

ROMACTED

*Promoting good governance
and Roma empowerment
at local level*

Roma Responsive Human Resource Management at Local Level

A Guide for
Local Administration





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ROMACTED II Programme

Promoting good governance and Roma
empowerment at local level

**A European Union and Council of Europe
Joint Programme**

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TABLE OF CONTENTS

1. Introduction	6
1.1 Rationale and purpose of this guide	7
1.2 Structure of the guide and key messages	8
2. Part A: Human resource management - overview of the national strategic context and the Council of Europe's instruments on good governance	10
2.1 The Council of Europe's principles and standards on good governance	11
2.2 National Strategic Framework on public administration reform and local self-governance	13
2.3 Challenges	15
2.4 Why RRHRM Guide?	15
3. Part B: Overview of key human resource management processes	17
3.1 Aspects of human resource management	18
3.2 The professional ethics in local government	19
3.3 Classification of civil service positions	20
3.4 Main civil service processes	20
3.5 Results-oriented Roma empowerment at local level	23
4. Part C: Job descriptions forms	24
4.1 Directorate of the Social Care Services	26
4.2 Directorate of Budgetary Analysis and Programming	34
4.3 European Union Focal Point	39
4.4 Local Focal Point for Roma and Egyptian Minorities	45
5. References	51

ABBREVIATIONS

ASPA	Albanian School of Public Administration
AU	Administrative Unit
BP	Budgetary Programme
CAG	Community Action Group
DCM	Decision of the Council of Ministers
CHPU	Child Protection Unit
CS	Civil Service
CSO	Civil Society Organisation
CSDLG	Cross-cutting Strategy for Decentralisation and Local Governance
CSPAR	Cross-cutting Strategy Public Administration Reform
CSTF	Cross Sectoral Task Force
DoPA	Department of Public Administration
EC	Civil Service
EU	Civil Society Organisation
HRD	Civil Service
HRM	Civil Society Organisation
HRMIS	Human Resources Management Information System
IWG	Institutional Working Group
MISWG	Municipality Intrasectoral Working Group
LA	Local Authority
LPIRE	Local Plan for Integration of Roma and Egyptian communities
LSGU	Local Self-Government Unit
LOES	Local Office of Education Services
MC	Municipal Council
MEFA	Ministry for Europe and Foreign Affairs
MFE	Ministry of Finance and Economy
MHSP	Ministry of Health and Social Protection
MoI	Ministry of Interior
MTBP	Medium Term Budgetary Programme
NAES	National Agency for Employment and Skills
SSRD	Social Services Regional Directorate
PAR	Public Administration Reform
PHLO	Public Health Local Office
PwD	Persons with disabilities
RDES	Regional Directorate of Education Services
RDSS	Regional Directorate of Social Service

1.

INTRODUCTION



1.1 Rationale and purpose of this guide

Local governments play an important role in ensuring good public governance and in the qualitative provision of public services. The way that they are organised and function has a direct impact on the economic and social well-being of citizens and public trust in government¹. In the framework of the implementation of the functions and powers exercised by the local government, the Local Self-Government Units (LSGUs) play an important role for the effective implementation of policies and programmes for the integration of Roma in the social and economic life of the country. This is the level where exclusion is most visible and where practical steps are needed for inclusion. The main challenge for the effective implementation of Roma minority inclusion policies at the local level is related to the significant gap in understanding, capacities and political commitment at the municipal level.²

This paper presents a guide to local authorities (LA) and human resource managers at local level for mainstreaming the role, functions and tasks of some key structures of the LSGUs towards the designing and effective implementation of local policies/ or local action plans for integration and empowerment of Roma in Albania. It is supported by ROMACTED "Promoting good governance and Roma empowerment at local level" – a joint initiative of European Union/Council of Europe whose focus is two folds - building the capacities of local authorities and roma communities.

The guide builds on the strategic national policies as such the Cross-Sectoral Strategy for the Public Administration Reform (CSPAR) and its Action Plan (2018-2022) and the Cross-Sectoral Strategy for Decentralisation and Local Governance (CSDLG). It also provides references on the standards and principles of the Council of Europe related to the good governance such as the CoE Instrument for Modern Human Resources Management and the 12 principles of Good Governance in public administration³.

The guide focuses on providing an elaborated draft model of the job description for three key structures in local administration: social welfare directorate with a specific position of Local Focal Point for Roma and Egyptian minorities, budget directorate and EU Integration structure (or focal point). The draft model mainstreams the mission, functions and tasks of the structure related to the responsibility of the local administration in terms of the empowerment and integration of Roma and Egyptian minorities.

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- 1 SIGMA Paper No.66 "Subnational Government in the Western Balkans (2023): <https://doi.org/10.1787/20786581>
 - 2 Council of Europe, ROMACTED, Manual for the Development of Local Resources, Joint Action and Empowerment of Roma Communities (2020): <https://rm.coe.int/romacted-handbook-al/native/1680a15f03>
 - 3 Council of Europe: <https://www.coe.int/en/web/good-governance/12-principles>



1.2 Structure of the guide and key messages



Part A of the guide provides an overview of the national strategic context on human resource management and the Council of Europe's instruments and principles on good governance and related challenges.



Part B provides an overview of key human resources management processes, principles of ethics for public officials, and main civil service processes including admission, parallel transfers, job promotion and quitting (discharge) from civil service.



Part C provides the models of job descriptions for the key structures of the municipalities playing an important role concerning the promotion of Roma and Egyptian minorities. The model of job descriptions, as presented here, have mainstreamed the role and tasks of the local structures being more sensitive and responsive to needs of Roma and Egyptian minorities. The drafting of the job descriptions for the key structures of the local administration has been a thorough process including the consultations with all participating municipalities.

In the frame of the drafting this guide for local administration on Roma Responsive Human Resources Management at local level, some recommendations can be outlined:

- * Internalising Roma Responsive Human Resource Management at Local Level with the aim of delivering public services equally to all citizens and enhancing Roma integration at local level.
- * The main role and tasks outlined in the forms of job descriptions of the municipal structures should be part of the municipality regulation, with a focus on the design, implementation, monitoring and evaluation of local social plans, local action plans for integration of Roma and Egyptian minorities and application of Roma responsive budgeting at local level. More detailed steps are provided in the part C of this guide.
- * Further capacity development for municipal staff dealing with Roma and Egyptian minorities is needed in monitoring and performance-based reporting.
- * The Council of Europe's principles on good governance should be embodied in all processes of internal management of the LSGUs.
- * Financial resources of LSGUs for the implementation of LPIRE should be forecasted on the Medium-Term Budget Programme (MTBP) of the municipality.
- * LSUs must increase human resources in the provision of social services in accordance with legal requirements:



- i. Every administrative unit (AU) of the municipality must have one social administrator⁴;
- ii. The Needs Assessment Unit is established for each AU of the municipality and the number of social workers in the municipalities is determined according to Law no. 121/2016 "On Social Services"⁵ defining one social worker per 10,000 inhabitants;
- iii. The number of child protection employees in the LSGU is determined according to the provision - One employee for the protection of children's rights (CHP) for 3000 children⁶.

4 Law no. 57/2019 "On Social Assistance in the Republic of Albania": <http://www.sherbimisocial.gov.al/wp-content/uploads/2019/09/asisstena-sociale-ne-kuvend-1-2.pdf>

5 Law no. 121/2016 "On Social Services": <http://www.sherbimisocial.gov.al/wp-content/uploads/2017/02/ligj.1212016.pdf>

6 Law 18/2017 "On the Rights and Protection of the Child": https://www.drejtesia.gov.al/wp-content/uploads/2017/11/04_Ligj_18_2017_23.02.2017_Per_te_drejtat_dhe_mbrojtjen_e_femijes.pdf



2.

PART A

Human Resource Management
- Overview of the Council of
Europe's instruments on good
governance and the national
strategic context



Human resource capacity generally refers to a combination of capabilities that enable subnational government workforces to contribute to the core strategic objectives of the government. Multi-level governance systems need to be supported by effective human resource capacity, notably having the right skills to develop and manage complex projects. Human Resource Management (HRM) is thus about ensuring the development of an efficient and accountable public administration for the benefit of the community to be served. HRM is underpinned through the development and implementation of transparent and impartial recruitment procedures, indepth evaluation of local employees' performance and career development for the public service, and continuous training and the promotion of ethics within the public administration. Decentralisation requires the strengthening of the administrative capacity of local self-government⁷.

2.1 The Council of Europe's principles and standards on good governance

The principles of the European Social Charter of the Council of Europe are reflected in the national strategic framework of the development policies in the social field and the respective laws. The European Social Charter⁸ is a Council of Europe treaty that guarantees fundamental social and economic rights as a counterpart to the European Convention on Human Rights, which refers to civil and political rights. It guarantees a broad range of everyday human rights related to employment, housing, health, education, social protection and welfare. The Charter lays specific emphasis on the protection of vulnerable communities.

Since 2009, the Council of Europe, in partnership with the donor agencies, has contributed to the country's reform agenda by strengthening local government structures and promoting cooperation of local elected representatives in Albania based on the 12 Principles of Good Governance⁹ and those enshrined in the European Charter of Local Self-Government.

The 12 Principles on good governance and related tools are:

- i.** Fair Conduct of Elections, Representation and Participation,
- ii.** Responsiveness,
- iii.** Efficiency and Effectiveness,
- iv.** Openness and Transparency,
- v.** Rule of Law,
- vi.** Ethical conduct,
- vii.** Competence and Capacity,

7 OECD / Sigma paper no.66 "Subnational Government in the Western Balkans"; https://www.oecd-ilibrary.org/governance/subnational-government-in-the-western-balkans_8d3249ad-en

8 Council of Europe / The European Social Charter: <https://www.coe.int/en/web/european-social-charter>

9 Council of Europe: <https://www.coe.int/en/web/good-governance/12-principles>



- viii.** Innovation and Openness to Change,
- ix.** Sustainability and long-term orientation,
- x.** Sound Financial Management,
- xi.** Human Rights, Cultural Diversity and Social Cohesion,
- xii.** Accountability.

