



MUNICIPALITY OF KOPLIK



STRATEGIC DEVELOPMENT PLAN OF KOPLIK MUNICIPALITY



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Table of Contents

FOREWORD	5
ACKNOWLEDGMENT	7
INTRODACTION	9
CHAPTER I	
General Structure	13
1.1 What is a Strategic Development Plan and what does it represent?	13
1.2 The Need for a Strategic Development Plan in Koplik	13
1.3 Principles of the Strategic Development Plan of Koplik Municipality	14
1.4 Strategic Development Plan Methodology	15
1.5 The Structure of the Strategic Development Plan	17
1.6 The Implementation of the Strategic Development Plan	18
CHAPTER II	
Main Context and Development Trends in Koplik Municipality	21
2.1 Regional Context	21
2.1.1 Geographic Location and Natural Features	21
2.1.2 Regional Development	22
2.1.3 Historical Background	24
2.2 Growth and Sustainable Development	24
2.2.1 Economic Profile of Koplik Municipality	24
2.2.2 Demography and population trends	26
2.2.3 Social Development	28
2.2.4 Poverty	28
2.2.5 Gender Issues	28
2.2.6 Education	29
2.2.7 Public Health	30
2.2.8 Cultural Activities	30
2.2.9 Sports and Leisure	31
2.2.10 Road Infrastructure and Public Transportation	31
2.2.11 Healthy Environment	32
2.2.12 Urban Development	32
2.2.13 Solid Waste Management and Green Areas	33
CHAPTER III	
The Proposed Future Development of Koplik Municipality	37
3.1 The Vizion	37

3.2 Citizen Priorities	38
3.3 Overall Development Objectives	39
3.4 Expected Results and Proposed Interventions	40
3.4.1 Objective A – Economic Development	40
3.4.2 Objective B – Improvement of Territorial Management	42
3.4.3 Objective C – Qualitative Infrastructure and Services	48
3.4.4 Objective D - Good Local Governance	51
3.4.5 Objective F – Increasing Financial Resources	51

CHAPTER IV

The Implementation of the Proposed Strategic Development Plan of Koplik Municipality	55
4.1 Proposed Legal and Institutional Arrangements	55
4.2 Action Plan for the Implementation of the Strategic Development Plan	56
4.2.1 Action Plan 2008	56
4.2.2 Action Plan 2009	57
4.2.3 Action Plan 2010	61
4.2.4 Action Plan 2011	64
4.2.5 Action Plan 2012	67
4.2.6 Action Plan 2013	70
4.2.7 Action Plan 2014	72
4.2.8 Action Plan 2015	73
4.3 Monitoring Scheme and Indicators	74

Foreword

Dear citizens of Koplik,

It is with special pleasure that I announce the finalization of the Strategic Development Plan of Koplik Municipality, an extremely important instrument for visioning, planning and shaping our future. Since more than one year, the Municipality staff and the citizens of Koplik, with the support of Decentralization and Local Government Programme, have been engaged in a vital participatory process for the design of the Strategic Development Plan of Koplik.

It is with devotion that we have all engaged in this long and challenging process and the outstanding product is an outcome of the great efforts of community representatives and the local staff. Of course, our success is also guaranteed by the generous support of Intercooperation Albania and the expert support of Co-PLAN, Institute for Habitat Development.

I am convinced and I guarantee that together with my staff we will seriously engage in implementing the Development Strategic Plan as the “statute” for the future development of Koplik. We will make sure that the goals and aspirations of the Koplik community are accomplished and that our optimism on the development opportunities for Koplik is shared and will continue to boost positive transformation processes as defined by our strategy.

Sincerely

RAMADAN LIKAJ
Mayor of Koplik Municipality

Acknowledgements

This document is the product of the common efforts of the Working Group in Koplik Municipality and Co-PLAN's team, with the support of Intercooperation Albania, located in Shkodra and Urbaplan in Switzerland.

For the preparation of this document, special thanks go to the Mayor of Koplik Municipality, Mr. Ramadan Likaj, who facilitated and supported the process for the preparation of the Strategic Development Plan, thanks to his future vision and persistence. Special thanks go also to the Citizens Group of Koplik Municipality, who gave a valuable contribution to the elaboration and finalization of this material, through their participation in the process and their suggestions and opinions.

The working group expresses gratitude to Intercooperation Albania, for the valuable support during the process for the design of the Strategic Development Plan of Koplik.

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Introduction

The Strategic Development Plan of Koplik Municipality is prepared in the framework of the **Decentralization and Local Development Programme (dldp)** implemented by Intercooperation Albania in the Shkodra Region, in the North of Albania.

Koplik Municipality is one of the eight partner Local Government Units involved in **dldp**, together with Shkodra Municipality, Vau i Dejes Municipality, Puka Municipality, Fushe Arrez Municipality, Municipality and Velipoja, Dajç and Guri i Zi Communes.

The aim of the **dldp** programme is: to strengthen local governance through institutional development and capacity building, to support the decentralization process and promote the sustainable development of the selected units through participatory urban and environmental development.

The preparation of the Strategic Development Plans, through a transparent and participatory process is a crucial component of the **dldp** programme. Its main objective is to provide the selected local authorities with a strategic document that identifies the key development priorities of each local government unit and orients the future economic development, the improvement of physical and social infrastructures, the provision of public services, planning and management of the territory, etc.

The Strategic Development Plan of Koplik Municipality presented as follows, is designed through an open participatory process, engaging the municipal staff and the Citizens Group in a consultation process.



The participatory process



This process has involved especially members of the municipal staff, Koplik Local Council, several local interest groups (business people, emigrants, farmers etc), representatives of Shkodra Qark as an important partner in the implementation of the Strategic Development Plan, representatives of the local non-government organizations, community based organisations, as well as other actors that are active in Koplik.

The promotion of the community participation, based on non discriminatory approaches related to age, gender, ethnicity, religion or political affiliations has served to legitimise and achieve the consensus between all the local actors regarding the Strategic Development Plan. The participation of the community is a guarantee for the social accountability of the Koplik Municipality and raises citizen awareness on good governance issues.

Finally, this document will serve as the main guideline for the development of Koplik Municipality. Its approval from the Local Council defines the legal obligation of the municipal staff to use it as the strategic document for the elaboration and approval of the municipal budget as well as for the identification of infrastructure projects and studies.



General Structure

1.1 What is a Strategic Development Plan and what does it represent?

A New Development Framework: This Strategic Development Plan is the first strategic document produced by the Municipality of Koplik and it provides an integrated and consensual framework for future urban and economic development.

A New Product and Process: The Strategic Development Plan is a dynamic instrument that defines the local agenda for the development of Koplik. It contains policy objectives delineated into concrete actions based on the local needs and potentials. The Strategic Development Plan also defines the institutional mechanism for strategy implementation.

A Combined and Visionary Plan: The traditional planning instrument in Albania is the Urban Regulatory Plan. Strategic planning is the new approach, so far implemented separately from the urban planning process. The Strategic Development Plan of Koplik has paved the way for

a combined effort in the planning process, thus linking strategic planning with spatial planning. The Urban Regulatory Plan of Koplik and the Strategic Development Plan are harmonised and propose a common line of actions for the future development of Koplik.

A Clear Action Plan: The Strategic Development Plan of Koplik is delineated into a clear action plan that defines activities to be executed by the local staff for the next seven years. The plan also proposes institutional arrangements for implementation as well as a monitoring scheme with indicators.

A Territorial Development Instrument; The Strategic Development Plan contains a portfolio of maps that show the proposed land use of Koplik municipality, and other schemes that provide information on the spatial transformation proposed for Koplik.

1.2 The Need for a Strategic Development Plan in Koplik

The goal of the proposed Strategic Development Plan of Koplik is to address the urgent needs identified by the elected local authorities, to improve their performance in guiding the dynamic urban and rural changes that are currently occurring in this area since the early '90 ties.

During second half of 2006, as one of the 8 partner LGU-s involved in the **dldp** program, implemented by Intercooperation Albania in the county of Shkodra, Koplik Municipality was subject to a

technical assessment that provided enlightenment on the local needs and priorities for future development. Through this detailed assessment, the need for a Strategic Development Plan for Koplik was identified.

The preparation of a strategic Strategic Development Plan is based on the existing Albanian legal framework for urban planning and local governance. According to the Law on Local Government Organization and Functioning, since

2001, communes and municipalities in Albania are responsible for planning and guiding local economic development through:

- (i) Preparation of local economic development programs;
- (ii) Provision of qualitative public services that sustain local economic development¹.

On the other hand, the existing Urban Planning law defines the strategic plan as a statutory document that precedes other planning processes and documents. This law does not specify anything on the content of the strategic plan and the institutional framework for approval. Since 2007,

the Government of Albania is engaged in preparing a new law on Urban Planning and the role and the link of the strategic plan with the other planning instruments need to be revised under this new legislation framework.

Also, another argument for the municipality to engage in the design of the Strategic Development Plan for Koplik, derives from the recommendations of other planning processes that have taken place in the region of Shkodra, such as the regional plan for the counties of Shkodra and Lezha, and the urban plan of Shkodra.

