGU experts who meet to exchange and develop capacity on Solid Waste Management. Members of CoC discuss documented know-how (i.e. Manual on Planning Local Waste Management) to cross-check and validate experiences.	Capacity Development of both municipal experts and service providers. Validation of manual based on localised experiences of experts.	Municipal Experts Service Providers	Development of expertise of municipal experts and service providers who also supported the development of the manual

			(documented know how).
Dldp gathers expertise from both international consultants (on integrated waste management, territorial reform and good practices from Switzerland) and Albanian academics .	Capacity Development Linking international practices with localised context.	CSD Engineers Albanian academics	Expertise
Dldp initiates Study Tour to Switzerland focusing on organisational and governance aspects of waste, particularly in the framework of territorial reform and initiating collaboration across local, regional and national levels. Study tour to Kosovo (DEMOS) to exchange on recycling initiatives, cost calculations, impact of legislative changes	Capacity Development – learning from the experience of other countries Linking different stakeholders (useful also for bringing those stakeholders together who from Albania in one place to exchange and learn)	CSD Engineers Municipalities Ministries of Environment and Urban Development	Expertise
Roundtable discussions at the national level with relevant ministries (including the Ministry of Environment).	Knowledge Management Linking	Ministries	Expertise
Dldp supports processes of including of know-how from marginalised groups (e.g. the Roma Community and women) who are involved in the solid waste management (i.e. informal workers). The input of marginalised voices is facilitated through local Service Providers.	Linking other knowledge sources.	Marginalised Communities Service Providers	Expertise (valuing knowledge from under-represented groups)
Dldp organises Study Tour to Slovenia on best practices and models in urban waste management – including CoC members, municipal experts beyond the dldp (Berat Qark) area as well as GIZ (representatives from Rrogozhinë, Peqin and Himarë municipalities) and representatives from the Ministries of Environment and Local	Linking Capacity Development – technical and managerial	LGU Experts Non-dldp LGUs Association of Municipalities and Towns of Slovenia	Expertise – of a broad range of stakeholders.

<p>Affairs as well as from the Prime Minister's Office.</p> <p>Study tour to Switzerland on integrated waste management plans (particularly for Shkoder municipality).</p>		<p>CSD Engineers</p> <p>GIZ</p> <p>UrbaPlan (Switzerland)</p> <p>Ministries</p>	
<p>Dldp CoCs participate in international conference on SWM in cross-border rural and coast areas of South Eastern Europe.</p>	<p>Capacity Development and Linking in regional area</p>	<p>Municipal Experts</p>	<p>Expertise developed of CoC members.</p>
<p>Dldp co-organises a conference with the Ministry of Environment on SWM after the TAR on challenges, best practices and instruments</p>	<p>Capacity Development and Linking – at the national level based on dldp products and know-how</p>	<p>Dldp and non-dldp LGUs</p> <p>Ministry of Environment</p> <p>CSD (international expertise).</p>	<p>Expertise – particularly for non-dldp LGU experts unfamiliar with dldp products.</p>
<p>Dldp establishes a Peer Exchange with GIZ - GIZ adopts dldp manuals on waste management and adapts them for the LGUs they work with (Manual on Local Waste Planning and Cost Calculation Model). The engagement leads to dldp providing inputs and expertise to the National Waste Management Strategy (led by the MoE and supported by GIZ) especially on planning, education, resources as well as through suggestions and improvement of the national legislation.</p>	<p>Linking</p> <p>Anchoring (with other donor and channelling of expertise into the national strategies)</p>	<p>GIZ – dldp</p> <p>Ministry of Environment</p>	<p>Documented know-how (Manuals)</p> <p>Expertise</p>
<p>Manuals incorporated into ASPAs' national training programme and available on their e-Library platform.</p>	<p>Validation of dldp curricula and anchoring within a national organisation for longer-term sustainability.</p>	<p>ASPAs</p>	<p>Documented know-how (Manuals)</p>

Key knowledge management achievements of SWM thematic package

- In total, 169 persons (of which 62 were female) were **trained** in solid waste management. Further, 44 persons (of which 16 were female) were involved in designing a Local Waste Plan while 114 individuals (of which 34 were female) were involved in developing a Monitoring Platform (114/34). In addition, 38 experts from 36 non-dldp LGUs were trained on Waste Management (while 33 of them were certified by ASPA in 2016). In 2017, 40 experts **outside** the dldp municipalities participated in training on Solid Waste Management. Training on Waste Management delivered by ASPA is ranked as the best course from the Tirana Municipality (outside of the dldp area). A further 47 experts outside of dldp area participated in national waste conference and were exposed to dldp tools.
- From an Online Survey of participants who have taken dldp courses 69% (legal framework), 86% (planning of waste service), 88% (cost calculations), 69% (elaboration of tariff models), and 53% (management of contracts) **rated the curricula** as 'very much' relevant in their work. Moreover, 80% of participants noted that they 'very much' acquired new knowledge on the subject of planning waste services and 92% answered that they have 'very much' or 'quite a lot' applied this newly acquired knowledge.
- The Local Waste Plan Manual has since been adapted by the Ministry of the Environment according to the national legal framework and waste management strategy.
- Dldp organised two national conferences on waste management in Tirana (2014, 2016) on rural waste collection, recycling, and local planning and regulations and participated in 1 international conference in 2016 in Macedonia on waste management and cross-border issues.
- Dibër Operational Procedure for a Disposal Site incorporated into national plans for policy intervention – this involved rehabilitation of the existing disposal site which was welcomed by the Ministry of Tourism and the Environment and heralded as a positive case that should be disseminated countrywide. The Ministry of Tourism and the Environment note that a sub-legal act will be initiated aiming to support municipalities in reducing illegal disposal sites. Minister to approve a sub-legal act of municipalities to reduce illegal disposal sites.
- Dldp's Model of Cost and Tariff in Local Waste Management (and the development of the associated manual) has contributed to increase revenues by 1.6% in 2017 (in comparison to 2016).
- Engaged with students from the École polytechnique federal de Lausanne (EPFL) who wrote reports related to dldp's thematic focus on Solid Waste Management e.g. examining the costs and benefits of extending waste management to unserved areas of LGUs as well as using mathematical and spatial analysis to minimise service cost. EPFL also launched an online course on waste management that draws on components developed by dldp.
- Dldp supported the drafting of Local Waste Management plans of Dibër, Malësi e Madhe, Shijak, Shkodër and Tropojë. The plans focused on expanding waste management across the geographical extent of the LGUS and including remote Administrative Units.
- Dldp modelled benchmarking methodology in waste management was promoted by the LGU Associations in the Network of Associations of Local Authorities in South-East Europe (NALAS) Solid Waste Management taskforce.
- The draft National Strategy on Waste Management prepared by GIZ and the Ministry of Tourism and Environment includes the dldp approach on defining minimum affordable standards.
- The dldp solid waste costing and tariff calculation model has been used in Kosovo and Peru while the dldp planning manual on local waste management was used in the Helvetas implemented Decentralisation and Municipal Support project (DEMOS) in Kosovo and the Water Management System project in Bolivia.