In 2019, the Council of Europe assisted the Albanian School of Public Administration (ASPA) in mainstreaming the 12 Principles of Good Governance in public administration training and for implementation of the strategic training plan that aimed to respond to the needs of public administration for capacity building.

Also, the Council of Europe supported the development of the toolkit on Good Governance issued by the Council of Europe's Centre of Expertise (revised in 2022)¹⁰. This toolkit highlights that the promotion of modern and effective Human Resource Management is at the very heart of so called "good governance at the local level", and a key building block of local democracy. It is mainly designed for use by human resources practitioners in local authorities, as well as senior management and elected members of local authorities concerned with public service reform and improving people management.

The promotion of human resource management at the local level contributes to the observance of the five general principles in any public administration reform, namely, decentralisation, depoliticisation, professionalisation, rationalisation, and modernisation¹¹. It is essential for good governance at the local level as an important aspect of local democracy in relation to citizens, vulnerable groups, and local authorities.

10 Council of Europe: <https://rm.coe.int/hrm-modern-and-effective-human-resources-management/1680746cb9>

11 Council of Europe / Instrument for Modern Human Resources Management: <https://rm.coe.int/hrm-modern-and-effective-human-resources-management/1680746cb9>



2.2 National strategic framework on public administration reform and local self-governance

Strengthening of human resource management has been a key component of the Cross-Cutting Strategy for Public Administration Reform (CSPAR) and its Action Plan 2018-2022, as well as the Cross-Cutting Strategy for Decentralisation and Local Government (CSSDLG), and its Action Plan 2020-2022¹². The development of new strategic documents for PAR and decentralisation and local governance is ongoing. As part of these reforms, some important measures are related to creating a professional and depoliticised administration, support to ensure effective implementation of the Civil Service Law¹³, strengthening the human resource management system in the public administration (central level) and regarding the practices at the local level, adopting a comprehensive approach to the training, the strengthening institutional capacity of ASPA, the use of HRMIS by all LSGUs, increasing effectiveness and quality linked to recruitment and evaluation procedures, increasing human resource capacities through training and improving the delivery of public services to citizens based on innovation and digitalisation and other measures. Also, the effective implementation of the public administration reform is a precondition in the process of integration of Albania in the European Union.

Recently, a practical manual was drafted for the implementation of the civil service legislation by the LSGUs, which will assist local human resource managers in improving procedures for human resource management under the guidance of the Department of Public Administration (DoPA). In this vein, a guide is drafted for the internal reorganisation and structures of the LSGUs¹⁴.

The government has managed to establish measures to create a coordinating mechanism between the central and local levels for monitoring and evaluating human resource management. The HRMIS system has continued to be populated with data, albeit at a slow pace; The HRMIS does not yet cover the entire public sector and LSGUs and does not include fully up-to-date data on civil servants¹⁵. Despite the progress on the PAR in Albania, local self-government units still lack sufficient financial resources and administrative capacities to effectively exercise their greater powers in policy-making and the provision of qualitative services to citizens. For the pe-

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- 12 Cross Cutting Strategy of Public Administration Reform 2015-2022 Decision No. 158, dated 25.11.2019, Decision No. 319, dated 15.04.2015 For the Approval of the Cross-Sectoral Strategy for Public Administration Reform"; <https://www.adisa.gov.al/ep-content/uploads/2021/03/Strategjia-Nder-sektoriale-SNRAP-2015-2022.pdf>
Council of Ministers Decision (CMD) No. 447, dated 26.07.2018 "On Some Changes and Additions to CMD No. 319, dt. 15.04.2015, of the Council of Ministers, "On the Approval of the Cross-Sectoral Strategy for Public Administration Reform":
https://www.dap.gov.al/images/DokumentaStrategjik/VKM%20447_dt26.07.2018_Ndryshime_dhe_shtesa.pdf
Council of Ministers Decision No. 783, dated 07.10.2020 "On the approval of the 2020-2022 Action Plan of the Intersectoral Strategy for Decentralisation and Local Governance; <https://planifikimi.gov.al/index.php?eID=dump-File&t=f&f=5523&token=88ee566e5f3786faeb79b2de711fc2e15935c1e6>
- 13 Law on Civil Servant no. 152/2013: <https://www.dap.gov.al/images/Legjislacionishc/Ligji%20152%20perditesuar.pdf>
- 14 Department of Public Administration "Report on Civil Service" (2021): <http://www.dap.gov.al/publikime/raportev-jetore>
- 15 EC Progress Report for Albania (2022): https://neighbourhood-enlargement.ec.europa.eu/albania-report-2022_en



riod 2019-2021, an average of 15.5% of job positions in the civil service were unfilled. The municipalities and prefectures had the highest number of unfilled positions (around 20%). The situation has a negative impact as the local administration does operate with insufficient capacity.¹⁶ Around 5,397 officials trained by ASPA in 2022 of which 23% are from LSGUs. Albania has a level of preparation for social policies and employment. Some progress has been made especially by strengthening the quality and effectiveness of labor market institutions and the provision of employment services for the most vulnerable groups¹⁷. There have been improvements during the year 2022 in the coordination of work between central and local authorities for the implementation of the National Action Plan for the Integration of Roma and Egyptian minorities. Around 108 local officials were trained on the issues related to the implementation of the National Action Plan on equality, inclusion and participation of Roma and Egyptians in 2022, compared to 65 employees trained in 2021. Trainings for data collection and reporting within the ROMALB system were attended by 42 local employees. 29 Municipalities have reported on the regular use of the ROMALB system for statistics and analysis, as well as to the Ministry of Health and Social Protection. The indicator has decreased compared to 32 municipalities in 2021. Through the employment programmes, around 417 from Roma and Egyptian minorities were employed in 2022 compared to 661 employed during the year 2021 (N=50). In 2022, the number of employees from the Roma and Egyptian minorities working in municipal services was 271 compared to 214 reported in 2021 (N=54)¹⁸.

The 2015-2020 national strategy for social protection was revised and extended until 2023. In April 2019, the government established the Social Fund mechanism as a transitional measure for the distribution of funds from the state budget to municipalities. In 2020, the number of local administration officials responsible for inclusion and social protection in the municipality has increased for the child protection unit, gender equality and domestic violence, as well as for the administration, monitoring and evaluation of economic assistance, a total of 117 more local officials compared to 2019. The needs assessment and referral sector has become functional in 50% of the municipalities in 2020.

16 Reporting of the Commissioner for the Supervision of the Civil Service to the Assembly (May 2022): <http://www.kmshc.al/wp-content/uploads/2022/05/Fjala-e-Komisioneres-ne-Kuvend-date-30.05.2022-final.pdf>

17 EC Progress Report for Albania (2022): https://neighbourhood-enlargement.ec.europa.eu/albania-report-2022_en

18 "Municipalities for Europe", an EU funded project: Report (draft) "Albanian Municipalities in the EU Integration Process" (2022): <https://www.bpe.al/al/publikime>



2.3 Challenges

Concerning issues of Roma and Egyptian minorities, the ROMALB system is not updated regularly by all LSGUs. Insufficient financial resources allocated by the municipalities in support with projects and housing of Roma and Egyptian minorities. Another challenge for LSGUs remains the preparation of the budget in a readable form by citizens and reporting in the process of preparing the draft budget and on the public hearings on the execution of the budget¹⁹, and the lack of a unique and standardised system of local statistical data and the reporting formats for the implementation of policies by LSGU.

The effective implementation of social protection policies at the local level and the civil service law at local level, among other things, requires the review of the role and duties of municipal structures to improve social services for vulnerable communities and for the effective implementation of local social plans and local plans for the integration of Roma and Egyptian minorities.

2.4 Why RRHRM Guide?

ROMACTED results from the experience of the ROMED²⁰ and ROMACT²¹ programmes. It reflects on the implementation of these methodologies and activities for each target beneficiary (municipality) to adapt to the policy cycle, dynamics and reality of each municipality, thus making existing policies and practices more effective and inclusive²². Its focus is to contribute on the promotion of good governance and Roma empowerment at the local level.



Roma Responsive Human Resource Management at Local Level concerns human resource practices and policies aiming at delivering public services equally to all citizens, enhancing Roma integration at local level, with a focus on the design, implementation, monitoring and evaluation of local social plans, local action plans for integration of Roma and Egyptian minorities and application of Roma responsive budgeting at local level.

19 "Municipalities for Europe", an EU funded project: Report (draft) "Albanian Municipalities in the EU Integration Process" (2022): <https://www.bpe.al/al/publikime>

20 ROMED 2: www.coe-romed.org

21 ROMACT: www.coe-romact.org

22 Council of Europe: "Manual for the development of Local Resources, Joint Action and Empowerment of Roma Communities": <https://rm.coe.int/romacted-handbook-al/native/1680a15f03>



The role and responsibilities on the LSGUs on the implementation of local actions plans, targeting vulnerable groups should be properly reflected in functions and tasks of the formalised job descriptions of the respective municipal structures. Public officials perform their tasks in accordance with the legislation in force and their job descriptions²³. If not, then a gap will exist in the expected role of the local structures followed by lack of effective execution of the expected activities against the local plans.