1.3 Principles of the Strategic Development Plan of Koplik Municipality

The Strategic Development Plan of Koplik Municipality applies the following principles:

- **Strategic document:** The Strategic Development Plan defines the long-term objectives for the development of Koplik and combines them with the short-term needs of the community.
- **Simple and understandable:** The Strategic Development Plan is simple and easily understandable for the municipal staff and the local community as the owners of this document. They will translate the policy objectives of the Strategic Development Plan into concrete actions that stimulate sustainable development for Koplik.
- **Flexible:** The Strategic Development Plan is a dynamic and easily adaptable document that allows room for unpredictable future developments, while being subject to continuous improvement by the municipal staff and the local community.
- **Feasible:** The Strategic Development Plan is based on realistic assumptions regarding financial and human resources for its implementation.
- **Transparent:** The Strategic Development Plan is a document prepared by the local community for the local community through a transparent and democratic process. The citizen participation in the design process ensures local government accountability.
- **Realistic:** The Strategic Development Plan reflects actual needs and is based on realistic opportunities. Moreover, the plan is aligned with other local, regional, national and cross border planning initiatives.

¹ Law Nr. 8652, 31.7.2000, on Organization and Functioning of Local Government

1.4 Strategic Development Plan Methodology

The main critical aspect of the methodology for the design of the Strategic Development Plan of Koplik, was the citizen participation. Therefore, once a broad methodology, consisting of four major phases, was prepared by Intercooperation and Co-PLAN, it was presented to the Municipality of Koplik and local community as well.

Based on this methodology, a working group was identified within the Municipality. This working group, known as the “Core Team”, should cooperate closely with Co-PLAN experts in outlining and designing the Strategic Development Plan along with conducting the respective process. Apart from the technical research and design, the joint work was focused on:



Mayor of Koplik, members of Local Council and municipal staff working with Co-PLAN, IC Albania Staff

Establishing the Citizen Group

The design of the Strategic Development Plan in close collaboration with the local community is a guarantee for the successful implementation of this document. In order to ensure participation, the

Municipality of Koplik, identified a group of citizens to be continuously involved in the four-phases process. The group, known as “the Citizen Group”, consisted of 25-30 community representatives.



The participatory process



Conducting Participatory Workshops

The Citizen Group was involved in the four-phases process through 4 workshops, designed and delivered for each phase. The purpose of the workshops was to: inform citizens on the purpose of

the Strategic Development Plan; gather information on different local development aspects; and most importantly engage citizens in a process of sharing knowledge and ideas while making valuable suggestions on the Strategic Development Plan objectives and actions.



Ensuring Participants Diversity

The citizens group was composed of representatives of all local stakeholders as the following:

- Political representation
- Sectoral representation
- Age and Gender balanced representation
- Geographic representation

Participant diversity was aiming at: ensuring a consensual and holistic process and product; incorporating the needs of the whole community; and guaranteeing the sustainability of the Strategic Development Plan.

A crucial factor for the successful design and implementation of the Strategic Development Plan was considered the important role of the municipal council. Not only representatives of the local council were involved in the broad participatory process, further, a close line of communication was

set between the Core Team at the municipality and the local council. The Strategic Development Plan was often a major theme of discussion during the periodic meetings of the local council.



1.5 The Structure of the Strategic Development Plan

The Strategic Development Plan of Koplik is organized in four chapter, briefly described below:

The **FIRST CHAPTER** introduces the context, the aim and the main concepts of the Strategic Development Plan.

THE **SECOND CHAPTER** describes the current social-economic situation in Koplik, provides an analysis of economic trends and territorial development, and identifies potentials for future development. The second chapters consists of an overall social, economic, environmental and territorial profile for the municipality of Koplik.

THE THIRD CHAPTER outlines the development vision for the Municipality of Koplik, together with a summary of the citizen priorities. The vision is

further delineated into development principles, strategic objectives, expected results and concrete actions to be undertaken by the municipality and the community in the next 7 years. The strategic objectives cover five 5 priority areas, namely: economic development, territorial management, infrastructure and public services, good governance and financial resources.

THE FOURTH CHAPTER provides the detailed action plan for the implementation of the Strategic Development Plan, by translating the concrete actions into a timeline framework, including responsible actors and other institutional arrangements needed for implementation. A monitoring scheme and the evaluation indicators are part of this chapter as well.

1.6 The Implementation of the Strategic Development Plan

The local ownership on the Strategic Development Plan of Koplik is a key to successful implementation of the plan. The citizen participation and direct involvement of the municipal staff and local council in the design process should guarantee a sustainable ownership, while boosting a transparent process and increasing local government accountability.

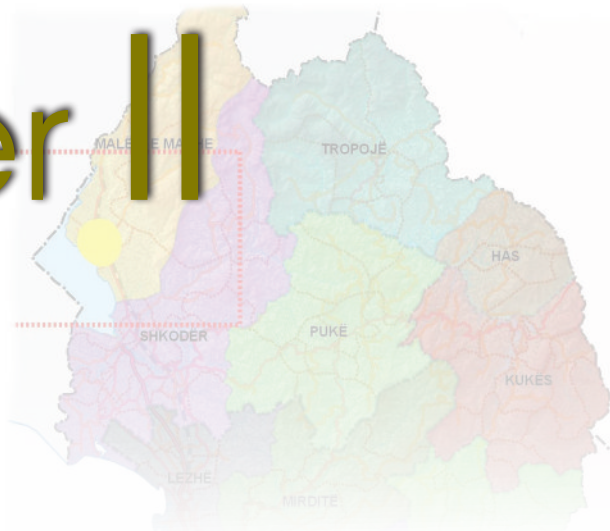
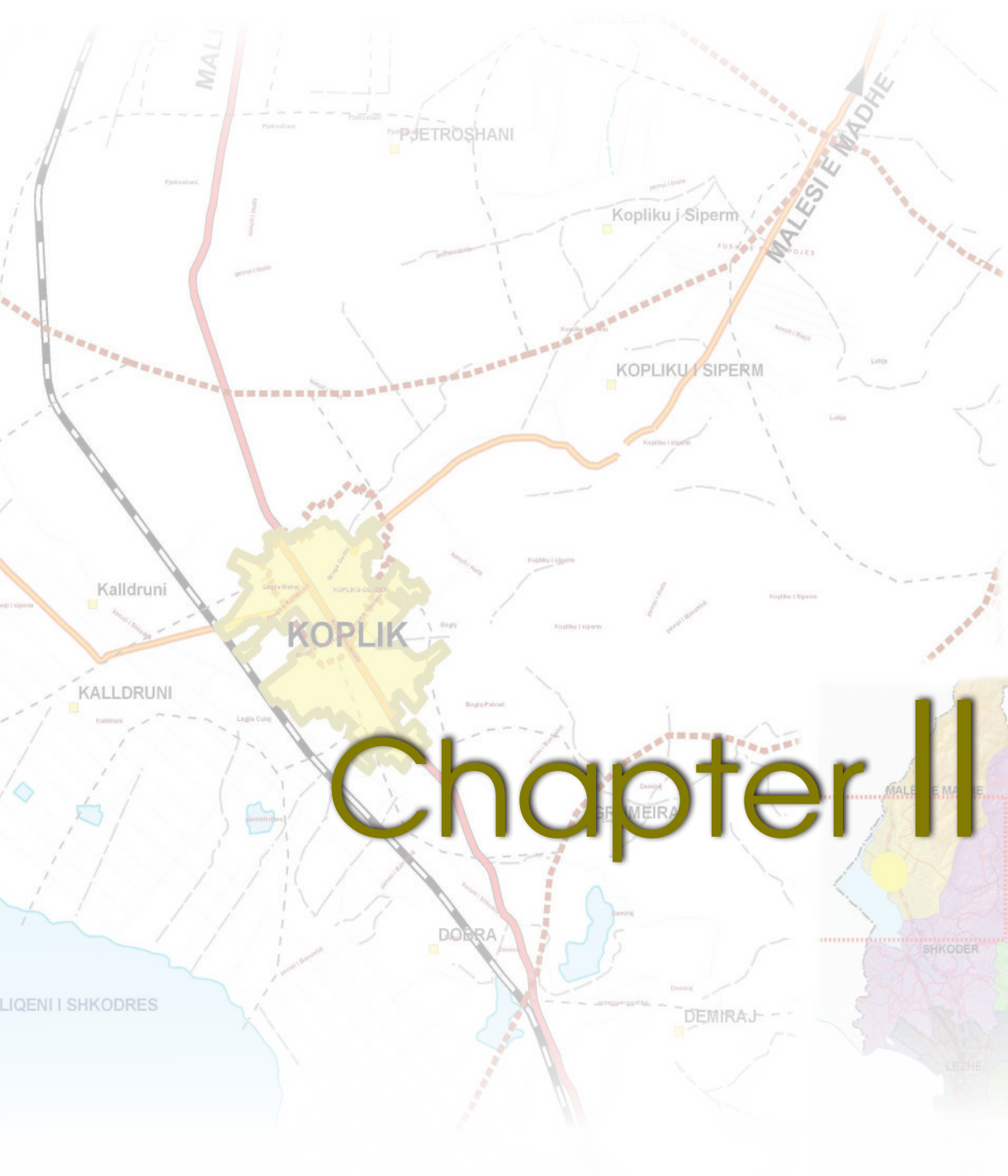
The vision and the strategic objectives of the Strategic Development Plan extend to a 10-15 years period. However, the action plan is developed for a short to medium term period (4-7 years), in order to be as much realistic and feasible as possible and match with the political mandate of the current local administration

However, due to rapid economic and territorial changes in Koplik, the Strategic Development Plan might need to be revised on a regular basis in order to reflect the reality. For being a coherent instrument, the Strategic Development Plan shall be made subject to a Monitoring and Evaluation Plan, which is an integral part of the strategy.