PACKAGE 3: E-Governance

Knowledge management in the e-Governance Thematic Package involves guiding LGUs in adapting practical uses of information and communication technology in order to support more transparent, efficient and effective local government operations, more client oriented public service delivery and more informed and engaged citizens. During the implementation of phase II, dldp supported seven (old) LGUs in establishing a One-Stop Shop (OSSh) which led to the development of a manual One Stop Shop methodology and a **manual on Web Standards for LGUs**. Both manuals were aimed at training the LGU administration and were prepared with the support of NAIS (National Agency for Information Society) as the main government agency and consulted with the Centre of Competence for e-Governance.

During phase III, dldp developed the **Model of integrated One-Stop-Shop (iOSSH)**. The model is considered the main supportive instrument after TAR implementation and is based on three components:

- **Administrative procedures** that are developed as a result of a methodology which consists of identifying the administrative services provided by LGUs and reengineering the processes in order to develop a service model which is able to be implemented and executed through the iOSSh model;
- **Software System** that realises the iOSSh model and has a number of features that guarantee the implementation of a cost effective, flexible and self-sustainable system; and
- **Training Curricula** that is developed and used to train and assess the knowledge of the administrative staff that will implement this model.

Dldp applied the model of iOSSH in 5 partner LGUs and based implemented process developed the curriculum on administrative services and the manual on software system administration (see Table 9).

Table 9: knowledge products in e-Governance

Know-how type	Title	Version
Documented Know-How	Curriculum on administrative service for IOSSh Model for LGUs	Final
	System administrators' manual on e-Services	Final

Table 10: dldp's role as knowledge broker in e-Governance

Dldp's role in Knowledge Management Process	Brokerage type	Key Actor(s)	Knowledge type
In Phase II, dldp supports development of manuals drafted on One Stop Shop methodology and	Knowledge management	NAIS CoC	Expertise

on Web Standards for LGUs prepared with the support of National Agency on Information Society (NAIS) and consults with LGU experts who form CoC on e-Governance.			
Dldp seeks validation of manuals by NAIS.	Validation (national level)	NAIS	Documented know-how (manuals)
Dldp's manual on Web Standards is suggested by NAIS to other partner programs working on Local e-Governance, including USAID/PLGP and STAR II.	Anchoring - with other donors working in different territorial areas.	NAIS USAID STAR II	Documented know-how (manuals)
Dldp initiates the development of an integrated OSSh model based on a pilot exercise with 2 partner LGUs who had already implemented the standard OSSh structure prior to TAR.	Knowledge Management – transferring past dldp on iOSSh to develop an integrated version.	Dldp LGUs (2)	Best Practice (model)
Centre of Competence provide feedback in the development and design of the model.	Validation	Municipal Experts	Best Practice (model)
Dldp integrated OSSh model selected as a model of good practice by Ministry of Innovation (“Smart Cities” Day).	Validation – national recognition through winning competition.	Ministry of Innovation and Public Administration (MoIPA)	Best Practice (model)
Delegation from HELVETAS Kyrgyzstan’s Public Service Improvement (PSI) Programme visit Albania to learn more about the OSSh and to exchange on lessons learned and experiences on their similar projects (focusing on the improvement of public services).	Linking and exchanging (capacity development) with other HELVETAS countries and programmes	HELVETAS Kyrgyzstan	Expertise – based on exchange between to two country programmes.
Shkoder integrated OSSh model presented to other international organizations (UNDP, USAID, Cooperation Offices for Italy and Sweden).	Anchoring (with donors)	International Organisations	Best Practice (model)

e-Governance fair organized in collaboration with MoIPA and private sector to share dldp manuals and facilitate interaction between local level, national level and the private sector.	Knowledge management – sharing manuals. Linking at different government levels and the private sector.	MoIPA Ministries Private Sector	Documented Know-how (manuals)
Dldp develops a training manual on ‘Administrative Services Delivery in Local Government’. CoC validate the training manual through two separate rounds of discussions.	Knowledge Management Validation	Dldp CoC	Documented know-how (manual)
The training manual is incorporated into ASPA’s training programme and is evaluated by the Quality Assurance System (QAS).	Anchoring – within a national organisation Validation – through external evaluation	ASPA ADISA	Documented know-how (manual)
Dldp supports ASPA in delivering training sessions for all municipalities at the national level (for executive staff).	Capacity Development – at the national level.	ASPA Municipalities (national)	Expertise

Key knowledge management achievements of e-Governance thematic package

- Dldp supported the **training** of 200 municipal experts on aspects of e-Governance (of which 118 were female) within dldp municipalities while 36 experts from 34 municipalities **outside** of the dldp’s working area were trained on administrative services. ADISA evaluated curriculum on Administrative Services Delivery in Local Government awarding it 86/100 points.
- From an Online Survey of training participants 88% found the training ‘very much’ relevant on the legal framework, 100% on the definition of work procedure, and 88% on the monitoring the delivery of administrative services. Moreover, 88% noted that they ‘very often’ applied the newly acquired knowledge in their work.
- Dldp iOSSh recognized in Albania (UNDP STAR, PLGP). STAR II issued a tender call in 2017 on Establishing One Stop Shop services for all municipalities in Albania that included a good part of the technical specifications developed by dldp for its iOSSh as well as the list of services to be included.