The development of the job descriptions of some key structures in LSGUs, as presented in the part C of this guide, came as a logical need of the ROMACTED programme partner municipalities upon institutionalisation of the Roma responsive budgeting at local level. The main role and tasks of the municipal key structures had to be developed and mainstreamed outlining the sensitive role of the local structures towards the inclusion of Roma and Egyptian minorities.

23 Law 9131/2003 “On the Rules of Ethics in Public Administration”: https://www.idp.al/ep-content/uploads/2016/11/ligj_9131_2003_rregullat_etike_ne_administraten_publike.pdf



3.

PART B

Overview of Key Human Resource Management Processes



3.1 Aspects of human resource management

Human resource management covers the practices and policies required to carry out managerial tasks related to staff personnel matters, particularly, employment (recruitment), training, evaluation and remuneration of personnel and the provision of a safe, ethically acceptable, and appropriate environment for them. The function of human resource management is made of a set of different activities aimed at diverse aspects of employee management including job analysis, planning the supply and demand of human resources, selecting and recruiting candidates, employee training and development, performance assessment (appraisal), employee remuneration and employee relations²⁴. It includes:

- * Job analysis - the process of gathering relevant information about jobs and determining the knowledge, skills and capacities needed to perform a specific job.
- * Human resource planning – a process in which requirements of human resources are predicted based on anticipated changes in internal and external environments.
- * Recruitment of potential candidates.
- * Candidate selection.
- * Training of employees.
- * Employee development – the process of creating opportunities to assist employees in their personal growth and prepare them for future demands in their work or for developing their careers.
- * Employee performance evaluation – the process of evaluating the individual contributions of employees to the achievement of the organisation’s objectives over a set time (usually one year).
- * Employee turnover management – planning and implementing of various programmes of work departure, such as dismissals, employee voluntary termination, retirement.

The objectives of human resource management in the workplace are related to individual performance (the outcomes achieved by the employee), the desired level of productivity and quality, the motivation of employees and, in the long term, the stimulation of their loyalty to the organisation. At the organisational level, the objectives are directed towards increasing the average levels of productivity, improving the quality of working conditions, the growth and development of the organisation and the profitability of its operation.

The factors that affect the aspect of human resource management are internal and external. Internal factors relate to the characteristics of the organisation (strategy, organisational structure and culture, its size, existing

24 Council of Europe/Toolkit “Human Resources Management”: <https://rm.coe.int/hrm-modern-and-effective-human-resources-management/1680746cb9>



technology), the characteristics of employees (personal characteristics, interests, motivation, attitudes, skills) and the characteristics of the activities performed (their nature, how demanding they are for employees, job satisfaction). External factors relate to government regulations and legislation (work and labor relations), labor market trends, environmental characteristics, and requirements²⁵.

3.2 The professional ethics in local government

Every civil servant and local employee contribute to the fulfillment of the main objectives within the local government. By helping elected officials, they contribute to the functioning of local democracy. The civil servant and the local employees need to fulfill the tasks assigned to them and respect ethical values.

To gain the trust of citizens for their effective and efficient use of public funds, civil servants must always demonstrate a particularly ethical and exemplary behavior.

General principles of ethics for public administration officials²⁶ (at local and central level) are: a) perform their tasks in accordance with the legislation in force and their job descriptions, b) act independently of their political points of view and not hinder the implementation of policies, decisions, or legal actions of local public administration authorities, c) in the performance of their duties, be honest, impartial, efficient, considering only the public interest, d) be polite in their relations with the citizens they serve and with superiors, colleagues and subordinates; e) not act arbitrarily to the detriment of a person or organisation and show due respect for the rights and personal interests of third parties; f) maintain the confidentiality of the information in their possession, but without affecting the implementation of their obligations arising from Law no. 119/2014, "On the right to information"²⁷.

The Civil Service Administration shall be governed by the law and be based on the principle of equal opportunities, non-discrimination, merit, transparency, professionalism, and political impartiality, as well as shall guarantee the civil servant tenure and the continuity of the civil service as stipulated in "Law 152/2013 on the Civil Servant", as amended, Article 5²⁸.

25 Instrument for Modern Human Resources Management (CoE); <https://rm.coe.int/hrm-modern-and-effective-human-resources-management/1680746cb9>

26 Law 9131/2003 "On the Rules of Ethics in Public Administration": https://www.idp.al/ep-content/uploads/2016/11/ligj_9131_2003_rregullat_etike_ne_administraten_publike.pdf

27 Law no. 119/2014 "On the Right to Information": https://www.drejtesia.gov.al/wp-content/uploads/2018/08/Ligj_119_2014_18.09.2014.pdf

28 Law no. 152/2013 on Civil Servant: <http://www.dap.gov.al/images/Legjislacionishc/Ligji%20152%20perditesuar.pdf>



3.3 Classification of civil service positions

Civil service positions are classified by category, grade, and nature of position. Each category contains several classes. Civil service positions are divided into four categories: a) senior management, b) middle management, c) low management, d) executive. Classification is based on the job description of each position.

The assessment of job positions is carried out when a new position is created or required under the law or by-laws and based on the new commitments of the organisation related to the implementation of the policies or strategies of the LSGUs (e.g., the implementation of the local plan for the integration of the Roma and Egyptian minorities).

For the evaluation and review of job descriptions, the LSGU shall set up the Job Position Evaluation Committee (3 members) composed of 1 job analyst/or human resources officer and 2 civil servants with experience in the institution (municipality). Each position is evaluated against four main classification factors, measured with responsible criteria²⁹.

3.4 Main civil service processes

Admission to the civil service³⁰ includes the process of admission to the civil service, parallel movements, promotion of civil servants from the lower and middle management category and from the senior management category corps.³¹

First admission to the civil service takes place at the specialist entry level (executive category), but there are also exceptions. The civil service admission procedure is organised separately for the group of general administration positions and for each group of special administration positions. "Responsible Unit" is the human resources unit in the LSGU, or in the absence of a responsible unit, a person dedicated to the recruitment process.

29 Department of Public Administration/Training Program for Human Resources Management, with the support of the Council of Europe (E. Dudushi, 2015).

30 Practical Manual for the Implementation of Civil Service Legislation and Human Resources Management (2021); <http://dap.gov.al/legjislacioni/udhezime-manuale/446-manual-praktik-mbi-zbatimin-e-legjislacionit-te-sherbimit-civil-dhe-menaxhimit-te-burimeve-njerezore>

31 Legal basis: Law 152/2013 on civil service as amended, Law no. 44/2015 "Code of Administrative Procedures of the Republic of Albania, Decision of Council of Ministers no. 108/2014 "On the annual plan of admission to the Civil Service, Decision of Council of Ministers no. 243/2015 "On admission, movement parallel, the probationary period and the appointment in the executive category, Decision no. 242/2015 "On the filling of vacancies in the lower and middle management category", amended, Instruction no. 2/2015, of DoPA "On the process of filling vacancies in the civil service through the procedure of parallel movement, promotion for the middle and lower management category".



The responsible unit prepares the annual admission plan and announces the admission procedure. The announcement of the admission procedure is published on the official website of the municipality, on public information billboards and on the "National Employment Service" portal.

There are two phases in the competition: 1) preliminary verification, to see if the candidates meet the general and specific requirements defined in the competition announcement and 2) evaluation of the candidates. The evaluation of the candidates includes a) evaluation of the candidate's curriculum vitae (education, experience and training related to the field); b) written assessment and c) a structured oral interview.

Parallel transfers, promotions, and admission of people from outside of CS:³² Vacancies in the executive category are filled by civil servants of the same category through the parallel transfer procedure. Civil servants of the same category in the same institution or in another institution who meet the conditions for parallel transfers may apply. The candidate must meet the minimum requirements (be a confirmed civil servant within the same category, for which he applies, have no disciplinary measures in force, have the last evaluation "Good" or "Very good", meet the specific criteria defined in the competition announcement).

The general job description for the position is one of the elements that is presented in the notice for parallel transfers. The procedure includes the stage of verification of candidates and their evaluation (evaluation of work experience, training and qualifications related to the relevant field, a positive assessments and structured oral interview).

Job promotion in the low and middle management category: the filling of vacant positions in the low and middle management category is done through the procedure of parallel transfers and where at the end of this procedure, no one is appointed in the announced vacant position, then the promotion procedure is organised. If a vacant position in the lower or middle management category is not filled through the parallel transfer procedure, then the responsible unit decided to organise an open procedure for filling in the vacant positions.

Discharge from civil service for all civil servants in all categories takes place in the cases provided by the civil service legislation. Dismissal from the civil service is one of the instances of termination of the relationship in the civil service.³³

The evaluation of work results is the annual process of verifying the general accomplishment of the objec-

32 Department of Public Administration "Practical Manual for the Implementation of Civil Service Legislation and Human Resources Management": <http://dap.gov.al/legjislacioni/udhezime-manuale/446-manual-praktik-mbi-zbatimin-e-legjislacionit-te-sherbimit-civil-dhe-menaxhimit-te-burimeve-njerezore>

33 Practical Manual for the Implementation of the Civil Servant legislation, 2021: (<http://dap.gov.al/legjislacioni/udhezime-manuale/446-manual-praktik-mbi-zbatimin-e-legjislacionit-te-sherbimit-civil-dhe-menaxhimit-te-burimeve-njerezore>) Legal reference: Law 152/2013 on Civil Servants, as amended, VKM no. 124/2016 "On suspension and release from civil service", as amended: <http://www.dap.gov.al/images/Legjislacionishc/Ligji%20152%20perdituar.pdf>



tives defined at the beginning of the evaluation period, as well as the skills or weaknesses of the employees in performing their tasks. Evaluation of work results is governed by Law 152/2013 "On Civil Servants" as amended (Article 62), and CMD no. 109/2014 "On Evaluation of Civil Servants' Work Results". The evaluation of the performance of the individual (civil servant) is related to the degree of realisation of their functions and tasks, defined in the job description, as well as the performance of the structure (sector, directorate, and organisation). The performance evaluation for the civil servant of the lower and middle management category is carried out by the reporting officer, the counter signatory officer, and the authorising officer (General Secretary or equivalent position).