The monitoring and evaluation shall be also executed through a participatory process, and the municipality shall allocate time and resources for making it happen. The Local Council of Koplik, under special circumstances, may also require external monitoring and evaluation. The monitoring and evaluation plan is intended to help the municipal staff to keep in line with the proposal made by the Strategic Development Plan, measure success and revise on the need basis the strategic document.

The monitoring report for the Strategic Development Plan of Koplik shall include the following:

- Provide information and describe and analyse key development trends in line with the municipality social-economic profile;
- Identify outputs and impacts, including policy impacts;
- Evaluate the progress strategy implementation;
- Provide a guide for the update and revision of the Strategic Development Plan;



Main Context and Development Trends in Koplik Municipality

2.1 Regional Context

2.1.1 Geographic Location and Natural Features

Koplik is a relatively small, but growing municipality in the North-Western Albania, close to the border with Montenegro. The Town of Koplik is situated 17 km in the north of Shkodra City, 18 km from Hani i Hotit Customs Office and 116,8 km from capital of Albania, Tirana. The Koplik urban centre is also the main crossroad between Shkodra – Hani i Hotit national road axes and the axes that connects Malesia e Madhe with the rest of country. Koplik Municipality is surrounded by the Kastrat Commune in the North and Qender Commune in most of its perimeter.



Geographic location of the Koplik Municipality in Shkodra Region

The Municipality has an overall area of 930 Ha, out of which, 240 Ha of urban land. The Municipality also manages 2,7 km of Shkodra Lakeshore.

The Municipality and the town of Koplik are located at the MbiShkodra field, which is 5 to 56 m above sea level. This big plain area is situated between the big mountain chain of Malesia e Madhe in the East and Shkodra Lake in the West. The territories of Koplik Municipality lay within the Lake Shkodra basin, south of Perroi i Thate stream delta. The Town lays between the national road segment intersected by Rrjoll and Perroi i Thate Stream. The area is relatively flat, with a narrow gradient towards the Lake.



2.1.2 Regional Development

The future development of the territory of Koplik is integral to the whole development framework of Shkodra Region. The analysis of the location and territorial characteristics of Koplik reveal some clear potentials such as: its vicinity with rail road and the national/international road network, close distance

with Lake Shkodra, thus with its natural and touristic potentials and last by not least the close distance with Shkodra City, which creates a lot of opportunities and challenges to be met in the near future by the local authorities and the community of Koplik.

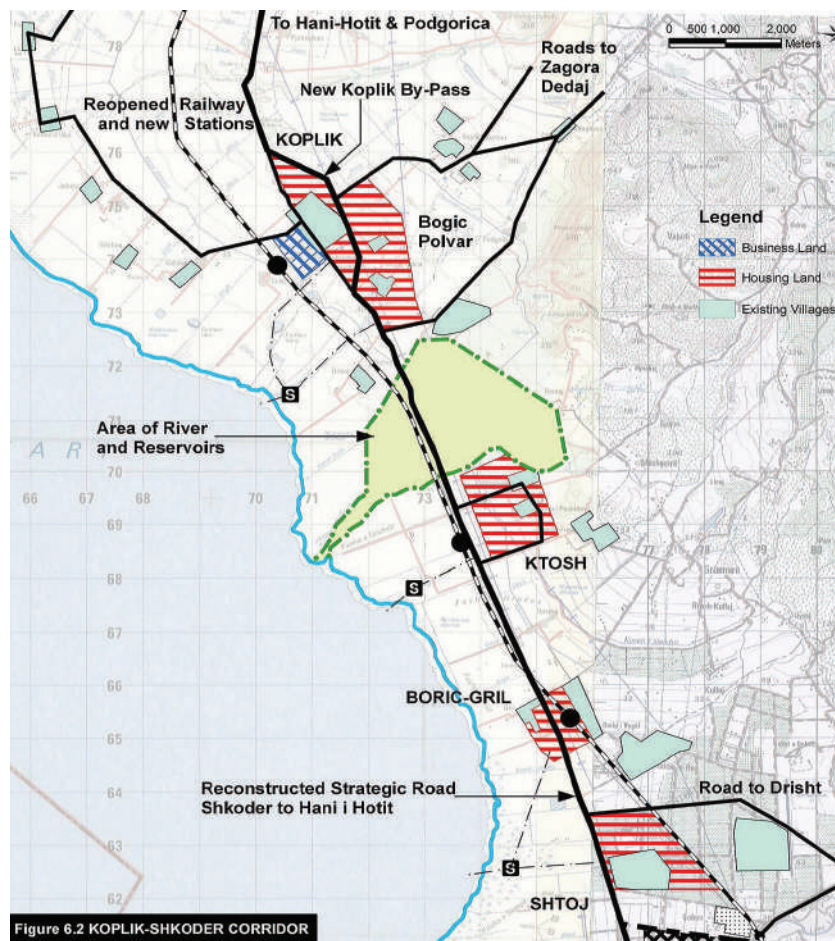


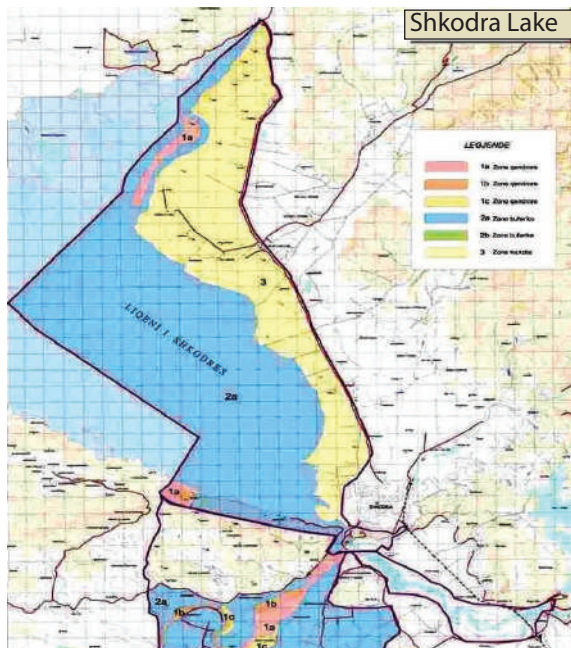
Figure 6.2 KOPLIK-SHKODER CORRIDOR
Proposed development in Shkoder Koplik Corridor, according to Development Strategy of Shkodra Region (2005-2020) EPTIZA

The regional development in the area is led by Shkodra, as the most important urban centre in the North of Albania. Located between Shkodra city and Podgorica, capital of Montenegro, Koplik is in a favourable position to grasp the opportunities that come as a result of developments that may occur in the near future in this important corridor, defined also by the Regional Development Plan of Shkodra (EPTISA) ².

This Strategic Document identifies the long-term development potentials of this corridor, where Koplik is considered as part of a “cross-border polycentric urban region” called “PodShkod”. In this new reality, the Shkodra Lake should be considered as the main development link among these urban centres, including Koplik Municipality.

² Regional Plan Shkoder-Lezhe (2005-20). EPTISA 2006.

The exploitation of tourism potentials is among the main economic and social development resources³, which should follow the principles of economic and environmental sustainability, also considering the fact that Shkodra Lake is defined as a “special protected area” by the Albanian government⁴. These protected territories from Zogaj to Koplik cover an area of 20,000 hectares and a perimeter of 47 km.



Protected Territories Map

The regional strategy recommends that the residential and industrial development along the main road axes of the Shkoder-Koplik corridor should be limited as much as possible, while any type of development should not have negative environmental impacts.

Being situated along this important economic corridor, Koplik has the opportunity to develop as



The urban area of Koplik

a services` centre. On the other hand, the territorial structure of the municipality and the agricultural potential provide opportunities for future development of Koplik as an agriculture area.

However, in order to stimulate regional development according to the above polycentric development approach, there is crucial need for continuous coordination and institutional cooperation.