PACKAGE 4: Fund Access

Access to Funds differ to the other thematic packages in that the know-how produced links to the implementation of grant funds and discerning good practices from this implementation. The package aims to strengthen the capacities of LGUs on accessing different funds (governmental and non-governmental, European Union) as well as the development and implementation of projects, partnership building and information of financing opportunities.

Table 11: Knowledge products in Fund Access

Know-how type	Title	Version
Documented Know-How	<p>Manual for Cross-Border Cooperation for EU/IPA Funds</p> <p>Manual for Public Procurement in Albania (procedures of local government)</p> <p>Project Cycle Management Curricula</p> <p>Report on Cost Benefit Analysis of dldp interventions through the Grant Fund in phase II.</p> <p>Methodology for the Preparation of the Functional Area Programme</p>	Final

Table 12: dldp's role as knowledge broker in Fund Access

Dldp's role in the Knowledge Management Process	Brokerage type	Key Actor(s)	Knowledge type
Dldp supports training on responsible grant management (project proposal writing) with dldp LGU.	Capacity Development of LGU experts	Municipal Experts Service Providers	Expertise
Dldp organises meetings of the Centre of Competence for Funds in order validate manuals on Project Cycle Management, Cross Border Cooperation and Public Procurement.	Validation – of manuals	Municipal Experts Service Providers	Know-how (manuals)

Implementation of Functional Area Programme (FAP) results in the identification of potential projects to be funded during public consultations.	Linking other dldp knowledge processes (FAP) with Fund Access thematic package	LGUs	Best Practice (FAP)
Fact Sheets produced on potential projects.	Knowledge Management	LGUs	Documented Know-how
Dldp organises regional training on Project Cycle Management for dldp LGUs.	Capacity Development	Municipal Experts	Expertise
Re-validation of Project Cycle Management Manual by CoC (post-TAR).	Validation – updating for local context	Municipal Experts	Documented Know-How (Manuals)
Dldp supports coaching on public procurement procedures, project implementation and project reporting.	Capacity Development	Municipal Experts	Expertise
Project Cycle Management Manual (as the remaining up-to-date manual) forms part of ASPA national training curricula available through their e-Library	Anchoring – with national institution.	ASPA	Documented Know-How (manuals)

Key knowledge management achievements of Fund Access thematic package

- In total, 141 individuals (of which 51 were female) were trained on Project Cycle Management.
- Dldp supports information session on Instruments for Pre-Accession (IPA) in terms of accessing available EU funding.
- Grant funds were linked to the Functional Area Programmes (FAPs) developed in eight functional areas (nine new Municipalities) in the three new Qarks where dldp 3 extended its activity. The FAP documents included a robust analytical part on economy, key public services and local governance and selected priority projects on these areas. The FAPs were disseminated through public campaigns and the priority projects were evaluated by the public as well as specific target groups such as local businesses, local elected politicians.

6. Lessons Learned

It is evident that dldp's bottom-up approach to learning and knowledge sharing is time- and resource-intensive. There are, however, clear benefits that stem from this approach. Collecting data, expertise and best practices from a variety of stakeholders and taking the time to analyse, present and validate results has developed dldp's reputation for **high quality and evidence-based** work. This reputation ensures dldp and its partners' contributions and recommendations in local governance are valued and taken on board (both in Albania and beyond in other Helvetas programmes). Dldp has also placed an emphasis on **sustainability** to ensure efforts in relation to knowledge management last beyond the programme. These aspects are outlined further in the lessons learned below:

a. Evidence-based policy for solid and high-quality engagement

Dldp's approach to improving local service delivery or influencing policy has been distinctly data-driven. This means taking the time to gather evidence from a range of sources and opinions from a broad range of stakeholders and then analysing that data in order to subsequently form a coherent and informed response and proposal for change in service delivery and policy based on evidence. Although time-consuming and resource-heavy, this fostered dldp's reputation for solid and high-quality engagement (e.g. the reputation of dldp's model of iOSSh in comparison with others available) and paved a way forward for establishing its role in other issues (such as the integrated OSSh). Dldp's emphasis on evidence-based decision-making has been recognised as an essential experience that has helped dldp experts to design solutions and expertise in response to LGU needs and capacities.

b. Service improvement through exchange of knowledge and expertise

The Centres of Competence have assisted with transferring knowledge between different municipalities and from international and national experts to staff of the municipalities. The Centres have ensured that staff are therefore knowledgeable on services provided by municipality which in turn supports the provision of better services. As the 'Survey on Waste Management and the Administrative Service Report' highlights, when asked whether the training courses and advice (as well as grants) provided to municipalities by dldp contributed to an improved waste management in the municipality, 61 per cent of the respondents answered "very much" (28%) or "quite a lot" (34%); this is 18% points higher than in non-dldp municipalities. Moreover, 74% of the respondents rated "very much" (53%) and "quite a lot" (21%) dldp's contribution through trainings, advice and grants to improving administrative services in their municipality; 15% points higher compared to non-dldp area. Dldp has also contributed to mechanisms which have improved the technical and professional capacities of the municipal staff concerning public financial management. Noteworthy dldp activities in this regard are the development of a 'Financial Planning tool' and the curricula and training delivery (i.e. legislation, budget planning/and participatory budget process). The interviewees of the Survey widely confirmed that the new system (iOSSH) is associated with capacity development for the IT specialists and other public officials of the municipality from both front and back offices (around 11 training days for the staff of front offices and 1 training day for the back office).

The Survey also highlighted, however, that a low level of knowledge about different steps of Solid Waste Management existed together with a low awareness of the possibility to take practices from these steps to a larger scale. Municipalities should allocate adequate resources for improving citizens' awareness to promote Solid Waste recycling programmes. Effective public campaigns in parallel with adequate infrastructure are also important for changing citizens' behaviour. Further, the implementation of needs-based training programmes considering the needs of females and young/students was highlighted by the Survey participants.

c. Institutional buy-in from early engagement

Collating opinions and best practices from a range of actors at an early stage and operating across scales of the local (municipal experts), national (relevant ministries), regional (e.g. exchanging with the DEMOS project in Kosovo) and global (e.g. CSD Engineers, Luzern University of Applied Sciences) means a greater 'buy in', and subsequent acceptance, of the proposed changes. Taking the time to involve a range of stakeholders assists in developing an understanding that these changes are not 'externally' implemented from above but rather from the stakeholders themselves while involving regional and international expertise ensure best practices are considered and adapted from other contexts.