3.5 Result-oriented management for Roma empowerment at local level

Results-oriented management is an approach used for managing development results closely related to the chain of results, linking the financial and human resources of the organisation with its activities, products, and impact. Information about the results achieved can be used for accountability, communication (internal and external), improved management, and decision-making.³⁴

In the context of promoting good governance and Roma empowerment at local level, local authorities drafted and approved local action plans for the integration of Roma and Egyptian minorities (LPIRE). The local plan (LPIRE) defines budget allocation for each measure/or activity and expected outputs and results. The local structures are responsible for monitoring and reporting on the progress concerning the implementation of the LPIRE. The main challenges for the municipalities for implementation of LPIRE are:

- * Limited financial sources for the implementation of local action plans in accordance, with the Guidelines for Municipalities "Roma and Egyptian Responsive Budgeting at Local Level in Albania"³⁵.
- * Limited human resources allocated in the local administration for an effective implementation of the activities as part of the adopted LPIRE, including monitoring and reporting capacities.
- * Improvement of the culture of cooperation and coordination with community structures at the local level, such as Community Action Group.
- * Improvement of the quality of public consultations during the process of budget planning and reporting on the budget execution.
- * The setting up of the performance management units in LSGU.

Increasing financial resources funded by the municipalities related to LPIRE and the forecasting in MTBP, increasing human resources within the key responsible structures of the municipalities dealing with Roma inclusion and strengthening their skills on monitoring and reporting based on performance indicators are some mitigation measures for addressing the challenges to achieve results-oriented management.

34 OECD Strengthening Results Chain: <https://www.oecd.org/dac/peer-reviews/results-strengthening-results-chain-discussion-paper.pdf>

35 Council of Europe / ROMACTED / Guidelines for Municipalities "Roma and Egyptian Responsive Budgeting at Local Level in Albania": <https://rm.coe.int/roma-and-egyptian-responsive-budgeting-en/1680a15dff>



4.

PART C

Job Descriptions Forms



The development of draft models of job descriptions has been a process including: (i) the elaboration of the initial draft of the job description of the respective positions based on the directive of the Department of Public Administration and the model (template)³⁶, (ii) the distribution of the draft model to the respective municipalities, (iii) consultation with the local officials of the structures of the municipalities participating in the training supported by ROMACTED Programme(2021) and (iv) the finalisation of the model. These job descriptions are being presented for the first time in these forms, mainstreaming the role and tasks of the local structures, more sensitive and responsive to Roma and Egyptian minorities. The used source materials for job descriptions are the Korca Municipality' Regulation³⁷ and the Shkodra Municipality's regulation³⁸.

This part of the guide contains the job descriptions for:

- * the Directorate of Social Care,
- * the Directorate of Budgetary Analysis and Programming,
- * the European Integration Unit (focal point), and
- * the Focal Point for the Roma and Egyptian minorities.

These job descriptions are recommended to be part of the revised internal regulation of the municipality to be adopted by the municipal council. Upon the adoption of these job descriptions, further efforts are required by LSGUs to extend drafting job descriptions to other positions of those structures according to the proper hierarchy and to be in line with the main functions/tasks as outlined in the developed models. In case of need, the person in charge of human resources in the municipality consults with a specialist from the Department of Public Administration (DoPA).

As defined in the Law on Civil Service³⁹, main steps to be carried out by LSGU include: the establishment of the working group for the evaluation and revision of job descriptions in accordance with the new institutional responsibilities that the municipality has concerning the implementation of the Local Social Plan and/or LPIRE; Review and amend the job descriptions as needed. The working group consists of the work analyst, or a person assigned by the responsible unit for human resources in the LSGU, the director and the person in charge of the relevant structure.

36 Department of Public Administration / Directive No.1/31.05.2017 "Drafting of job descriptions in the Civil Service": https://www.dap.gov.al/images/udhezimemanuale/udhezimi_1_2017_pershkrimi_punes.pdf

37 Municipality of Korca "Regulation" – Non available online

38 Regulation of Shkodra Municipality: https://www.bashkiashkoder.gov.al/web/rregullorja_bashkia_shkoder_2017_1185.pdf

39 Law No. 152/2013 "On Civil Servant", as amended: <http://www.dap.gov.al/images/Legjislacionishc/Ligji%20152%20perditesuar.pdf>



4.1 Directorate of the Social Care Services

I. INFORMATION ABOUT THE JOB POSITION

II. MISSION STATEMENT

(A summary statement, which expresses the essence of the purpose for which the Directorate exists).

To provide quality services for the social welfare of individuals and families in need, persons facing unemployment, persons with disabilities and marginalised communities in society and to enable them to face the challenges of life, with the aim of their economic and social integration and empowerment.

The social service values are professionalism, people-oriented services, community participation, effective communication, and continuous improvement of services.

III. GENERAL PURPOSE OF JOB POSITION

Direct, plan and manage all the technical and professional resources of the Directorate for the fulfillment of the mission and the provision of social services and social care for the integration and protection of persons in need and of all target groups, in accordance with the legislation and social policies and protection.

IV. MAIN FUNCTIONS

- * Strategic and operational planning of social services in the territory of the municipality for the implementation of relevant laws and by-laws and the national strategic policies and documents, the local social plan, and the local plan for the integration of Roma and Egyptian minorities.
- * Provide services to individuals and groups in need that do not meet basic living needs (Economic Assistance and persons with different abilities).
- * Pre-social services including information, guidance and counselling, family service, psycho-social assistance and case management.
- * Housing service.
- * Protection of children (CHP Unit)
- * Residential service (Infant and child homes, development centers, third-age homes).
- * Alternative care service (family care for children without parental care, home-family).
- * Community centers services.
- * Services for victims of domestic violence protection.



- * Quality statistics for the services provided to all target groups by the Municipality.

MAIN TASKS

(Main tasks based on work done)

- * Coordinate and prepare the annual plan of social services to implement legislation, national sectoral and cross-sectoral strategies, the local social plan and the local plan for the integration of Roma and Egyptian minorities; the annual operational plan contains the measures/and annual activities revised according to the main areas, the deadlines, the structures responsible for the implementation of the measures/activities, the cost of the activities and the expected outcomes/performance indicators within the budgetary programme "Social services and housing".
- * Target individuals and groups in need, including Roma and Egyptian minorities that do not meet basic living needs according to the principles and criteria of the economic assistance scheme; set up the Economic Assistance scheme and allocate funds.
- * Draft the draft decision of the Municipal Council for the beneficiaries of the economic assistance scheme and other beneficiaries such as PwDs and invalids according to the legislation.
- * Prepare periodic reports according to fields/and functions for central institutions (e.g., RDSS, NAES).
- * Maintain and update ROMALB system data⁴⁰.
- * In coordination with the subordinate municipal structures and institutions, involve unemployed jobseekers of and members of the unemployed Roma and Egyptian minorities in development projects and public works in the territory of the municipality and enable their facilitation and inclusion in the labor market.
- * Coordinate actions with the Regional Vocational Training Directorate/Vocational Training Center and the facilitator/focal point of the Roma and Egyptian minorities in the municipality to identify unemployed Roma and Egyptian individuals, parents of families with unemployed children for registration/participation in professional training programmes oriented according to the requirements of the labor market.
- * Coordinate work with the NAES Regional and Local Offices for the employment of the unemployed persons and the members of the Roma and Egyptian minorities in employment promotion programmes.
- * Serve and target Roma and Egyptian families/individuals for housing bonus benefits and accommodation in social housing.
- * Organise and supervise the duties and responsibilities of the Child Protection Unit (CHPU).

40 www.romalb.org - Romalb is the electronic system for monitoring the progress of measures for the inclusion of Roma and Egyptians



- * Coordinate with other municipal structures (e.g., Directorate for Investment Planning and Directorate for Spatial Development and Directorate for Planning and Territorial Development), the urban infrastructure improvement needs (roads, sewers, and lighting) of areas inhabited by Roma and Egyptian minorities.
- * Coordinate with the Directorate of Public Emergency in the Municipality actions and measures for civil protection, focusing on vulnerable communities and the Roma and Egyptian minorities.
- * Prepare the monitoring report (annual report) on the progress of the implementation of the Local Plan for the Integration of Roma and Egyptian Minorities (LPIRE) and/or the Local Social Plan. Share annual reports with members of the Municipal Council and take care of their publication in the platforms used by the Municipality for public communication (website, Facebook, etc.).
- * Follow up the coordination process for drafting new local plans for the Roma and Egyptian minorities.
- * Serve as a focal point for the Roma and Egyptian minorities, as well as for all issues related to the reporting of data on these minorities at the national level, to the MHSP, in its capacity of the responsible coordinating ministry.
- * Organise and supervise the tasks and responsibilities of the Community Centers under it, perform the case management of Roma and Egyptian families through the coordination of joint initiatives undertaken by local institutions, civil society organisations and other actors.

MAIN RESPONSIBILITIES



A. Planning and Objectives

A.1. Organize human and technical resources in the directorate according to the objectives and measures of the operational plan of the directorate for all the functions for which the structure is responsible, with the view to fulfill the objectives of the municipal local social plan and the approved local plan for the integration of the Roma and Egyptian minorities.