³ Regional Development Strategy of Shkoder. PNUD 2003

⁴ According to the Regional Strategy of Development EPTISA

2.1.3 Historical Background

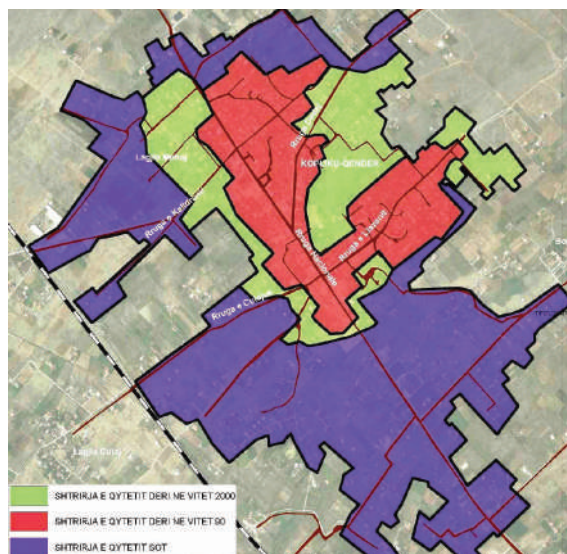
The foundations of Koplik as an ancient residential and economic centre date at least 2000 years ago. In the course of 13-th century, Koplik is known as a distinguished area for agricultural activities and food processing, especially wine and honey. During 14-th century, Koplik is consolidated as a small urban centre and finally is established around 16-th century with a population of 2500 inhabitants.

The inhabitants of this area started to cultivate also tobacco in the 1800's,. Nowadays, "Kopliku 1" tobacco brand is still being cultivated and traded. Throughout the period 1924-1948 Koplik was the sub-prefecture of the Malesia e Madhe prefecture. In 1984, Koplik was included in the category of small urban centres – cities and as a local government unit, it gained the status of Municipality in 1992.

Under the former communist political system, Koplik has been an agriculture oriented Cooperative. The decline of the former political and economic system in early '90s, had a strong urban transformation impact on Koplik, by altering the demographic structure of the area, from completely rural to urban-rural. Koplik was faced with population growth caused mainly by immigration and population movement from remote mountainous areas in the

Shkodra region, such as Vermoshi and Boga towards Koplik. This was the main reason for changing the status of Koplik from rural to urban centre and thus a municipality.

The municipality of Koplik has actually a population of 13,000 inhabitants and considering the perspective of the regional development, it is foreseen that population will grow further.



Urban Growth

2.2 Growth and Sustainable Development

2.2.1 Economic Profile of Koplik Municipality

The economic context and challenges of Koplik are part of the broader trend of the whole Northern Region of Shkodra. This region has faced a relatively low level and slow pace of social and economic development, regardless of the great potentials. The county of Shkodra represents on the less developed regions in Albania and the same patterns are met also in Koplik.

The economic depression initiated soon after the radical political and economic transformation of the early '90s and it is characterised by high unemployment, agriculture collapse and several social concerns.

The economic development within the Municipality remains actually very limited, despite current potentials. It is characterized mainly by the diminishing of production of traditional economic sectors, such as agriculture that has been the main source for the development of the local economy. In the mean time, early stages of small private entrepreneurship are recognised, but this trend follows a slow pace.

Currently, the local economy is based mainly on delivering services, which can be easily recognised due to their location along the main local/national road. On the other hand, these are still basic services with a low level of marketing. The other two main economic sectors that have a potential for development and for positively impacting the local economy are construction and agriculture. However, these two categories compete the first one at much lower levels.

According to the data obtained in 2007 there are 208 businesses registered, and most of them are small family businesses owning a bar/restaurant, retail activities, etc.

Regardless of the intensification of the business activities along the whole Shkoder-Koplik economic corridor, there is still a high level of unemployment in Koplik. Thus, generation of job opportunities remains a continuous challenge for Koplik authorities, taking also in consideration that the percentage of unemployment rate is twice or even higher compared to the national level. At national level the rate of unemployment is 14%, while in Koplik it is around 33%.

Revitalization of the local economy represents the major challenge for the future development of Koplik, and restoring traditional economic sectors, while promoting also other economic potentials, could be a solution to future local development and increase of the average income level. The current annual income per person is calculated to be around 600 USD⁵. Koplik has a longstanding tradition in agriculture, mainly for cultivation of tobacco, medical herbs and winery. It is ranked



The residential developments along Shkoder-Koplik corridor

first on the national scale for tobacco production, providing 1/3 of general national production.

Nevertheless, Koplik has an eminent potential on agriculture development that is not utilized properly. Agriculture was at the focus of economic development in Koplik until 1990. Unfortunately, after 1990 this sector faced a total break down as a consequence of rural land redistribution and high fragmentation, low financial and technical capacities of local farmers to invest, etc.

The current land use context is also not optimistic. So far, only few farmers cultivate their land and most of the agricultural land is either in an abandon status, or illegally converted into urban land. As a conclusion, almost 34 % of overall agricultural land is not in use; only 300 ha are used for live stock needs. The latter shows for a growing role of the stockbreeding, though it is explored at the family level and individual economy.

Around 1800 ha of land is being used for cultivation of medical herbs and vegetables and for vineyards.

The production of tobacco, as a former leader for local agriculture development, has decreased tremendously because of strong competitiveness of new exported tobacco products and the lack of a market research and marketing strategy for the local product.

⁵ Technical assessment of the DSDP partner LGUs: Co-PLAN November, 2006

Concluding, the development of private sector in Koplik should follow these strategic directions:

- (i) Promoting and encouraging small business activities (NVM⁶) in order to support more the family economy, by giving priority to agriculture cultivations and stock breeding;
- (ii) Promoting food processing and manufacturing;

- (iii) Promoting tourism and encouraging national and foreign investments;

Below there is a summary of employment situation in Koplik Municipality

Unemployed		2850 persons
Active working force		4200 persons
Public employment		370 persons
Private employment		380 persons
Social assistance		372 families

2.2.2 Demography and population trends

From a demographic perspective, Koplik is considered as a town facing rapid population growth. Rapid immigration rates are caused mainly from the movement of population from mountainous areas of the northeast Dukagjin towards Koplik. This has increased significantly the population density in both urban and rural areas of Koplik.

Currently, Municipality of Koplik has a population of approx 13,500 inhabitants compared to 1,780 inhabitants in 1990's. This is certainly a clear indication of an intensive mechanical growth of this community during the period of transition beyond routine rates.

Newest estimations indicate that only 8,700 of inhabitants live actually within urban territory of Koplik, while the rest has occupied (formally or informally) the land, has built houses, but live abroad. It is expected that 1,000 more families that live in Koplik will be officially registered in the civic registry offices. However, the correct data on population are not available in Koplik, due to the lack of a proper information system or at least a unique and integrated demographic information database.

No doubt, continuous population growth puts a high pressure on the land use and current and future territorial administration of Koplik. Consequently it constitutes a challenge and requires for a well-planned intervention of the local authorities, especially considering that most of the current urban transformation and development has happened informally.

The fast growth of population as a result of immigration, brought up a strong need for new housing. The young local authorities, being in a state of consolidation, had limited potential to address and satisfy this need due to lack of financial means and know-how. Nowadays, due to this demographic transformation and the respective patterns, Koplik and Shkodra are the two major northern urban centres with a high rate of informal settlement.

The new comers of Koplik come mainly from remote mountainous areas in the northeast of Albania, such as Vermosh, Dukagjin, etc. being thus a population with strong rural links. This pattern can be easily observed in the transformation of the territorial typology, - rural typology in an urban context. Similar to this influx of immigration, Koplik has also

⁶ Small Business Enterprises

faced high emigration, mainly towards Western Europe. Currently there are no proper data related to the number of emigrants, who keep regularly in contact with their relatives.

In accordance with recent demographic changes, also the current age-group structure has changed dramatically. While the overall population of Koplik

has increased several times from 1990-2007, the number of population within the age group 15-18 years has decreased by around 50%. This may be due to internal and external emigration.

The graph shows that Koplik has a young population. This indicates a potential future need for housing and consequently more infrastructures and services,

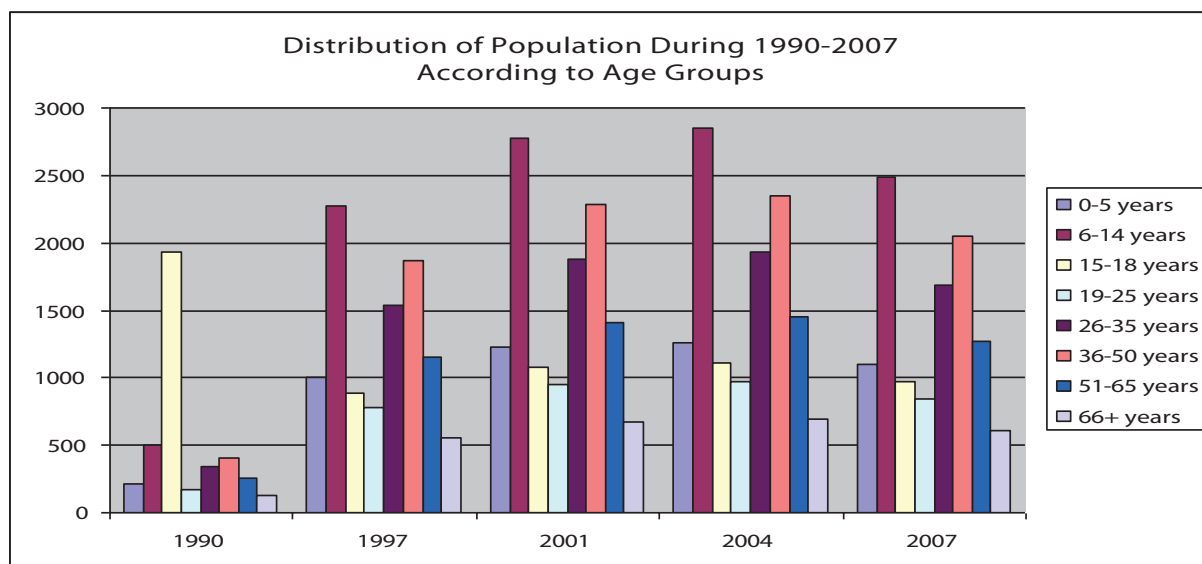


Table 2: Distribution of population during 1990-2007 according to age groups

which on its turn requires for increased local capacities to meet future demand. This is reinforced by the fact, that though not at the same former rate, the population of Koplik is expected to grow further. This will happen due to improvement of the living conditions and the implementation of the development objectives of the Urban Regulatory

Plan and the Strategic Development Plan. In this regard it is expected that the population might reach around 20,000 residents. However, this figure is contradictory to the regional studies that for the year 2020 indicate an increase of population up to 14,549⁷ inhabitants.