d. Consensus and a collective voice

Dldp's bottom-up approach aimed at building alliances between different organisations, ensuring consensus and breaking down resistance in order to ensure a smoother implementation process related to service delivery and policy. Dldp's role as knowledge broker was vital in this process. Acting as an intermediary, dldp developed a collective voice for the municipalities and brought this voice into national level discussions.

e. Sustainability within wider legislative practices and guidelines

As well as ensuring institutional buy-in of the different stakeholders through early and continued involvement, dldp ensures that these changes are also anchored within wider legislative practices and guidelines. The collating, gathering and transfer of knowledge occurs not only between different stakeholders but rather this informed knowledge is inserted into greater structural institutions ensuring greater systemic change. The Functional Area approach developed by dldp, for example, directly influenced the Territorial Administrative Reform and the associated Law on Territorial Administrative Reform (2014). Meanwhile, dldp's involvement and knowledge brokering in PFM led to important inclusions in the Law on Local Finance especially in relation to a widely drafted piece of legislation that includes provisions on both revenue and expenditure.

Over the years, dldp has worked closely with a series of implementing partners, rather than directly implementing activities itself. The advantage of this approach is that the project leaves behind an extensive network of service providers who are familiar with dldp's knowledge outputs. However, financing remains a crucial element that dldp provided into this system and that is not likely to be replicated within national means. For this reason, dldp has been proactively sharing its knowledge outputs with development partners and other projects providing support in related fields, with the expectation that this may assist implementation partners in accessing new "markets".

f. Transferring the role of the broker

As evident in this review, Dldp has been exemplary in its role as knowledge broker in generating, capturing, and curating new knowledge and making this knowledge available to improve public service delivery and policy development. Its role as an 'intermediary', however, suggests not only an '*in-between*' role but perhaps also a *temporary* one. In some case this temporariness might suffice. Dldp's role in supporting the Centres of Competence or the Women in Politics Network, for example, has been to bring together local municipal experts together or a cross-partisan group of women. After being brought initially into contact with the assistance of dldp, the Centres of Competence and Women in Politics Network are now in a position to informally organise future meetings to exchange and discuss pertinent points. Moreover, dldp have handed-over significant functions related to training and curricula to ASPA while training sessions themselves have been delivered through a strong pool of national consultants and service providers.

The question remains, however, whether other roles associated with brokerage are not so temporary. Is there a need for a more permanent, intermediary, external organisation to fulfil the role of bringing together international expertise or developing a collective voice for municipalities? Indeed, the role of the Association of Municipalities is evident for the role of developing a collective voice, yet the organisation appears divided along party political lines thereby curtailing its potential for a united viewpoint on specific issues. Development actors serves as the key knowledge brokers in these processes thus fulfilling a short-term role but raising broader issues of development effectiveness in the long-term. While dldp has fulfilled its role in transferring knowledge and know-how and acting as an intermediary, it is necessary also for development actors to consider transferring the functions that comprise the role of intermediary.

g. Replicating knowledge outputs

Dldp has been adept at ensuring the replicability of its knowledge products. This has been especially evident within the Solid Waste Management thematic package through the engagement between dldp and GIZ. Dldp have consistently involved and invited GIZ to various knowledge events such as study tours, meetings of the Centre of Competence and validation exercises. The close contact between the two organisations has led to GIZ adopting knowledge manuals developed with the support by dldp while also providing a channel for dldp to influence decision-making process of the National Strategy on Waste Management. Dldp has gradually built up this dual engagement over time through different knowledge brokering events and opportunities eventually leading to a sustainable transfer of knowledge to another donor-led programme.

7. Concluding Remarks

It is clear that dldp's role as knowledge broker has been vital in improving service delivery and influencing policy-making in Albania. Dldp's engagement as an intermediary has led to important contributions in legal and technical/practical knowledge at national and local levels that have led to the implementation of new legislation on decentralisation and local governance. Moreover, knowledge products have been integrated into regular working practices replicated by other donors (GIZ) or within national institutions (such as ASPA using the same trainers as dldp) and anchored with national stakeholders to ensure their continuity after dldp. In emphasising dldp's success in this regard, three key approaches that dldp have used in their learning and knowledge sharing activities deserve mentioning:

1. Dldp uses a multi-channel methodology to disseminate know-how

This involves engaging with multiple knowledge sources and expertise ranging from international expertise, diaspora, national institutions, municipalities to marginalised communities. In doing so, dldp ensures it delivers the right message to the right audience. Experts from municipalities require more detailed, technical information in comparison to national ministries, for example, where the focus is on higher-level, policy-based issues. Different audiences therefore require different Knowledge Management Tools. At the same time, this multi-channel methodology is also based on equitable knowledge brokering by ensuring that knowledge is recognised by those stakeholders who, perhaps in other circumstances are regarded as 'outside' the system particularly in relation to policy-making and governance processes.

2. Dldp anchors knowledge for sustainability

In taking a systemic approach, dldp strives to build institutional capacities from local to national level institutions and keeps them informed of any policy or legal change, reports or studies or good practice examples (the e-Knowledge Management platform is a good example of this). Ensuring knowledge outputs remain valid, relevant and put into use also involves consistently engaging with stakeholders at local and national levels to obtain their input, validation and approval. Although a continuous and consistent involvement with stakeholders is time-consuming and resource-intensive, it means that stakeholders typically claim 'ownership' of the knowledge output and use it in their own working practices. Claiming ownership is thus dependent on early engagement, 'on-boarding' and mutual contribution.

3. Dldp brokers spaces of exchange and Learning

Dldp brokers knowledge through its spaces of exchange and learning. Centres of Competence, for example, provide a space for discussion, sharing and exchange on subjects that implicate the daily work of local experts working in the municipalities. The meetings of the Centres of Competence are also spaces of learning which has led to municipalities training other municipalities. These learning spaces have since been transferred to the responsibility of the Albanian School on Public Administration (ASPA) who will undertake training at the national level using dldp curricula.