A.2. In cooperation with the budget and finance department in the municipality, ensure that there is available budget for the activities of the local social plan/and LPIRE; organise the schedule of hearings with civil society organisations active in the territory of the municipality, interest groups and members of the Roma and Egyptian minorities for their participation in the budget preparation (the aim is to improve addressing of this issue).

A.3. Support the preparation of project proposals for grants and projects with foreign funding/or joint projects with municipal funds in the social field.

A.4. Participate and contribute to the drafting of the annual plan and the medium-term invest-



ment plan and the urban development plan/regulation plan in the territory of the LGU and the social housing construction plan, in cooperation with other responsible structures of the municipality, bring to their attention and the attention of the Municipal Council the vital needs of marginalised communities and the Roma and Egyptian minorities, in accordance with the priorities and measures of the respective local plans.

A.5. Plan and provide economic assistance based on the basic underlining principles and standards/criteria of economic assistance and social services scheme.

A.6. Ensure local supervision, implement the monitoring framework and the reporting system established during the implementation of local social plan and the LPIRE, which includes specific monitoring according to key areas and performance-based monitoring.

A.7. Plan resources and provide data for periodic and annual reports to municipal bodies and central institutions (MHSP as the coordinating ministry and other institutions) according to the required reporting formats for monitoring the progress of the implementation of local plans based on the results of achievements and performance indicators.



B. Management (if applicable)

B.1. The head of the Directorate organises and manages the human resources and technical means available to fulfill the mission and objectives of the Directorate and provide quality, standard and effective services to citizens, in accordance with the legislation. In cooperation with HRD, he directs the process of filling vacant positions and completion of the structure according to legal requirements. Has overall responsibility for the control and inspection of public funds for economic assistance and social services beneficiaries.

Manages the opportunities of the Directorate's employees for capacity development through training from various programmes, related to the preparation of project proposals and their monitoring/reporting within the framework of programmes funded by the EU (IPA programmes) and other donors.

B.2. Periodically review the staff job descriptions so that all their roles and tasks are clearly assigned, analyse the work and skills of the personnel and coordinate with the Directorate of Human Resources and central institutions their ongoing training based on their training needs for amended legislation and the new work methodologies regarding the relevant functions covered by the Directorate.

B.3. Coordinate work with other structures of the municipality and various institutions at the local and central level, such as the Ministry of Education and Culture (coordinating ministry) and other institutions. Report to the mayor of the municipality on various and complex issues that require solutions.



B.4. Manage and coordinate work with civil society organisations and other associations working and focusing on provision of care and services to communities in need, children, Roma and Egyptian minorities, the elderly, and persons with disabilities.

B.5. Contribute to providing the best alternatives and solutions for the empowerment of the Roma and Egyptian minorities as part of the Institutional Working Group and the Intersectoral Technical Group of the Municipality (MISWG)).

B.6. Carefully manage all the resources of the local administration structures and actively interact with other actors to ensure the participation of the Roma and Egyptian minorities in the consultation process of the annual budget and the mid-term budget and in the operational action plan for the Roma and Egyptian communities and ensure transparency in the execution of the budget and the implementation of the LPIRE.



C. Technical Tasks

C.1. Economic Assistance: Inform and assist in filling out the forms and documentation for individuals and families, including members from the Roma and Egyptian minorities, who complete for the first time the application for the NE scheme, energy compensation, other social service packages; check the social-economic status of the applicants; prepare lists of applicants for the EA scheme and of beneficiaries from other schemes such as DPs; prepare the draft decision for the Municipal Council and the list of payments for the EA, for disability and invalids. Collect data according to performance indicators for the provision of economic assistance from the national and local plan for the integration of the Roma and Egyptian minorities.

C.2. Employment: Plan and monitor, in cooperation with the facilitator/coordinator of the community and relevant institutions at the local level, the employment in municipal public works and attendance of professional training courses by young people of Roma and Egyptian minorities. Collect data according to the employment performance indicators of the national and local plan on the integration of Roma and Egyptian minorities by local public institutions as well as local non-governmental organisations.

C.3. Publish informative materials and promotional activities in various media, aimed at the involvement of members of the Roma and Egyptian minorities and at the end of professional training promote their successful cases in employment and in new business startups.

C.4. Propose to the MC the provision of grants and relief from local fees for development projects, training/qualification, and the startup businesses by young people, women and members of the Roma and Egyptian minorities.

C.5. In cooperation with RDES/LOES and the community center, carry out promotional activities



for health education (personal hygiene), disease prevention, care for children and pregnant women. Collect data on education and health performance indicators based on the national and local plan for the integration of Roma and Egyptian minorities from local public institutions as well as local non-governmental organisations.

C.6. Child Protection Unit (CHPU): In cooperation with other local institutions and the Police and the community center, coordinate and carefully monitor street children, and children from the Roma and Egyptian minorities, who drop out from school (compulsory education), ensure their case management according to approved protocols, manage the updating of the children's database and reporting within the deadlines set by law; collect data according to performance indicators of the national and local plan for the integration of Roma and Egyptian minorities from local public institutions as well as from local non-governmental organisations.

Coordinate with other service offices for the registration of newborn children in the civil status registry and the granting of bonuses to families with newborn children, the vaccination of children, the registration for attendance at kindergartens and preschool education/registration in compulsory education.

C.7. In cooperation with social administrators, school psychologists, the community of parents, the police, and other actors, coordinate the work and closely monitors the improvement of the situation of the protection of children in general, and of children of the Roma and Egyptian minorities, who live in unfavorable conditions. Ensure participation and facilitates meetings of the Multidisciplinary Technical Group for the protection and referral of children's cases according to approved protocols.

C.8. Housing: Assess the situation and updates housing needs and requirements and targets Roma and Egyptian families/individuals to benefit from the housing (rent) bonus; Identifies dangerous housing where they live and their rehabilitation/construction of social housing; Cooperates with other structures of the municipality in drafting project proposals and applications for the rehabilitation of existing housing and/or the construction of social housing within the framework of funding from the government and/or foreign donors; Prepares the list of beneficiaries according to the quotas defined in the legislation for the benefit of Roma and Egyptian families, and prioritises needs based on the analysis and assessment of the situation. Collect data according to the housing performance indicators of the national and local plan for the integration of the Roma and Egyptian minorities.

C.9. Domestic violence: Engage in the prevention, identification, assessment, treatment, management, referral, and reduction of all forms of domestic violence, as well as coordinates and directs the work of the Interdisciplinary Technical Team (technical representatives of member institutions of the Coordinated Mechanism of Referral, who follow and manage the case until its resolution), in the territory of the municipality. Collect data according to performance indicators



on issues related to domestic violence of the national and local plan for the integration of the Roma and Egyptian minorities and the strategy for gender equality from local public institutions as well as local non-governmental organisations.

C.10. Civil protection: Identify and reduce the natural disasters risks for families living in unfavorable housing through planned intervention measures and risk elimination; Coordinate actions to provide shelter and first aid packages to families in the conditions of a natural disaster/ assistance from the EA scheme, temporary accommodation and other protective measures for vulnerable communities, members/families from the Roma and Egyptian minorities, of young men and women with children.

C.11. Plan and monitor activities for community centers in relation to facilitating access to social services by minorities in need, coordinates comprehensive processes for needs' assessment, as well as implements local plans of the municipality.

C.12. Periodically upload the data of the performance indicators in the ROMALB online system (www.romalb.org), which supports the statistical data according to the respective programmes and periodic reporting to the Regional Directorate of Social Service and MHSP. Ensure (approve) the quality of data submitted to ROMALB.

C.13. Update data on all cases of domestic violence, handled by the Interdisciplinary Technical Team, in the REVALB online system (www.revalb.org), which represents the electronic registry of data on cases of domestic violence.



D. Institutional representation and cooperation

D.1. Ensure cooperation with the structures of the municipality and subordinate institutions in the drafting phase of the annual plan (or operational plan) for social services and in the implementation of PVS and/or PVIRE.

D.2. Ensure participation and cooperation with central government institutions for the improvement of work methodologies, service protocols and legal and by-laws in the best provision of services to citizens and vulnerable groups.

D.3. Cooperate and coordinate work with civil society organisations operating in the territory of the municipality, the associations providing support activities for vulnerable communities, donor agencies for better addressing and empowering vulnerable communities and Roma and Egyptian minorities.

D.4. Cooperate with other local government units in the framework of regional development,



implementation of good practices, including good practices in support of the economic and social empowerment of Roma and Egyptian minorities.

D.5. Regular participation and representation at the management level in the meetings of the Institutional Working Group and the Taskforce of the Municipality and meetings with the representatives and staff of the project office with foreign financing (European Integration Unit).

VI. Problem-Solving

(Complexity and consequences)

This job position requires professional knowledge related to issues of Roma and Egyptian minorities issues, domestic violence, persons with disabilities (PwDs), child protection, as well as case management and referral; it requires coordination, communication, analytical and problem-solving skills; skills in managing situations and identifying priority tasks, taking into consideration a series of strategic documents, policies or specific programmes about domestic violence, PwDs, child protection, Roma and Egyptian minorities; ability to process and present information to a diverse audience so that they understand this information and use it to make decisions.

All the problems identified regarding direction and coordination of work must be addressed with priority and prudence based on the legislation regarding target groups that receive services from the Directorate of Social Services and Housing.

VII. Decision-making

(Type and freedom of action)

Decision-making is linked with a set of administrative standards and technical procedures; the assigned tasks/projects require analysis and planning; decision-making is also related to the identification of alternatives to improve procedures and techniques, in cooperation with public institutions at the local and central level and other actors and with more sensitive political will and commitment for comprehensive policies.