⁷ The regional plan for the counties of Shkodra and Lezha, EPTISA 2006.

2.2.3 Social Development

A potential population growth in Koplik Municipality would certainly put more pressure and be more challenging for the local authorities on how to address and satisfy the future needs of the population for infrastructures and services. Currently, the investments needs are higher compared to the very limited resources and capacities of the local authorities to respond to the increasing demand. Clearly, there is a need for re-establishing and re-enforcing social-economic equilibriums so to deal with imbalanced development in the region, as well as significant demographic movement towards urban areas.

Under the framework of the Millennium Development Goals, the Human Development

Index (HDI) for the region of Shkodra is lower than in other regions of the country and it is characterized by higher poverty and limited opportunities for education, health services etc⁸.

The level of service is low compared to the needs of the community. The services' quality does not meet any standards criteria. In general each component of public services, physical or social, in Koplik is faced with lack of capital investments, maintenance as well as operational capacities. To some extent, this is also due to the fact that some of the services are still to be decentralised and being in a transitory status, makes their management unclear and lagging behind.

2.2.4 Poverty

There are no clear indicators of the poverty in Koplik Municipality. It must be mentioned also that despite the numerous new residential buildings that have spread out everywhere on agricultural land in Koplik, the income level is quite low⁹. According to the data obtained by the Municipality, 372 live with social assistance.

Some of the poverty problems are linked also to the population registration issue. Although, there are 13,500 residents living in Koplik, only 6,400 are recognised officially by the Ministry of Interior, as the rest is not registered in the civic registry offices. As a result, fewer families benefit from the social assistance, which however does not exceed 15,000 Lek per month per family.

2.2.5 Gender Issues

The number of employed women in Koplik is very low. The employment ratio between man and women in Koplik is quite different compared to the

education ratio. The latter is very balanced for males and females due to the national education policies. The most significant gender issue is women's

⁸ Regional Development Strategy for Shkodra, UNDP 2003.

⁹ Referring to comments made by citizen during the participatory process.

participation in decision-making. As an example, there are no women in the Local Council.

The Action Plan of the Strategic Development Plan shall include activities that contribute to the

increase of employment opportunities for women in Koplik. On this behalf, the Municipality shall also undertake capacity building activities for raising professional capacities of women, thus increasing their chances of employment.

2.2.6 Education

Primary and secondary education is another challenging issue in Koplik. Because of immigration, population has grown considerably and this has also impacted the population group less than 15 years old. While the number of pupils and students has increased, conversely no action has been taken to meet the demand for education equipments and institutions. On the other hand, few if not at all investments are made for the maintenance of the existing education building, thus leading to a

poor educational infrastructure, and consequently impacting the quality of education in general.

Currently, there are two public kindergartens, one elementary school, and one high school in Koplik. The schools accommodate more students than the double of their capacity. Given this context, it is necessary for the existing building and educational equipments to be improved, while new schools need to be built.



There are 820 students frequenting the high school and 35 teachers employed. Students take classes in two shifts, as the current capacity cannot meet demand. Despite this, the number of students in one classroom is about 48-53, when the legal normative defines a number of 23-33 students per classroom. The same situation is encountered in the elementary school, where at least 50-52 pupils take classes in one classroom. There are approximately 1200 pupils attending the elementary school, which is twice of what the building can allow.

Based also on the analysis and recommendations of the Urban Regulatory Plan, two more school

buildings should be built, while the existing buildings need physical upgrading and extension. The two new schools should be built within the residential areas, in an appropriate distance from the major road axes that goes through the city. It has to be mentioned that the existing school buildings are situated along this road, thus impacting the children's safety. As for the physical upgrading of the existing school buildings, the municipality has prepared two technical projects of 300,000 US\$ and 200,000 US\$ each. However, the sources for the necessary amounts to implement the projects have not been found yet.

2.2.7 Public Health

There are three primary health care centres and one local hospital in Koplik. The latter has a capacity of 12 beds and there are 5 doctors and 24 nurses and administrative staff working in the hospital. The hospital offers very limited services due to the lack

of medicaments and proper medical equipments. The Koplik Municipality has little to say not at all role on improving the service due to lack of competencies of local government units in the public health service.

2.2.8 Cultural Activities

Lack of proper funds is the main reason that there is no any centre for cultural activities in Koplik. The situation remain unchanged, though there have

been several requests from the community for having such a facility in their town.

2.2.9 Sports and Leisure

Koplik Municipality has quite few sports` facilities. There is one *soccer camp*, which is privately owned and is lacking necessary additional facilities for a proper training. Other sports` facilities are private mini-soccer camps, and the schools` sport areas used for basketball and volleyball.



Despite the local small private gardens and numerous bars, the Municipality does not have recreational facilities. The only cinema is transformed into a billiard club. There are no cultural centres, youth centres, green parks, etc.



2.2.10 Road Infrastructure and Public Transportation

Due to the inherited road network which is limited and in bad physical conditions, as well as the lack of investments in the last years, the existing road infrastructure such as regional roads, communal and local roads is dilapidated to great extent. Even though several reconstruction projects have been implemented during the period 2003-2006, such as the road segments "Rr. Qender – Komisariat", "Rr. Lllazanaj – Komisariat" or "Rr. Pikza-Puqelat", these interventions have not improved up to a significant extent the situation of the overall road infrastructure in Koplik. Currently, the existing road network of Koplik Municipality is composed of:

- Regional roads – in this category is included the main Shkoder-Koplik road axes. It varies between 7 – 7,5 m wide and is composed of two driving lanes. The physical conditions of the road are not good; it has been damaged and repaired several times during the last years. There is also another regional road, "Rruga e Malesise se Madhe" (rruga Dedaj) which starts from the crossroad with the Shkoder-Koplik road at the downtown. It is 6,5 – 7 m wide and it is in relatively better conditions than the other regional road, Shkoder-Koplik;
- Communal roads – Kalldruni road;
- Local roads – this category includes the roads within the town of Koplik;

Public transportation in Koplik Municipality is offered through minibuses and private taxis. The Municipality has approved the Koplik-Shkoder and Koplik-Tirane bus lines, but still, there is no public transportation within the town. For this reason, considering also the irregular spatial distribution of the urban dwellings in Koplik, many inhabitants

and school children have to walk long distances, sometimes several kilometres, to get to their work place or school. Finally, there is no any public transportation main station within the town, which further aggravates the situation for people movement and spatial connectivity.

2.2.11 Healthy Environment

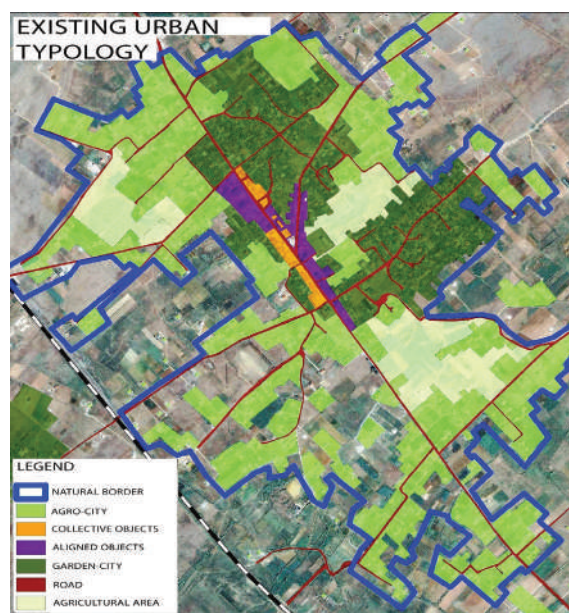
As part of the Shkodra Region, which is known for its numerous natural resources, along the banks of the Shkodra Lake and with plenty of other water springs, the Municipality of Koplik identifies as the main environmental concern the sustainable management of the natural resources and specifically the lake. The preservation and sustainable management of the natural resources would directly and positively impact the development of tourism opportunities for Koplik.