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Annexes

List of abbreviations

3R	Reduce, Reuse, Recycle
AAC	Albanian Association of Communes
AAM	Albanian Association of Municipalities
ABP	Annual Budget Program
ADF	Albanian Fund for Development
AL	Albania
ANTTARC	Albanian National Training and Technical Assistance Resource Centre
ASPA	Albanian School of Public Administration
BEE	Budget Execution and Evaluation
CC	Coordination Committee
CoC	Centre of Competence
CoE	Council of Europe
dldp	Decentralisation and Local Development Programme
EU	European Union
EC	European Commission
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLP	General Local Plan
IMC	Inter Municipal Cooperation
IPA - CBC	Instrument for Pre-Accession (EC) - Cross Border Cooperation
IPS	Integrated Planning System
KfW	Kreditanstalt für Wiederaufbau
KM	Knowledge Management
LGU	Local Government Unit
FPT	Financial Planning Tool
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MoE	Ministry of Environment
MoF	Ministry of Finance
Mol	Ministry of Interior
MoPWT	Ministry of Public Work and Transportation
MoU	Memorandum of Understanding
MoUD	Ministry of Urban Development
MP	Member of Parliament
MTBP	Medium Term Budgeting Programme
MTR	Mid Term Review
NAIS	National Agency for Information Society
NALAS	Network of Associations of Local Authorities of South East Europe
NEA	National Environmental Agency
NTPA	National Territory Planning Agency
NUTS	Nomenclature of Territorial Units for Statistics
OSSH	One Stop Shop
PCM	Project Cycle Management
PEFA	Public Expenditure and Financial Accountability
PI	Performance Indicator
PIT	Property Income Tax
PLGP	Programme for Local Governmental Planning (USAID)
PMO	Prime Minister's Office
PMU	Programme Management Unit
PO	Programme Officer
PPA	Public Procurement Agency
ProDoc	Programme Document

QA	Quality Assurance
RD	Regional Development
RDF	Regional Development Funds
SC	Steering Committee
SCO-A	Swiss Cooperation Office Albania
SDC	Swiss Agency for Development and Cooperation
SDP	Strategic Development Plan
SDPeMTBP	e stands for the electronic version of the Financial Planning Tool developed under Phase 2 in order to link SDP with MTBP.
SP	Service Provider
SWM	Solid Waste Management
SWG	Sector Working Group
TAR	Territorial and Administrative Reform
TIPA	Training Institute for Public Administration
ToT	Training of Trainers
WB	World Bank
WiP	Women in Politics
WM	Waste Management
WRA	Water Regulatory Authority
YPO	Yearly Plan of Operation

Availability of key dldp knowledge outputs

Public Finance Management

Title of document	Short Description	Target group	Dissemination strategy/ availability
SDPeMTBP curricula	The aim of the five-day training course on “strategic development planning and performance-based budgeting in the medium and short term” is to enable staff and authorities of local government units to apply and make use of effective methods for local financial management, required for planning and monitoring local finances and policy making in the long medium and short term.	<ul style="list-style-type: none"> • ASPA • Service Providers • Municipal experts • Line ministries MoF, MoSLI 	<ul style="list-style-type: none"> • Anchorage to ASPA and MoF • Trainings and coaching for municipal experts
BEE curricula	This training manual aims to help local government officials to: Review and improve the financial management practices at their municipality; Provide guidance step-by-step on the following PFM core components of budget preparation, budget execution and evaluation; Clarify and present the roles and responsibilities of the local council and of other stakeholders in the process; Provide orientation and guidance on how to involve local NGOs in the budget preparation, execution and evaluation	<ul style="list-style-type: none"> • ASPA • Service Providers • Municipal experts • Line ministries MoF, MoSLI 	<ul style="list-style-type: none"> • Anchorage to ASPA and MoF • Trainings and coaching for municipal experts

	process; Disseminate the experience gained to other LGUs.		
ABP curricula	This training manual aims to help local government officials to: Review and improve the financial management practices at their municipality; Provide guidance step-by-step on the following PFM core components of budget preparation, budget execution and evaluation; Clarify and present the roles and responsibilities of the local council and of other stakeholders in the process; Provide orientation and guidance on how to involve local NGOs in the budget preparation, execution and evaluation process; Disseminate the experience gained to other LGUs	<ul style="list-style-type: none"> • ASPA • Service Providers • Municipal experts • Line ministries MoF, MoSLI 	<ul style="list-style-type: none"> • Anchorage to ASPA and MoF • Trainings and coaching for municipal experts
FPT manual	FPT was developed to facilitate the medium-term budgeting process with an electronic financial planning tool FPT. The tool is low-cost, tailor-made to the Albanian context and applicable in any typical Albanian municipality. Furthermore, it is designed in compliance with international budgeting recommendations and respect the legal requirements of Albania for budgeting.	<ul style="list-style-type: none"> • ASPA • Service Providers • Municipal experts • Line ministries MoF, MoSLI 	<ul style="list-style-type: none"> • Anchorage to ASPA and MoF • Trainings and coaching for municipal experts
Policy papers		<ul style="list-style-type: none"> • Municipal experts • Line ministries MoF, MoSLI 	<ul style="list-style-type: none"> • Anchorage to line ministries • Trainings and coaching for municipal experts

Strategic Planning

Title of document	Short Description	Target group	Dissemination strategy/ availability
Manual, method and approach on strategic planning	SDP is an instrument for development. It ensures efficient and effective provision of services in line with local financial resources. It also mobilizes other funding resources by introducing a well-organized plan of action the progress which is measurable. The SDP is the “guiding	<ul style="list-style-type: none"> • Municipal leaders and experts • ASPA • NTPA 	<ul style="list-style-type: none"> • Anchorage to ASPA MoSLI and MoF • Trainings and coaching