The decision-making process requires the ability to communicate and coordinate activities through different actors and to make decisions based on standards and/or administrative procedures related to the municipality.

VIII. Managerial Environment

In coordination and cooperation with the Institutional Working Group and the Cross-Sectoral Task Force (CSTF) for all issues of responsive budgeting for the Roma and Egyptian minorities at the local level and the efficient and effective implementation of the local plan for the integration of the Roma and Egyptian minorities and the local social plan.



4.2 Directorate of Budgetary Analysis and Programming

I. INFORMATION ABOUT THE JOB POSITION

II. MISSION STATEMENT

(A summary statement of the purpose of the Institution/Directorate/Sector)

Sound and responsive planning of available financial resources in accordance with the local policies of sustainable and comprehensive development and good, efficient, and effective management of resources for the realisation of public expenditures.

III. GENERAL PURPOSE OF JOB POSITION

Direct, plan, and manage all the technical and professional resources of the directorate for the fulfillment of the mission and the implementation of the budget preparation process in accordance with the policies and priorities of local development and the monitoring of the implementation process of the budget of the municipality and dependent institutions.

IV. MAIN FUNCTIONS

Prepare the municipality's budget in accordance with the instructions of the MFE for the preparation of the budget in accordance with local development policies and priorities based on analysis and costing of the local development strategy/local action plans and sector/cross-sector policies, as well as with the legal acts and by-laws with financial implications to be included in the annual budget and the Mid-Term Budgetary Programme document.

- * Preparation of the Mid-Term Draft Budgetary Program (MTB).
- * Budget management and monitoring.
- * Responsible, efficient, and effective use of state budget transfers for local government and the transferred funds for delegated functions.
- * Forecast and management of the reduction of debt level through the repayment of arrears and the strengthening of financial discipline to prevent their accumulation for the local self-government unit.
- * Monitor the risks and provide for financial reserves (risk management framework established) due to lack of income.



MAIN TASKS

(Main tasks based on work done)

- * The budget document prepared according to the instructions of the MFE with the involvement of the elected bodies according to an approved manual with clear and understandable technical rules and defined procedures;
- * MTB Document;
- * Mid-term evaluation reports, monitoring reports (quarterly) on budget implementation;
- * Contribute to the preparation of the Monitoring Report (annual report) of the Local Plan for the Integration of Roma and Egyptian Minorities (PIREM), budget reporting on gender equality and responsive Roma and Egyptian budgeting;
- * Adjust/amend budget during the year, reflecting changes in budget items in the framework of its implementation and new cooperation agreements (in some cases);

V. PRINCIPAL RESPONSIBILITIES



A. Planning and Objectives

A.1. Plan the actions for the implementation of the budget drafting and the MTB document drafting calendar;

A.2. Draft and publish the calendar of consultations in the process of budget drafting by the Municipal Council;

A.3. Prepare and publish the calendar of various municipal documents for citizens, interest groups and vulnerable communities, including the Roma and Egyptian communities (draft budget document in an comprehensive/friendly form, leaflets, the evidence of civic participation, the minutes of public hearings, the list of recommendations of civil society organisations and vulnerable communities, including the Roma and Egyptian communities, based on the situation and needs analysis and prioritising of interventions.

A.4. Ensure, in the process of planning and drafting the annual budget and the mid-term budget, the inclusion of the needs of Roma and Egyptians in local policies and budgetary programmes based on recommendations and necessary changes of activities. Planning should be carried out based on the objectives of LPIRE and the prioritisation of community needs, as well as the analysis of sectors (the aim is to improve their treatment); The inclusion of members of the Roma and Egyptian minorities and the civil society associations that represent them in the discussion of and consultation about the budget is important for their empowerment.



A.5. Establish the local framework for supervision and the monitoring and reporting system in the process of budget implementation and local development plans, including the local social plan and LPIRE, which includes specific monitoring and monitoring based on performance.



B. Management (if applicable)

B.1. Determine the number of directorates (structures) and the nature of their work in the budget preparation process.

B.2. Engage the support of local professionals and civil society in the budget preparation as a powerful instrument to discuss and choose the best solution for service provision (proposals for capital investment projects and proposals aimed at improving housing conditions/ and/or the improvement of the urban and road infrastructure in the areas of the municipality including the areas with the majority of the Roma and Egyptian minorities) in the framework of the preparation of the annual budget and the medium term budgeting.

B.3. Ensure transparency in the process of budget planning, preparation and execution and responsive budgeting for the Roma and Egyptian minorities at the local level.

B.4. Develop local administration capacities for making changes in the legal framework, methodology and service standards to respond to the challenges of sustainable local development and increasing the well-being of minorities and marginalised communities.

B.5. Develop department staff capacities in the preparation of project proposals (costing and budgeting of activities) within the framework of programmes funded by the EU (IPA programmes) and other donors.



C. Technical Tasks

C.1. Enforce regulatory acts for local finances in the implementation of the Strategy for the Management of Public Finances.

C.2. Ensure the implementation of the standards approved by the MFE for the good management of local finances.

C.3. Implement the methodology laid down by the MFE for the annual budget and the mid-term draft budget of the local government.

C.4. Use IT system that supports calculations and documentation and budget development processes; implement the approved rules for financial consolidation.



C.5. Implement the Guidelines for Municipalities “Roma and Egyptian responsive budgeting at local level”, which define products, results, indicators and expenditures from a Roma and Egyptian perspective.



D. Institutional representation and cooperation

D.1. Ensure cooperation with the municipal structures and dependent institutions in the phase of planning and implementation of the budget.

D.2. Ensure participation of and cooperation with central government institutions for the continuous improvement of the legal and sub-legal framework for local taxes and fees and in relation to the intergovernmental fiscal relations between the two powers.

D.3. Cooperation with other local authorities on cost sharing to improve efficiency and effectiveness in the managing of functions and provision of basic services and to improve the quality of services (utility services, communal services, transport, etc.).

D.4. Cooperate with other local government units in the framework of regional development, the implementation of good practices, including good practices in support of the economic and social empowerment of the Roma and Egyptian minorities in addition to the gender dimension.

D.5. Regular participation and representation at the management level in the meetings of the Institutional Working Group and the Taskforce Group of the Municipality.

VI. Problem-Solving

(Complexity and consequences)

The problems encountered require solutions based on the policies, principles and objectives laid down for the relevant function. The Law “On Local Self-Government Finances” (68/2017) ⁴¹, the Law on Public Notification and Consultation (No. 146/2016)⁴² and the transparency programme provide for the obligation to discuss and consult with social partners and citizens and interest groups the financing of strategic priorities in accordance with national sectoral and cross-sectoral policies and the needs of the community they serve. Efficient organisation and management of meetings of local officials with the Roma and Egyptian Community Action Group and cooperation with the supporting civil society organisations and other partners (e.g., businesses) make possible to find the best possible solutions.

41 Law 68/2017, “On Finances of Local Self-Government”, clause 5: <https://financa.gov.al/wp-content/uploads/2019/02/LIGJ-nr-68-date-27.4.2017.pdf>

42 Law No. 146/2014 “On Public Notification and Consultation”: <https://dpttv.gov.al/wp-content/uploads/2017/10/Per-njoftimin-dhe-konsultimin-publik.pdf>



VII. Decision-making

(Type and freedom of action)

Decision-making is part of the administrative standards and technical procedures; assigned tasks/projects require analysis and planning; decision-making is also related to the identification of alternatives to improve procedures and techniques.

VIII. Managerial Environment

Coordination and cooperation with the Programme Management Team (Law 68/2017 "On Local Self-Government Finances")⁴³, the Institutional Working Group and the Taskforce of the Municipality for the key issues of responsive budgeting for the Roma and Egyptian minorities at the local level and the implementation of efficient and effective local social plan and local plan for the integration of Roma and Egyptian minorities.

43 Law 68/2017,"On Finances of Local Self-Government", clause 5: <https://financa.gov.al/wp-content/uploads/2019/02/LIGJ-nr.-68-date-27.4.2017.pdf>



4.3 European Union Focal Point

I. DATA ON THE JOB POSITION

II. MISSION STATEMENT

(A summary statement of the purpose of the Institution/Directorate/Sector)

Strengthening the capacities of local self-government units in relation to their operation within European standards as well as the absorption of European funds based on projects. Coordinating and coordinating the processes for the effective and strategic programming of foreign aid, where the Municipality is the beneficiary.

III. GENERAL PURPOSE OF THE JOB POSITION

To serve as a focal point for the local government unit, as well as for the entire society in their region regarding information about the European Union and the European integration process and to facilitate coordination of the European integration process at the local level and the assistance programmes of the EU and other donors.

IV. MAIN FUNCTIONS

- * Serve as a point of contact for the local self-government unit, as well as for the entire society in the territory of the municipality regarding information about the European Union.
- * Coordinate and support the administrative structures of the municipality for the implementation of policies, legislation, investments, and services related to the process of European integration at the local level.
- * Coordinate the administrative structures and representation of the municipality in its relationship with the central government structures responsible for the European integration and its constituent processes.
- * Coordinate the efforts of the administrative structures of the municipality to increase their absorption capacities in the use of European Union aid for European integration process at the local level.
- * Coordinate, organise and direct the public activity of the municipality in carrying out its own or delegated functions in the European integration process and in implementing the European Union's support for this process and in reporting on performance indicators.
- * Support and direct the administrative structures of the municipality for the preparation, implementation, monitoring, evaluation, and information about the projects funded by the European Union support programmes for the European integration process at the local level.