The most environmental concerning issue of the Albanian shoreline of the lake of Shkodra, including the 2,7 km administered by the Koplik Municipality, is the pollution resulting from human activities and their environmental and health impact. Almost all of the Albanian lakeshore is risking the invasion caused by the fast and uncontrolled building activities taking place along the lake.

2.2.12 Urban Development

Urban development and territorial restructuring of Koplik is shaped by the population growth and the impact that the latter had on the housing and economic sectors. The urban area has increased tremendously, though in most of the cases informally, and it is characterised by an uneven land occupation typology. The downtown is consolidated further and surrounded by a large area of urban sprawl. This scenario of fast and unplanned urbanisation is influenced to a great extent by the lack of urban plans and other strategic documents to guide the future development of Koplik.

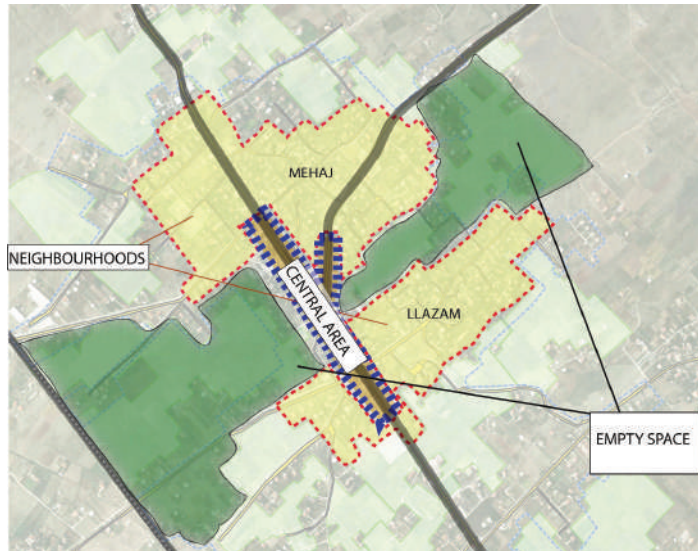
In this very complex urban context, one can identify two main building typologies. The first is composed by the 5-floors apartment buildings along the main Shkodra-Koplik Corridor, while detached residential buildings, randomly and unevenly distributed on both sides of the main national road, constitute the



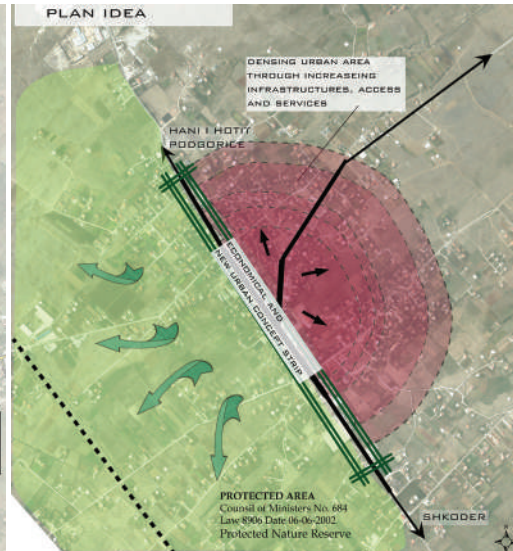
second typology. The building density in these new areas is relatively low, which calls for a careful land consolidation and densification process. This also allows the opening of new roads that may improve the communication within the different parts of the town and the surroundings.

Most of the buildings are situated on the east side of the main road. There is a higher urban density

in the old parts of the town, but an even urban structure that can orient the future densification and consolidation of land does not exist. The west side has fewer building and is closer to the lakeshore, thus calling for the protection of the existing agriculture land from further construction. Of course this can be implemented through introducing the legal construction boundary¹⁰ that divides the urban area from the rural one.



Aerial view of the urban settlements in Koplik Town



The Municipality does not have an Urban Plan to guide the future urban development activities in Koplik. This Urban Plan should define the new proposed "yellow line" as an important urban land

management instrument for the local authorities. The building typology should remain as it is, due also to the existence of too many vacant land very close to town centre.

2.2.13 Solid Waste Management and Green Areas

The quantity of urban solid waste produced daily in Koplik Municipality is approximately 7 tons, and it is collected from 17 open collection points throughout the town, that are in poor conditions.

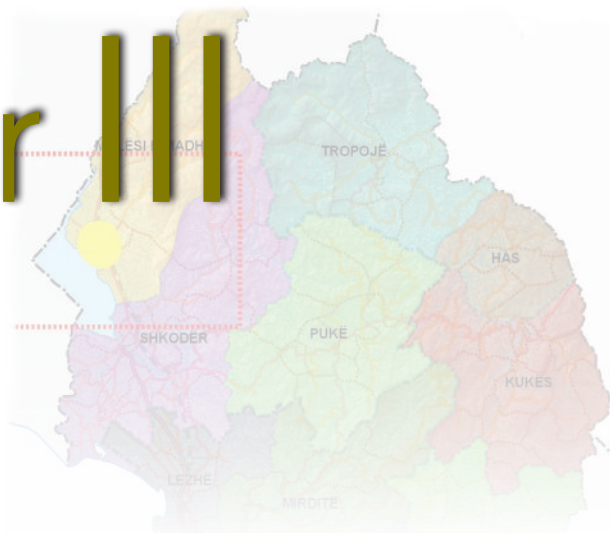
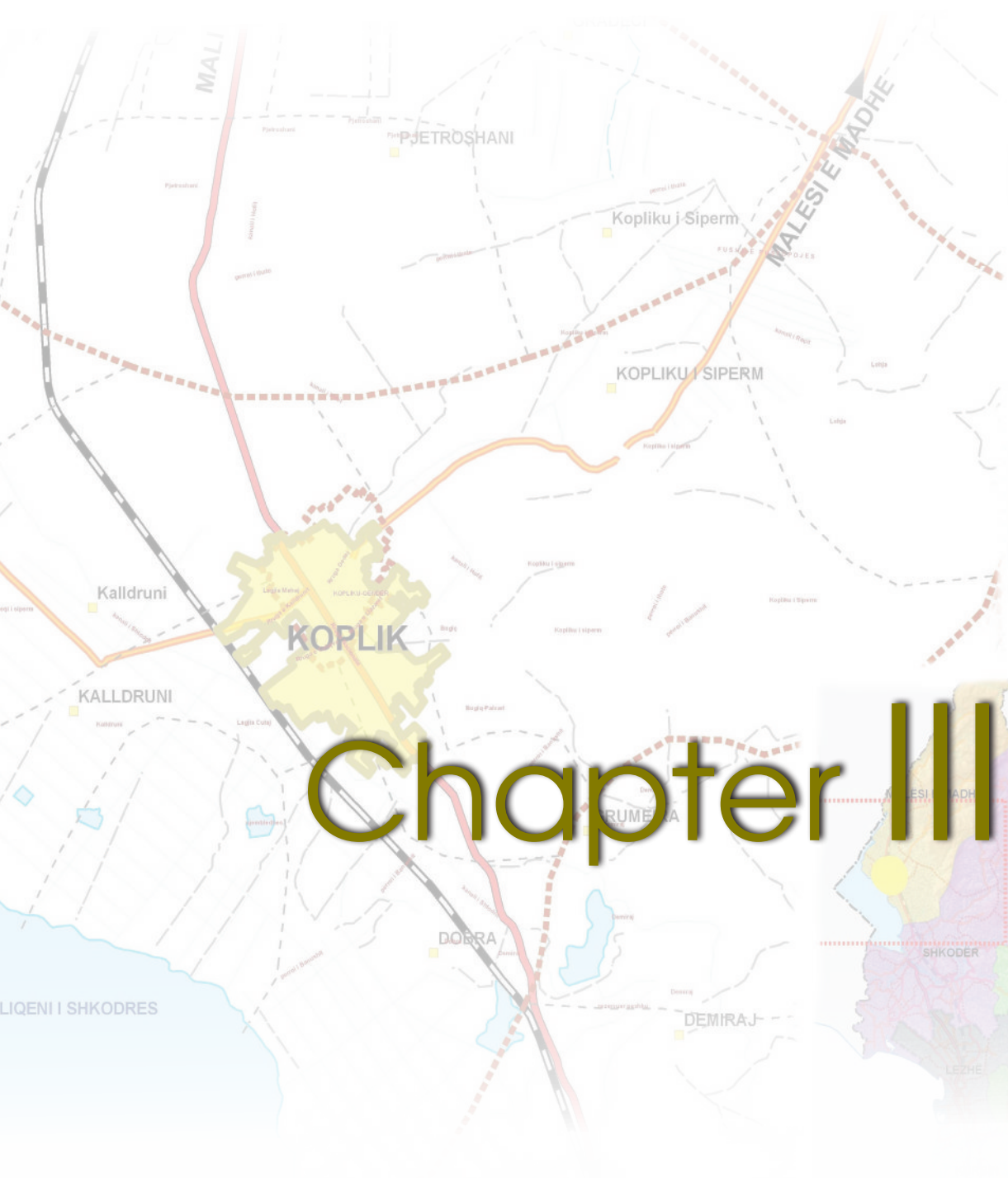
The service is not provided seemingly all around the town; there are parts of the town where the waste is collected only once a week. This situation is further aggravated by the disposal of the construction