	document” for development at the local level for both the local government and the citizens in its territorial boundaries.	<ul style="list-style-type: none"> • Service Providers • Line ministries MoUD, MoF, MoSLI 	for municipal experts
Territorial strategies	Territorial strategies are one of the documents required for the elaboration of General Local Plans. dldp transformed and adapted the FAP documents into territorial strategies meeting all law requirements for this document. The purpose of this document is to present the long-term development vision of Municipal territory in long term, to provide strategies and programs for socio-economic development and sustainable growth.	<ul style="list-style-type: none"> • Municipal leaders and experts • Service Providers • Line ministries MoUD, MoSLI 	<ul style="list-style-type: none"> • Anchorage to ASPA MoSLI and MoUD • Trainings and coaching for municipal experts
Functional area program documents	The Functional Area Program (FAP), developed as concept by dldp, build on the principle of functionality (main principle used for designing the Territorial and Administrative Reform). It is presented as an instrument for the identification of development potentials in the territory of the New Local Units, aiming to mobilize projects which should assure the inner cohesion of territories, population, resources, etc. The Functional Areas Program orients towards the Strategic Development Plans but differs from them as FAP aims to provide some quicker solutions for the most sensitive problematic identified in the territory that will belong to the ne Municipalities and to ensure the preconditions for a sustainable development.	<ul style="list-style-type: none"> • Municipal leaders and experts • Service Providers • Line ministries MoUD, MoSLI 	<ul style="list-style-type: none"> •
First generation of strategic development plans	The aim of these Plans is to equip local authorities with the essential strategic documents, which identify key development priorities and which focus on economic development, improvement of physical and social infrastructure, equal distribution of public services and balanced territorial management.	<ul style="list-style-type: none"> • Municipal leaders and experts • ASPA • NTPA • Service Providers • Line ministries MoUD, 	<ul style="list-style-type: none"> • Trainings and coaching for municipal experts

		MoF, MoSLI	
General local plans	General Local Plans (GLP) are planning documents that guides local development in a time frame of 10-15 years. After the Territorial Administrative Reform, one of the main challenges for the mayors of the new municipalities is the sustainable development of a still fragmented territory, therefore GLP is designed as a strategic and territorial policy to facilitate such a process. As defined in territorial planning legal framework, GLP is composed of three main documents: 1. Territory analysis and assessment; 2. Territorial Strategy; 3. Development Plan and Regulation	<ul style="list-style-type: none"> • Municipal leaders and experts • ASPA • NTPA • Service Providers • Line ministries [former] MoUD, MoF, MoSLI 	<ul style="list-style-type: none"> • Anchorage to ASPA MoSLI and [former] MoUD • Trainings and coaching for municipal experts
Functional area programme methodology	FAP aims at an in-depth analysis of the main economic sectors and public services that are provided in the area and the identification of a group of projects that respond to both long term vision of territorial development and quick interventions that serve the consolidation of the new local unit.	<ul style="list-style-type: none"> • Municipal leaders and experts • Service Providers • Line ministries [former] MoUD, MoF, MoSLI 	<ul style="list-style-type: none"> •

Waste management

Title of document	Short Description	Target group	Dissemination strategy/ availability
Manual on planning local waste management	This manual provides a practical and comprehensive guidance to local governments considering developing a local solid waste management plan covering drafting, implementing and monitoring process of the plan itself. In addition, this manual can also serve as a resource for the local authorities wishing to analyse the current situation, identifying and evaluating options, methodologies and	<ul style="list-style-type: none"> - LGU officials dealing with public services - local municipal councils and decision-makers, - administrative staff and planners, - contractors - different stakeholders such as 	<ol style="list-style-type: none"> 1. dldp webpage 2. National events (conferences, workshops or round tables). 3. National trainings with ASPA 4. dldp activities in regional and local level (SWM planning process in partner municipalities) 5. CC meetings

	scenarios, defining costs and financing needs, establishing regulations and organization at every stage of waste management, from waste generation through to final disposal.	Regional Environmental Agencies - Ministry of Environment	6. dldp office (hard copy)
Consolidated guidelines on solid waste costing and tariff calculation	These guidelines represent a consolidated approach on financial management of the solid waste service, which provides a good resource for the officials at national, regional and local level in Albania. It is developed as practical and ready to use tool, providing both professional and technical knowledge for the final user. National government has prepared a sub legal act to recommend it to all municipalities nationwide to use such methodology for cost and tariff calculation.	- LGU officials dealing with public services - local municipal councils and decision-makers, - administrative staff and planners, - contractors - different stakeholders such as Regional Environmental Agencies - Ministry of Environment	1. dldp webpage 2. National events (conferences, workshops or round tables). 3. National trainings with ASPA 4. dldp activities in regional and local level (SWM planning process in partner municipalities) 5. CC meetings 6. dldp office (hard copy)
Manual on composting in the community	For Albania one of the challenges remains disposal of those wastes that can be recycled or reused. One of these trends is organic waste and green mass for rural areas. Composting is a process that is recently seen more and more as a natural management practice, very positive for soil enrichment and addressing the problem of losses, erosion and reduction of negative impact on the environment due to the extensive practice of land use in the past decades. Producers and users of compost find in this manual information on what is compost and what are the benefits of its application. It shows composting methods and technology and how to address environmental sustainability and various	- LGU officials dealing with public services - local communities, - contractors - different stakeholders such as Regional Environmental Agencies	1. dldp webpage 2. National trainings with ASPA 3. dldp activities in regional and local level (SWM planning process in partner municipalities) 4. CC meetings

	problems with which farmers may face.		
Benchmark indicators for urban waste service	This document provides guidance on how to develop a planning based on self-sufficient and affordable targets and how to set and measure performance indicators. It supports the planning process by building on real figures (comprehensive baseline) which are measured based on a set of indicators selected for the reality of Albanian Municipalities. Later it provides a methodology on how to project the service based on three different approaches making use of the indicators to confront the results with the concepts of self-sufficiency and affordability. It helps the plan developer to understand the limitations of the local economic development and financial capacities on setting the objectives and indicators of the plan.	<ul style="list-style-type: none"> - LGU officials dealing with public services - administrative staff and planners, - Different stakeholders such as Ministry of Environment. National Environmental Agency or other regulatory body in regional or national level 	<ol style="list-style-type: none"> 1. dldp webpage 2. National trainings with ASPA 3. dldp activities in regional and local level (SWM planning process in partner municipalities) 4. CC meetings
Recycling	Municipality organized "Recycling championship", where students competed not only in sport skills, but also on the quantities of recyclable waste collected. Based on such experience, dldp carried out a feasibility study of developing a sustainable Recycling Championship at Elementary and High School level in 5 Qarks of Albania. The goal of the study was to determine the feasibility of the championship, identification of potential actors to be involved, the willingness of many government bodies to participate, private and public interest, potential cities to be included in the scheme, logistic plan and monetary management, as well as	<ul style="list-style-type: none"> - LGU officials dealing with public services - local communities, - contractors - different stakeholders such as Regional Environmental Agencies 	<ol style="list-style-type: none"> 1. dldp webpage 2. National events (conferences, workshops or round tables). 3. National trainings with ASPA 4. dldp activities in regional and local level (SWM planning process in partner municipalities) 5. CC meetings 6. dldp office (hard copy)