MAIN TASKS

(Main tasks based on work)

- * Coordination and cooperation in the European integration process at the local level
- * Coordinate with other structures of the municipality the annual planned measures at the local level for the implementation of policies, legislation and services related to or derived from the European integration agenda and address the recommendations of the progress report of the European Commission for Albania (political criterion: governance; law enforcement - Human rights and protection of national minorities, including Roma and Egyptian minorities), be capable of undertaking the membership obligations (Chapter 19: Social Policies and Employment) and other sectors and areas under the relevant chapters.
- * Coordinate representation of the municipality and the sharing of information in meetings with central institutions - Ministry for Europe and Foreign Affairs (MEFA), Ministry of Interior (MoI) and other institutions, which are responsible for European integration (forums, consultative meetings and other activities organised by central institutions).
- * Draft every 6 months, or as the case may be, the progress report related to the fulfillment of the criteria and standards of the European integration process on the management of exclusive or delegated functions, based on performance indicators for the Ministry of the Interior and the Ministry for Europe and Foreign Affairs (including progress in the protection of national minorities and social policies and employment in general, and for vulnerable communities, in particular, for Roma and Egyptian minorities, on the basis of monitoring the implementation of the Local Action Plan for the Integration of Roma and Egyptian Minorities).
- * Coordination of EU support programmes and projects at the local level
- * Organise informational and promotional activities at the local level on the programmes and projects of the European Union, with the supervision and support of the structures of the National Coordinator of the Pre-Enlargement Instrument (NIPAC/MEPJ).
- * Lead and provide support to all structures of the municipality for the preparation of projects in the framework of the support programmes of the European Union as well as provide clear and timely information about the Calls for Applications announced within the Cross-Border and Territorial Cooperation Programs of the EU, based on sector analyses, local policy priorities, the local social plan/NPIRE, focusing on the empowerment of vulnerable communities and the Roma and Egyptian minorities and with the involvement of the Institutional Working Group (GIP)/Intersectoral Technical Group of the Municipality (ISTGM).
- * Supervise the realisation of all phases of work for the correct implementation of the projects funded by the EU Programmes according to the rules, ensuring the effective coordination of the responsible structures within the municipality.
- * Cooperation and coordination of foreign aid with other donors
- * Based on the priorities of strategic policies and action plans, including the Local Social Plan, LPIRE, contribute to the consultative process with all municipal structures (Budget Directorate, Strategic Planning and Investment Directorate, Social Services Directorate and other structures (IWG, ISWG of the municipality) in the coordination of the process of



preparation and approval of projects for financing the implementation of projects for the benefit of citizens in general and the empowerment and integration of vulnerable communities and of the Roma and Egyptian minorities in particular; participate in discussions and consultations at the local/and or district level, as well as with interest groups (civil society organisations, vulnerable communities) for the identification of local development priorities and regional development priorities, in order to design quality programmes and joint projects for financing.

- * Provide technical support and advice to local self-government bodies on improving the quality of projects approved for financing and increasing the absorption capacity for foreign funds; participate in negotiation meetings between project partner(s) with donor representatives as part of the Municipality's Technical Group.
- * Ensure coordination with other municipal structures and local self-government bodies for the inclusion of project and local project costs (as the case may be - co-financing and VAT) in the annual budget as well as in the MTB.
- * Monitor the implementation of projects funded by the EU and other donors and report to local authorities and central institutions (MEFA, MFE, MoI) ⁴⁴.

V. MAIN RESPONSIBILITIES



A. Planning and Objectives

A.1. Coordinate with the municipal structures the drafting of an annual awareness and training plan to increase the capacities of the local administration for their operation based on European standards, preparation of new projects, and for the absorption of EU and other donors' funds (knowledge of rules, formats and their completion, preparation of quality project proposals).

A.2. Plan an annual information/consultation calendar with citizens, civil society organisations and vulnerable communities on publications and documents published by the EU or translated into Albanian by various institutional or civil society actors, as well as projects funded by the EU and report on the progress made in the implementation of strategic policies and action plans, including the Local Social Plan, LPIRE, and on the performance of local government. The meetings should be coordinated with other structures of the municipality to receive their feedback on the needs and problems which need to be reported to the Albanian government, but also to the international European partners for planning of other interventions.

A.3. Plan and allocate financial resources for the development of an information system (data-

44 Council of Ministers Decision no.450, dated 26.07.2018 "On Coordination of European Integration Process between Central Government and Local Government Units: <https://mb.gov.al/wp-content/uploads/2019/02/AKTET-LIG-JORE-DHE-NENLIGJORE-TE-MIRATUARA-PER-VITIN-2018-MB.pdf>



base) for projects implemented by the municipality, funded by EU programmes and other donors. The information system should record all projects with foreign financing, which are carried out in the territory of the municipality (projects that are implemented directly by the municipality, as well as projects that are implemented by central institutions and civil society organisations). Special priority will be given to projects funded by the European Union.

A.4. Plan the preparation of monitoring reports and other reports in coordination with other structures of the municipality for the governing bodies of the municipality and the central institutions in relation to (i) European integration processes and the implementation of the obligations resulting from it, as well as (ii) the monitoring report for projects funded by the EU and other donors for the MFE and other institutions.



B. Management (if applicable)

The EU focal point at the Municipality is responsible for directing and coordinating the work of human resources of other structures of the municipality to draft the (annual) action plan related to (i) Coordination and coordination of activities/and meetings/reports related to the European integration process at the local level and (ii) Coordination of work in the preparation and implementation of the cycle of projects in the context of the EU support programmes at the local level and programmes with funding from other donors, starting with the preparation of project proposals based on the priorities of local development policies and the municipality's methodology/ and application formats according to donor requirements, evaluation (if it is part of the evaluation group for grant applications for non-governmental organisations), coordination of work for implementation and monitoring of projects, and timely reporting on progress and issues for local authorities, central institutions and the donor.



C. Technical Tasks

C.1. Plan the calendar of meetings in relation to the central government structures responsible for European integration and its constituent processes.

C.2. Draft periodically (6 months) or even more often, according to the previously defined format, reports for the MoI and MEFA regarding the fulfillment of the criteria and standards related to the process of European integration and the implementation of EU aid for municipal exclusive or delegated functions.

C.3. Draft the program of periodic information of the public and the interest groups about the process of European integration and policies and opportunities for benefiting from the European Union support.

C.4. Be informed about calls for project proposals in the context of IPA programmes and other



donors; become familiar with the rules, procedures and formats published for project proposals and support the municipal structures staff for the quality design of projects in the respective fields of the call.

C.5. For projects in support of vulnerable communities and for the Roma and Egyptian minorities, in coordination with other actors (civil society organisations, the community facilitator and the IWG participates in public hearings, discuss draft proposals for their improvement before approval by the local government bodies.

C.5. Manage the updating of the database (in addition to its creation) of the projects funded by the EU and other donors, where the municipality is the beneficiary or implementer.

C.6. Draft 6-monthly and annual reports on the progress made in the implementation of projects funded by foreign aid (EU and other donors), where the beneficiary and/or implementer is the municipality. The report should provide information on the project planned activities and results (initial scheduling) and the quantitative indicators at the output level, as well as the identification of problems, measures and recommendations for follow-up and timely solutions. The report is sent to the attention of the Mayor and the Municipal Council; a copy of the report is sent to the Ministry of the Interior/Agency for the Support of Local Self-Government, the Ministry for Europe and Foreign Affairs and the Ministry of Finance and Economy.



D. Institutional representation and cooperation

D.1. Cooperate with the Ministry of the Interior, the Agency for the Support of Local Self-Government for consulting about the priorities of the Municipality and ensure their compatibility with the programmes and strategic priorities for decentralisation and local development, local strategic plans and strategies and projects of national development.

D.2. Ensure cooperation with the Department for Development and Good Governance in the Prime Minister's Office for their information or involvement in the drafting processes of projects with regional scope in cases where the municipalities are beneficiaries.

D.3. Ensure cooperation with the Ministry of Finance and Economy/Directorate of Coordination and Provision of Foreign Aid, regarding the identification of potential donors for financing the priorities of the Municipality, as well as follow the relevant legal procedures.

D.4. Facilitate and support cooperation with other local government units in the framework of regional development for the preparation of development projects of common interest, including development projects in support of the economic and social empowerment of the Roma and Egyptian minorities.



D.5. Regular participation and representation at the management level in the meetings of the Institutional Working Group and the Taskforce Group of the Municipality and meetings with the representatives and staff of the project offices with foreign financing in support of the municipalities.

D.6. Cooperate with civil society organisations that operate in the territory of the municipality, the associations that provide support activities for vulnerable communities, donor agencies for better coverage of foreign aid and for the design of projects with foreign financing, aimed at empowering vulnerable members of the Roma and Egyptian minorities.

VI. Problem-Solving

(Complexity and consequences)

Facilitate coordination and interaction with municipal structures and local authorities for key issues of implementation and report on national and local policies and legislation within the European integration agenda; contribute to the improvement of the technical capacities of the municipality related to the management of the project cycle and the reduction of problems and deficiencies (e.g. limited abilities of the local administration for the qualitative formulation of projects and the implementation of projects on time (according to schedule), ability to predict in the local budget and the medium-term budget the co-financing obligations, the VAT for certain projects resulting from the agreements for the projects).

VII. Decision-making

(Type and freedom of action)

Ensure planning of resources and implementation of the tasks and activities of the annual plan through coordination of activities between the structures and bodies of the municipality regarding the EU aid projects and the obligations arising from the process of Albania's membership in the EU and coordination of foreign aid at the local level.