¹⁰ The so called "yellow line"

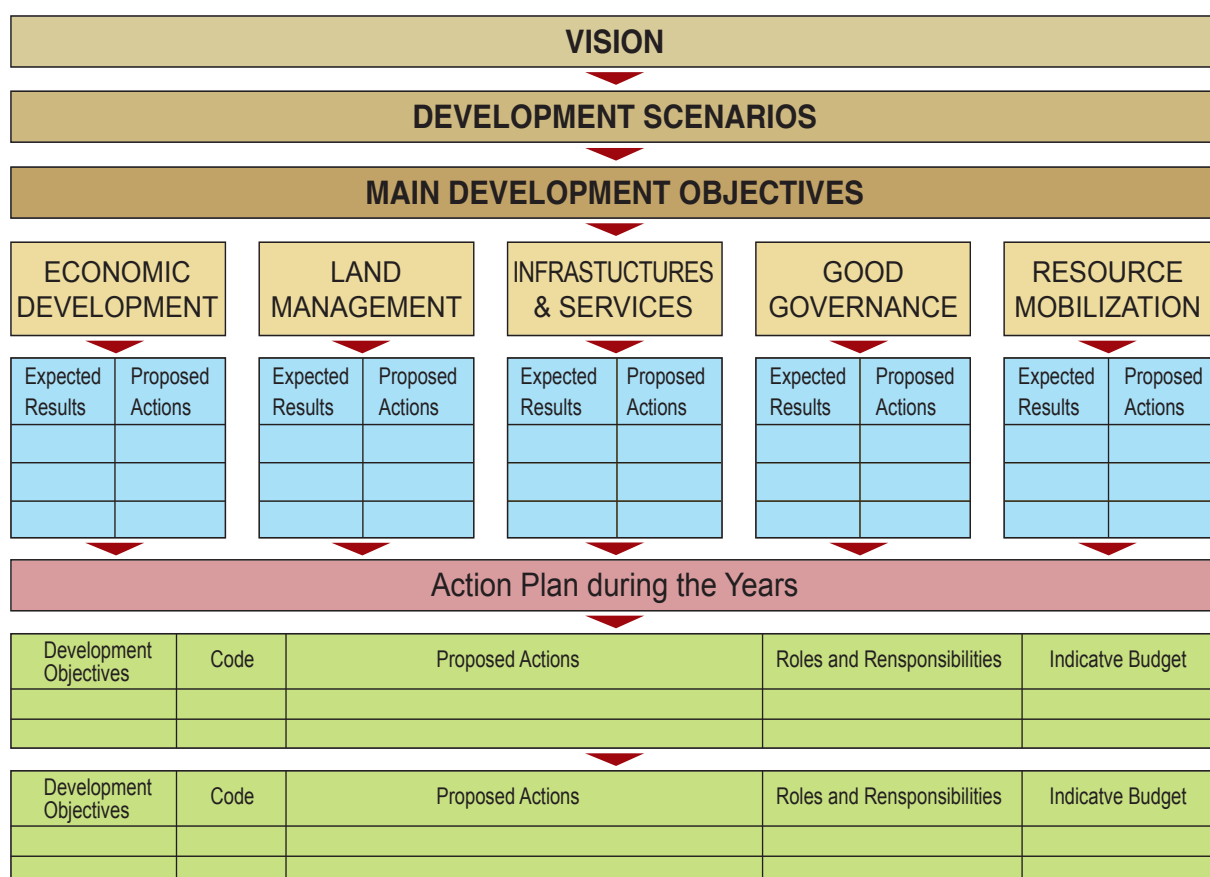
waste, which is putting additional pressure to the current level of service. The waste collection and disposal will be provided by a contracted firm until December 2009.

The old municipal dumpsite, covering an area of 4 Ha is recently closed, after being considered as not properly managed and with negative impact on the environment. The new dumpsite that is approved by the Ministry of Environment is located 3 km in the north of the town as is calculated to serve for a 20 years period.

In order to raise the quality of the service, it is planned to increase the number of waste collection points throughout the town, (it is assumed that 50 new collection points are needed) as well as to raise the waste collection frequency. It should be mentioned that the citizens' awareness related to the payment of the waste collection tariffs is low; actually less than 50% of the population as well as 50% of the businesses are paying for the service. Even if it is completely collected, the waste tariff covers only 26% of the services costs.



The Proposed Future Development of Koplik Municipality



The above scheme presents the logical framework that links the development vision, the main objectives and the proposed actions. The scheme outlines the main roles and responsibilities of the local authorities in Koplik, and defines the actions to be taken for each strategic objective.

3.1 The Vision

Koplik is a small but important urban centre in the North of Albania, that “bridges” people, service and economic activities between the northern part of Albanian and Montenegro.

Koplik is an economically developed town that stands for sustainable agriculture development, based on ancient tobacco tradition and vinery, along the beautiful shores of Shkodra Lake.

Koplik is the municipality of qualified and rejuvenated human resources, not only for local administration but also for businesses, thus promoting a friendly business environment, employment opportunities and higher local income.

Our Vision for Koplik is that of a clean, safe and attractive place, where people and communities have the opportunity to improve their health, prosperity and well-being, and where there is a strong sense of community in which local groups and individuals have the capacity and incentive to make an effective contribution to the future of the area.

3.2 Citizen Priorities

During first and second phase of the project for the preparation of the Strategic Development Plan of Koplik, the citizen's group identified strategic development goals for the area, based on the local context, historical background and tradition, and on regional trends of development.

The main community goals that can guide the development of Koplik are the following:

1. Promote and support the establishment of an industrial area in the northern part of Koplik, as a focal point for revitalization of local economy and boosting regional economic activities;
2. Use and restore the current natural resources for promoting economic activities related to tourism development and fishery.
3. Promote agriculture development as a traditional mean for local economic development;
4. Promote and develop food processing industry, while providing good marketing for agricultural and food products;
5. Develop winery industry;

Next to the strategic goals, the citizen group identified the strengths and weaknesses that challenge and/or impede and/or favour the future development of Koplik. A summary of these positive and negative aspects is as the following:

Strengths: Good climate for both agriculture development and fishery. The local climate is also appropriate for tourism development, due to geographical location and tradition.

Weaknesses: Dilapidated infrastructure, low quality of services, and insufficient local finances for strategic investments.



3.3 Overall Development Objectives

Based on the general analysis made during the first phase of the project on April – June 2007, the relevance of the current national and northern Albania regional development plans and strategies, and finally on the outcomes of the work made by the Core Team in the Municipality, a list of 5 overall development objectives is identified.

A. ECONOMIC DEVELOPMENT;

The economic development of Koplik municipality should be focused on the improvement of the business's environment, promotion of local entrepreneurial initiatives and on establishing an attractive environment for foreign investors, through the sustainable use of natural resources.

B. TERRITORIAL MANAGEMENT DEVELOPMENT;

Territorial management shall focus on the consolidation of the urban centre- the downtown, while stimulating an even urban pattern and sustainable land use in the surrounding neighbourhoods.

C. IMPROVING INFRASTRUCTURE AND SERVICES;

Quality of infrastructure and services shall increase and access to services shall improve.

D. ENABLING AND PROMOTING GOOD GOVERNANCE;

Local capacities shall be strengthened and community participation in decision-making shall become a tool for good governance, accountability and transparency.

F. INCREASING LOCAL INCOME

Financial resources at local level shall be strengthened through better institutional capacities in levying taxes and tariffs and better municipal financial management.

3.4 Expected Results and Proposed Interventions

3.4.1 Objective A – Economic Development

The key component regarding overall development within municipality of Koplik for the future is considered to be the consolidation and further growth of local economic activities. Thus the strategic Development Plan identifies:

A1. Supporting and developing local agriculture activities, with focus in vineyards cultivation, tobacco and orchards:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Identification of potentials re production of agriculture products in Koplik</i>	1. Preparation of a technical study that identifies the agricultural product capacities in the Koplik Municipality re the above mention cultures as well as the necessary infrastructures. 2. Organization of open debates and meetings with Koplik farmers in order to stimulate their participation in the process of identification of potential agricultural products in the area.
<i>b. Improvement of land use and respective infrastructure through a needs assessments study re physical investments</i>	1. Establish a joint working group (Municipality, Shkodra Regional Agriculture Directorate, local farmers) responsible for the organisation and management of the support processes toward the agricultural developments. 2. Organise and conduct open debates and forums on the needs and investment priorities in the agricultural sector. 3. Preparation of an Agenda of physical interventions regarding the agricultural land system as well as irrigation channels.
<i>c. Increasing technical and financial support for local farmers in Koplik</i>	1. Identification of an annual financial support package for the local farmers in Koplik with the approval of the Local Council; evaluation of the financial potentials from different national or foreign actors as well as second level banks. 2. Preparation of the technical projects for the physical interventions in agricultural infrastructures or the cultivated lands in Koplik Municipality. 3. Facilitate and support capacity building activities for the Koplik local farmers in order to improve their work efficiency and productivity.