	financial projection among many other elements.		
Disposal site management plan and experience	<p>Rehabilitation of the current dumpsites require extra infrastructure development for environmental protection and health protection. It also require inside management to extend the life of the site. In Albania rehabilitation of such disposal sites is expected to face serious problems with the current legislation. Based on dldp recommendations, Ministry of Environment has committed itself to find a solution for rehabilitation of “historical dumpsites” and undertake the necessary steps to change the legislation to accept regulated/controlled dumpsites. A controlled dump is a non-engineered disposal site where improvement is implemented on the operational and management aspects rather than on facility or structural requirements, which would otherwise require substantial investment.</p>	<ul style="list-style-type: none"> - LGU officials dealing with public services - local communities, - contractors - different stakeholders such as Regional Environmental Agencies 	<ol style="list-style-type: none"> 1. dldp activities in regional and local level (SWM planning process in partner municipalities) 2. CC meetings

E-governance

Title of document	Short Description	Target group	Dissemination strategy/ availability
Curricula on administrative service for IOSSH model	<p>The curriculum is designed based on the OSSH service delivery philosophy. The main component of this curricula are administrative procedures based on IOSSH model implemented by dldp, which has gone through a wide</p>	<p>All levels of LGUs administration that has duties and responsibilities related to administrative services delivery.</p>	<p>A national training programme will be delivered by dldp, in cooperation with Albanian School of Public Administration (ASPA). The training programme will target the high management level of 61LGUs within 2017.</p>

	consulting process and resulted in a number of administrative services.		
System administrators manual on e-services	Dldp has implemented a software system of integrated OSSH, which is part of the model. System administration and monitoring. The manual describes all the steps of the processes, and it serves as a helping tool for new e-services design without any need for software programming.	IT administrators of partner LGUs that have/will implement Integrated OSSH system.	The system administrators' manual is delivered through the coaching of IT administrators of LGUs that have implemented the system. The same approach will be followed also with 2 new LGUs that are implementing the model through the Grant Fund of dldp.
Methodology on administrative procedures services from new function allocated	The iOSSH model implemented by dldp has developed the methodology of administrative service identification and designed the process of workflow that local administration should apply. The above process is based on a validated legal framework that regulates the functions of local government	Head of the offices/departments of all LGUs that have the responsibilities for new functions allocation. IOSSH officials that are responsible to deliver the administrative services from new functions allocated	This methodology will be part of new curricula on administrative services and will be part of training curricula program for 61 LGUs in 2017.

Responses to a survey of dldp training participants

In November 2016, 72 participants of three different dldp trainings were surveyed for their opinion on dldp capacity development initiatives. The following are some highlights from the responses.

How long have you been in your present function? And how long have you been a partner of dldp? (Note: 0 indicates that this training is their first interaction with dldp).