VIII. Managerial Environment

In cooperation with other structures of the municipality, support local authorities and the local administration in relation to all obligations arising from the implementation of policies and legislation, the agreements with donors for certain projects in accordance with the reporting requirements related to the European integration process; capable of mobilising the human resources of the European integration sector in the municipality and the other structures of the municipality to identify and draft projects and monitor their implementation in various fields, including social projects aimed at the integration and empowerment of vulnerable communities; ensure participation in the meetings of the Institutional Working Group and the Taskforce Group for all budgeting issues responsive to the Roma and Egyptian minorities at local level and in the preparation of project proposals (applications) in response to open public calls for projects (funding) from the EU and other donors, with the aim of integrating and empowering the Roma and Egyptian minorities.



4.4 Local Focal Point for Roma and Egyptian Minorities

I. INFORMATION ABOUT THE JOB POSITION

II. MISSION STATEMENT

Facilitate interaction and coordination between the Community Action Group and the Institutional Working Group, the local administration structures, and other actors in all comprehensive processes for equal opportunities, social inclusion and the economic and social integration of Roma and Egyptian minorities.

III. GENERAL PURPOSE OF THE JOB POSITION

Facilitate the outreach of the Community Action Group and Roma and Egyptian minorities in local policies and services, in identifying key local issues that concern and affect the community, ensure their participation, and address priorities and needs in the responsive budgeting process and implementation of the local social plan and the local plan for the integration of Roma and Egyptian minorities.

IV. MAIN FUNCTIONS

- * Facilitate information and awareness raising of vulnerable communities and the Community Action Group about social policies and programmes (national and local), the legal framework and other instruments, especially for the local plans of the municipality (local social plan and local plan for the integration of Roma and Egyptian minorities).
- * Facilitate and enable access to existing services for vulnerable minorities provided by local public institutions, non-governmental organisations, businesses and other private operators, such as the economic assistance programme, the programme in support of persons with disabilities, family services and psycho-social assistance, housing service, child protection, services from community centers and non-residential and residential social centers, protection service for victims of domestic violence.
- * In cooperation with the Community Center and the Community Action Group, facilitate dialogue and understanding in the prioritisation of key issues based on the assessment of needs in the process of preparing the responsive budget, the local social plan, and the local plan for the integration of Roma and Egyptian minorities (and annual operational plans).
- * Ensure the regular receipt of information (e.g., on a two/three-month basis) about the implementation of the activities of the local social plan and the local plan for the integration of the Roma and Egyptian minorities with an impact on the vulnerable communities, as well as inform the CAG and the vulnerable communities.
- * Facilitate the participation of communities in the processes of implementation of action plans and address issues in cases of delays or non-realisation of planned measures, in



cooperation with other local stakeholders.

- * Promote policies and assist in institutional strengthening of interventions for social inclusion of vulnerable communities through capacity building and assistance to local self-government units.
- * In cooperation with the Community Center and the Community Action Group, take care of the implementation of strategic political documents for equal opportunities and social inclusion in the country, such as the National Strategy for Social Protection, the National Plan for the Integration of Roma and Egyptian minorities and other documents).
- * Facilitate the provision of statistical data on the services provided by the Municipality to the Roma and Egyptian minorities.

MAIN DUTIES

(Main tasks based on work done)

- * Update information on the mapping of key local stakeholders and contribute to the preparation and implementation of the advocacy and monitoring plans.
- * In cooperation with the Community Action Group and the community center and the staff of the Social Service Directorate of the municipality, facilitate the identification of individuals and vulnerable groups from the Roma and Egyptian minorities that do not meet the basic living needs to ensure their access to social services.
- * Contact community members on key issues to inform them about policies and social projects under implementation and develop proposals for new priorities to be supported and addressed by the LSGUs in the process of drafting responsive budgeting and in the drafting/updating and implementation of local social plan/and LPIRE.
- * Support the representation of vulnerable community members in joint meetings with local authorities; participate regularly in the meetings of the community action group, the IWG and the Task Force of the Municipality.
- * Support the development of communications and decision-making skills of the community action groups, and the development of strategic planning; draft a plan with topics and deadlines for developing the community groups skills in good governance, local democracy, and communication in coordination with the community center and non-governmental organisations.
- * In coordination with the structures of the municipality and local institutions, facilitate the coordination of professional development (attendance of courses) and the employment of the unemployed and young people from the Roma and Egyptian minorities in development projects and public works in the territory of the municipality and in private businesses based on the labor market demand.
- * Collect information and facilitate provision of services to Roma and Egyptian individuals and families in the framework of the accommodation and social housing programme.



- * Communicate with the Child Protection Unit (CHPU) on matters that require immediate measures to be taken to protect the rights of children in vulnerable communities and other social service functions, including matters of registration and compulsory education attendance of children from vulnerable minorities, domestic violence issues and other aspects.
- * In a public emergency, participate in the actions of the Public Emergency Directorate and assist in actions and measures for civil protection responsive to vulnerable communities.

MAIN RESPONSIBILITIES



A. Planning and Objectives

A.1. Organise the human resources of community action groups to list priority issues or issues requiring changes in relation to the draft budget and the local social plan, as well in as the local plan for the integration of the Roma and Egyptian minorities.

A.2. Gather information about priority issues and communicate with the Community Action Group to reach understanding and consensus.

A.3. Assist in drafting of project proposals for grants and projects with foreign funding and/or joint projects in the interest of the integration and empowerment of the Roma and Egyptian minorities in cooperation with the municipal structures.

A.4. Where the Community Action Group recommends, communicate formally with the Directorate of Social Services in the Municipality on issues of interest to the community and facilitates the monitoring of the implementation of measures/activities of the local social plan and PVIRE.

A.5. Receive regular information on national strategic documents/national plans and local plans, as well as on laws and by-laws that have an impact on vulnerable communities.



B. Management (if applicable)

Plan activities for coordinating actions with members of community structures, the CAG, and responsible structures of the municipality, collect data for the ROMALB system, addressing problems and monitoring results.



C. Technical Tasks

C.1. Develop formats and fill in information about priority issues to be addressed by the social services of the municipality and update community proposals related to the drafting of social measures/policies at the local level.



- C.2.** Prepare the agenda and plan the next meeting with the community action group.
- C.3.** Follow up the implementation of the advocacy plan.
- C.4.** Follow up the annual implementation of the local social plan and PVIRE and inform the community action group and the community.
- C.5.** Be informed and become familiar with the changes in the information/data requirements for the formats/applications to be completed to be beneficiaries of social protection and support services and facilitate access to services by the vulnerable groups (e.g., the economic aid scheme, PwD scheme, the vocational training, employment, registration of children in the preschool education system and registration and attendance of compulsory education, social housing, services provided by day centers and residential social centers, etc.).
- C.6.** Facilitate cooperation with RDES/LOES and the community center for promotional activities in health education (personal hygiene), disease prevention, childcare, registration of newborn children in the registry of civil status and vaccination of children.
- C.7.** In cooperation with the community center and social administrators and school psychologists, facilitate the coordination of actions to raise awareness among parents and children who drop school and are in a street situation. Ensure participation and facilitate meetings of the Multidisciplinary Technical Group for the protection and referral of children's cases according to approved protocols.
- C.8.** Support and facilitate the actions of the Interdisciplinary Technical Team (technical representatives of member institutions of the Coordinated Referral Mechanism), to follow up and manage cases of domestic violence until they are resolved and for the prevention, identification, assessment, and treatment of all forms of domestic violence.
- C.9.** Help to ensure data accuracy for performance indicators to update the ROMALB online system (www.romalb.org).
- C.10.** Cooperate with other actors in the publication of informative materials and promotional activities in various media outlets, aimed at the inclusion of members of the Roma and Egyptian minorities and promote successful cases in professional trainings, employment and/or in new startups



D. Institutional Representation and Cooperation

- D.1.** Ensure the representation of communities in need in meetings with the structures of the



municipality, the Municipal Council, the Institutional Working Group and TGM to increase access to social services of communities in need and to implement the local social plan and LPIRE.

D.2. Contribute to the institutional strengthening of interventions for the social inclusion of communities in need through capacity building and assistance to local self-government units.

D.3. Cooperate with non-governmental organizations operating (or not) in the territory of the municipality, providing support activities for communities in need.

D.4. Bring to the attention of the municipal services the good practices from other municipalities in support of the economic and social empowerment of the Roma and Egyptian minorities.

D.5. Participate regularly in the meetings of the Community Action Group, the Institutional Working Group and the TGM and in other meetings (as the case may be) requested by the Directorate of Social Services or other stakeholders.

VI. Problem-Solving

(Complexity and consequences)

Ensure effective fulfilment of the functional duties of the position, it is necessary to have good knowledge of relevant national and local policies and key sectoral legislation, as well as communication and reflection skills to present alternative options in community and Community Action Group meetings on key issues of the community and to ensure the understanding of the community members regarding democratic decision-making, as well as the capacity to implement the advocacy plan in cooperation with the community action group; to support horizontal leadership development and conflict management through mediation, and to collaborate with local government structures with a view to supporting the integration of Roma and Egyptian minorities.⁴⁵.

VII. Decision-making

(Type and freedom of action)

Extensive interaction is required to ensure joint decision-making based on the principles and characteristics of the community and the Community Action Group, such as: respect for human rights, equality for all, decisions made through consensus and dialogue with local authorities, open and transparent decision-making focused on the progress and well-being of the entire municipality.

45 Council of Europe/ROMACTED methodology: <https://rm.coe.int/romacted-handbook-al/1680a1c9cf>



VIII. Managerial Environment

Interact and coordinate with CAG, the structures of the municipality, the Institutional Working Group, and the Intersectoral Technical Group of the Municipality to facilitate the addressing of priority needs, solving problems and implementing the LPIRE.



5.

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ROMAFACTED

*Promoting good governance
and Roma empowerment
at local level*

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