Figure 3: Years of dldp partnership vs years in present function

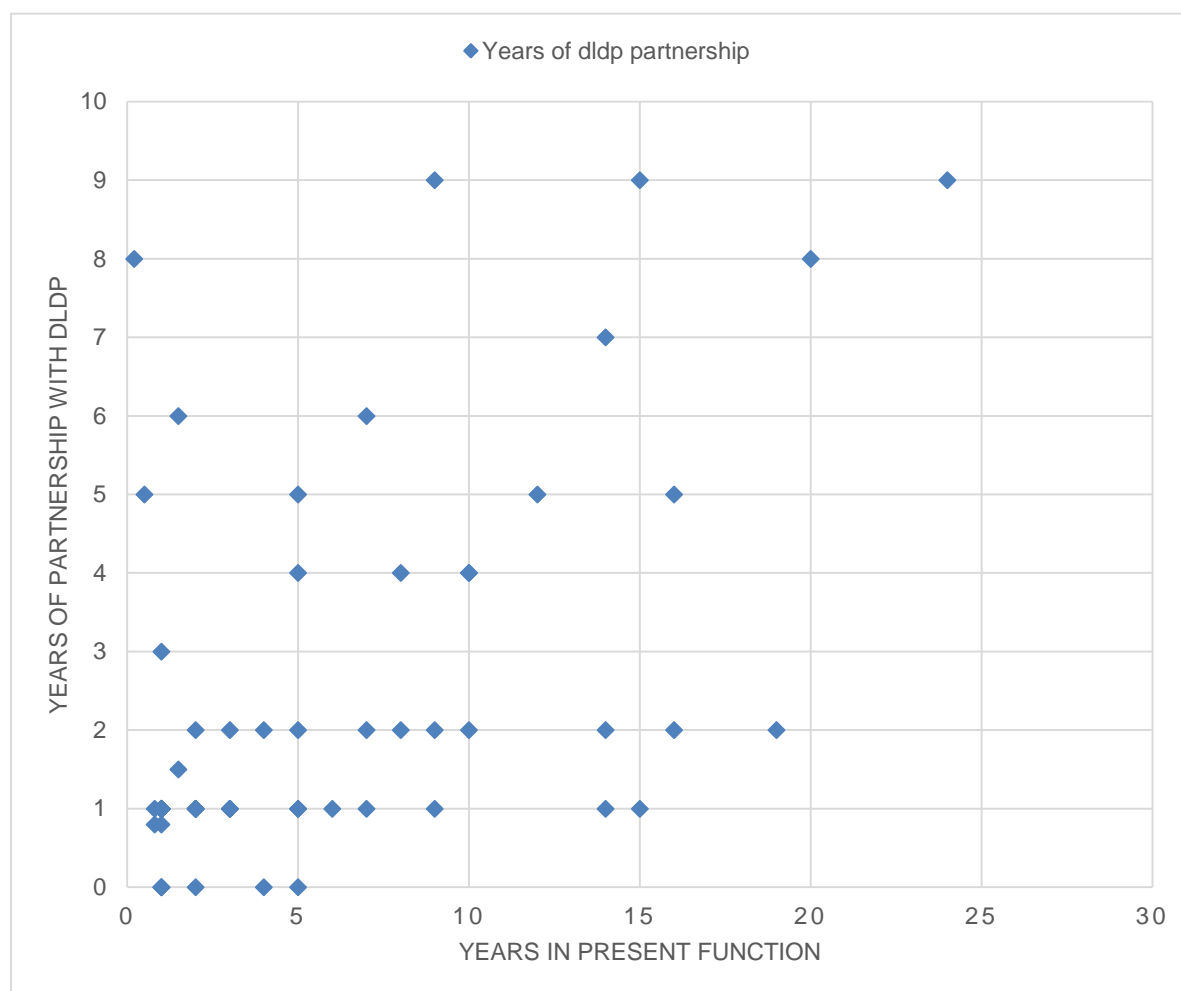


Table 3: Survey of dldp training participants

Questions	Responses					
	Agree	Partly agree	Partly dis-agree	Dis-agree	Don't know	Not relevant
On developed know-how						
I have read a dldp knowledge product.	68	3	0	0	1	0
Dldp knowledge products provide me with useful information for carrying out my professional duties.	63	9	0	0	0	0
Dldp knowledge products are clear and easy to understand.	61	11	0	0	0	0
I have shared a dldp knowledge product with my colleagues.	51	19	0	0	0	2
Dldp knowledge products have informed or helped changed how I do my job.	59	13	0	0	0	0

Questions	Responses					
	Agree	Partly agree	Partly dis-agree	Dis-agree	Don't know	Not relevant
Dldp knowledge products contribute to helping municipalities perform better.	65	7	0	0	0	0
On know-how transfers						
<i>National trainings</i>						
I have attended a dldp training.	68	2	0	0	2	0
Dldp trainings provide me with useful information for carrying out my professional duties.	65	6	0	0	1	0
Dldp trainings are clear and easy to understand.	61	10	0	0	1	0
I have shared what I learned in a dldp training with my colleagues.	49	20	1	0	1	1
Dldp trainings have informed or helped changed how I do my job.	63	8	0	0	1	0
Dldp trainings contribute to helping municipalities perform better.	62	9	0	0	1	0
<i>On national events/platforms</i>						
I have attended a dldp national event.	67	2	0	1	4	1
Dldp national events provide me with useful information for carrying out my professional duties.	55	13	0	0	3	1
Dldp national events provide information that is clear and easy to understand.	58	9	1	0	3	1
I have shared what I learned in a dldp national event with my colleagues.	45	21	0	0	4	2
Dldp national events have informed or helped changed how I do my job.	58	10	0	0	3	1
Dldp national events contribute to helping municipalities perform better.	63	6	0	0	3	1
<i>International events (study tours)</i>						
I have attended a dldp international event (i.e. a study tour).	51	2	0	5	11	3
Dldp international events provide me with useful information for carrying out my professional duties.	53	5	0	3	9	2
Dldp international events provide information that is clear and easy to understand.	56	3	0	3	9	1

Questions	Responses					
	Agree	Partly agree	Partly dis-agree	Dis-agree	Don't know	Not relevant
I have shared what I learned in a dldp international event with my colleagues.	50	6	0	3	9	4
Dldp international events have informed or helped changed how I do my job.	52	6	0	3	9	2
Dldp international events contribute to helping municipalities perform better.	55	3	0	3	9	2
On know-how communication						
<i>Newsletter</i>						
I have read the dldp newsletter.						
The dldp newsletter provides me with useful information for carrying out my professional duties.	51	15	1	0	5	0
The dldp newsletter provides information that is clear and easy to understand.	53	16	0	0	3	0
I have shared the dldp newsletter with my colleagues.	59	10	0	0	3	0
<i>Webpage (www.dldp.al)</i>						
I have accessed the dldp webpage.	64	5	1	0	2	0
The dldp webpage provides me with useful information for carrying out my professional duties.	61	9	0	0	2	0
The dldp webpage provides information that is clear and easy to understand.	64	5	1	0	2	0
I have shared the link of the dldp webpage newsletter with my colleagues.	51	15	0	1	3	2
<i>E-knowledge management platform (www.dldp.al/km)</i>						
I have accessed the dldp e-KM platform.	52	10	0	3	7	0
The dldp e-KM platform provides me with useful information for carrying out my professional duties.	52	9	0	3	8	0
The dldp e-KM platform provides information that is clear and easy to understand.	55	7	0	2	8	0
I have shared the link of the dldp e-KM platform newsletter with my colleagues.	47	15	0	3	7	0

Any comments or suggestions? (Reponses translated by dldp)

- Very qualitative and useful trainings. Helped me a lot.
- The training should be agreed with us and in function to our role
- Professional work, and good for keeping the contacts
- The trainings helped me a lot in my work and I am very interested in participating in other activities related to environment
- Must organize more study tours to know the Swiss experience
- All the information from dldp is clear and understandable
- Useful information and possibility to share with other municipalities
- Glad to collaborate with you and continue in the future
- Useful training
- This training curricula should be unified to resist to the time changes
- Very useful training in all levels
- Very pleased with dldp collaboration and hope it continues for the good of municipalities to have good achievements
- Very pleased with this first experience
- Very useful and helpful, hope dldp goes on for many years
- Glad to be part of dldp trainings
- To have more national activities with line ministries and local level and build a communication platform between these two levels
- Suggest to be involved national institutions and local ones. And these people should be from national institutions
- Support national policy for services. Dldp experts should collaborate with LGU experts to implement the best methodologies.
- Clear and useful information, sharing successful experiences, right approach on defining the standards make dldp a strategic partner for the municipalities
- Good for being part of this
- Constructive assistance and good experience. Interested for other trainings
- Must have more often trainings because we learn more
- These trainings increase our professional development. Dldp webpage helps me with information, documents, methods, etc.
- Expand the trainings also in other fields
- Have trainings for public services in Tax Office and territorial development
- Trainings are useful. Should be organized also with other directorates
- Must collaborate more with LGUs in South Albania
- Useful trainings and very helpful for our work
- Very useful
- Very good trainings
- Every useful information should be sent via internet
- Dldp is the best
- Help the local level and be practical
- Continue with such trainings
- Useful trainings
- The studies should be more related to the actual problems and context of our country
- Useful work of dldp. Is a must to expand their work in the municipalities of the South of Albania.