A2. Support and Develop local tourism making use of the unique natural features of the Shkodra Lake.

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Improvement of conditions for Shkodra Lake Shore</i>	1. Prepare a detailed study that identifies the necessary interventions in the Shkodra Lakeshore areas 2. Establish the necessary institutional structures in the Koplik Municipality, responsible for the control and management of the Shkodra Lakeshore (part of Koplik administrative territory) 3. Organization of periodic activities for the cleaning and greening of the Shkodra Lakeshore, part of the Koplik territory.
<i>b. Promoting and developing tourism activities in the respective area</i>	1. Prepare a intervention agenda – working programme for the organization and promotion of tourism activities in the Shkodra Lakeshore (part of Koplik administrative territory) 2. Institutionalization of new celebration activities such as: “The Lake Day”, where the Municipality invests in organising and managing these events and invite potential donors or other institutions to cooperate.
<i>c. Promoting the shore Lake area</i>	1. Preparation of promotion materials about the tourism potentials of the Shkodra Lakeshore, part of the Koplik Municipal territory 2. Establish a specific work plan within the municipal staff related to the periodic update of the local official web page.

A3. Promotion and Development of the Economic Corridor Shkoder-Koplik according to the definitions of Development Strategy of Shkodra Region

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Collaboration among communes such as Gruemire and Dobraq, as well as municipality of Shkodra to promote and develop the corridor</i>	1. Organise periodic meetings with the Shkodra Qark and other neighbour local units to discuss about the opportunities to develop the Shkoder Koplik corridor 2. Preparation of joint projects with the Shkodra Qark and other neighbouring Communes about the potential infrastructure interventions in the Shkoder Koplik economic corridor.
<i>b. Preparation of detailed projects for further development of this corridor</i>	1. Prepare detailed Urban Studies for the economic corridor of Koplik, along the Shkodra Koplik main road. 2. Prepare technical infrastructure projects (water supply and sewerage) according to the identifications of the Project Idea of the new Urban Regulatory Plan
<i>c. Supporting through concrete investments the economic corridor segment within the territory of Koplik</i>	1. Prepare a Working Plan regarding the investments and physical interventions related to environment protection of the economic corridor, based on the Environmental Action Plan for Koplik Municipality prepared by REC Albania.

A4. Promote and support the establishment and functioning of industrial centre in the northern part of Koplik city

Expected Results	Tangible interventions proposed
<i>a. Improvement of access between city of Koplik and approved industrial zone</i>	1. Identification of the specific area and preparation of the detailed project for the construction of the bus station and public transport line that will serve to the new Industrial Area in the north of Koplik. 2. Promotion and construction of a safe bike line heading toward the new industrial zone in the north of Koplik.
<i>b. Increase the scale of information for inhabitants of Koplik related to the promotion of the area.</i>	1. Organization of different debates and forums in local media as well as preparation of the informative materials in order to promote the interest of local businesses and other actors toward the new Industrial Centre in the north of Koplik.

3.4.2 Objective B – Improvement of Territorial Management

The strategic Development Plan, refers to development trends of the city as well as newly established urban areas, as the following:

B1. Consolidation of the Koplik downtown, according the criteria and proposals of the new Urban Regulatory Plan, as well as the transformation of the main boulevard

Expected Results	Tangible interventions proposed
<i>a. Increase scale of information towards inhabitants of Koplik according to proposal of the Urban Regulatory Plan</i>	1. Prepare and place new informative billboards along the Koplik town identifying the profiles of the new roads defined in the new Urban Regulatory Plan 2. Preparation of the visual and detailed posters within the Koplik Municipality, which contain proposed spatial schemes – maps of the new Urban Regulatory Plan as well as new urban boundaries (the yellow line)
<i>b. Rehabilitation of physical infrastructure conditions in the city centre</i>	1. Preparation of the Terms of Reference or the Technical Projects of the new roads proposed in the Urban Plan as well as interventions in the secondary infrastructures, in accordance with the proposed new spatial schemes.
<i>c. Preparation of different studies and/or projects regarding urban reconstruction of the town area</i>	1. Preparation of a working plan for the intervention in priority zones that will be studied from the Urban Department within the Municipality, whose aim is the preparation of a technical project package or detailed urban studies.

B2. Protection of agriculture land and prohibition of construction activities on agriculture land

There are several new buildings being constructed along the Shkodra-Koplik-Hani I Hotit corridor, for housing, recreational and economic purposes. Almost all these buildings are constructed on agriculture land, thus occupying large areas that could be used for developing economy through agriculture. To date, there are no any studies that can identify the correct number of building along the corridor.

This phenomenon is also present in agriculture land belonging to Koplik Municipality.

In Koplik agriculture land is used for housing purposes. This current trend of development is due to:

- Lack of control by Local Authorities on the construction activities;
- Local mentality on property ownership – “there are no restrictions to what I can build on my land”;
- Lack of a map that clearly specify the boundary between the urban and rural areas – the yellow line;

Based on the above, the Strategic Development Plan of Koplik proposes the following:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Increase the level of control over new building constructions within the territory of Koplik municipality</i>	1. Consolidation of the Building Inspectorate within the Koplik Municipality, based on the definitions of the new Law, No. 9780, 16 July 2007. 2. Identification of the needs for professional capacities and logistic assistance within the Building Inspectorate in Koplik Municipality, as well as identification of necessary financing needs.
<i>b. Identification of penalties and transparent communication</i>	1. Preparation and approval by the Koplik Local Council of a prevention measures' package against the future informal construction activities. 2. Preparation of the informative materials for the Koplik residents according to the measures and penalties in case of new informal buildings.
<i>c. Identification of specific fiscal policy for agriculture land protection as well as orientation of building constructions in these territories</i>	1. Preparation of a technical assessment that identifies a proper local tax package for the construction activities in the agricultural lands as well as in urban ones, in the framework of the specifications of the Local Government Law in Albania. 2. Organisation of capacity building trainings for the Koplik Municipal staff about the improvement and management of the local taxes collection base, especially property taxes.

B3. Environmental protection and revitalization of existing territories spoiled by activities of local inhabitants

According to the report on Annual Environmental Action Plan, drafted by REC Albania in December 2007, a serial of challenges regarding environment in Koplik municipality are being identified mainly in:

- Lack of efficient system for waste collection as well as consolidated points of collection (dust bins or small street containers). This situation has provoked many polluted areas from solid waste and identification of such as very problematic for the city and not only.
- City of Koplik lacks a specific area for the collection and treatment of the sewerage, which actually is directed towards an open reservoir 1 km nearby the southwestern part of the city. This type of treatment is a potential for pollution of land and lake water. The basin of Shkodra Lake is located around 2,7 km far from city centre.
- Despite the zone along Shkodra Lake shore, which is under administration of Koplik Municipality, rest of the area is characterized by a low percentage of greening. There are no forests in Koplik municipality that can influence positively in reduction of erosion level or underground waters one.

Regarding environmental issues, the strategic Development Plan of Koplik municipality proposes the following:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Identification of areas that need rehabilitation interventions in environment</i>	1. Preparation of a technical study, which identifies the environmental sensitive areas within Koplik Municipal boundaries as well as identification of the needs for physical improvement interventions.
<i>b. Improvement of the existing conditions of the environmentally harmed areas in Koplik</i>	1. Remove the solid waste dumped on open urban territories and dispose them in the actual municipal dumpsite.

TERRITORIAL MANAGEMENT INSTRUMENTS

Attached to this document are the maps that describe the proposed land use for Koplik. The maps are used to show the spatial organization of Koplik and bring in board the main economic, social and environmental objectives of the Municipality. Also, they constitute a key instrument for public participation, offering private or public actors the possibility to cooperate based on a clear and integrated vision. Further, the maps will enable community to better understand the development vision and mobilize on implementing the Strategic Development Plan objectives.

The main purpose of the maps as a territorial management instrument is to guide development also from a spatial perspective. In case of Koplik Municipality this instrument aims to:

- ❖ Defining the areas for territorial development in Koplik Municipality;
- ❖ Define the main transportation corridors;
- ❖ Defining an overall land use plan;
- ❖ Take in consideration the areas with a special importance and with specific functions, as for example the protected area of Shkodra Lake.

A. Urban areas

The urban areas of Koplik can be divided into the following sectors:

- 1. Urban Consolidation Areas** need and are subject of Urban Regulatory Plans, thematic master plans or partial urban studies. At the same time these areas need to be supplied with services, physical and social infrastructure (road network, water and sewage systems, public transportation, electric energy, schools, kindergartens, social and health care centres, etc. Gross and net density will be proposed by the Urban Regulatory Plan, Master plans and the proposed zoning;
- 2. Suburban Areas** have mainly a residential character. These areas will also serve as “reserve” areas for the city to grow further in the future. However, for a short to medium term period these empty areas will serve as a boundary for the urban “print”;
- 3. Freezing Urban Areas** are the areas that do not need detailed urban plans for a short to medium term period, because the overall proposal consists in preventing any building activities taking place;

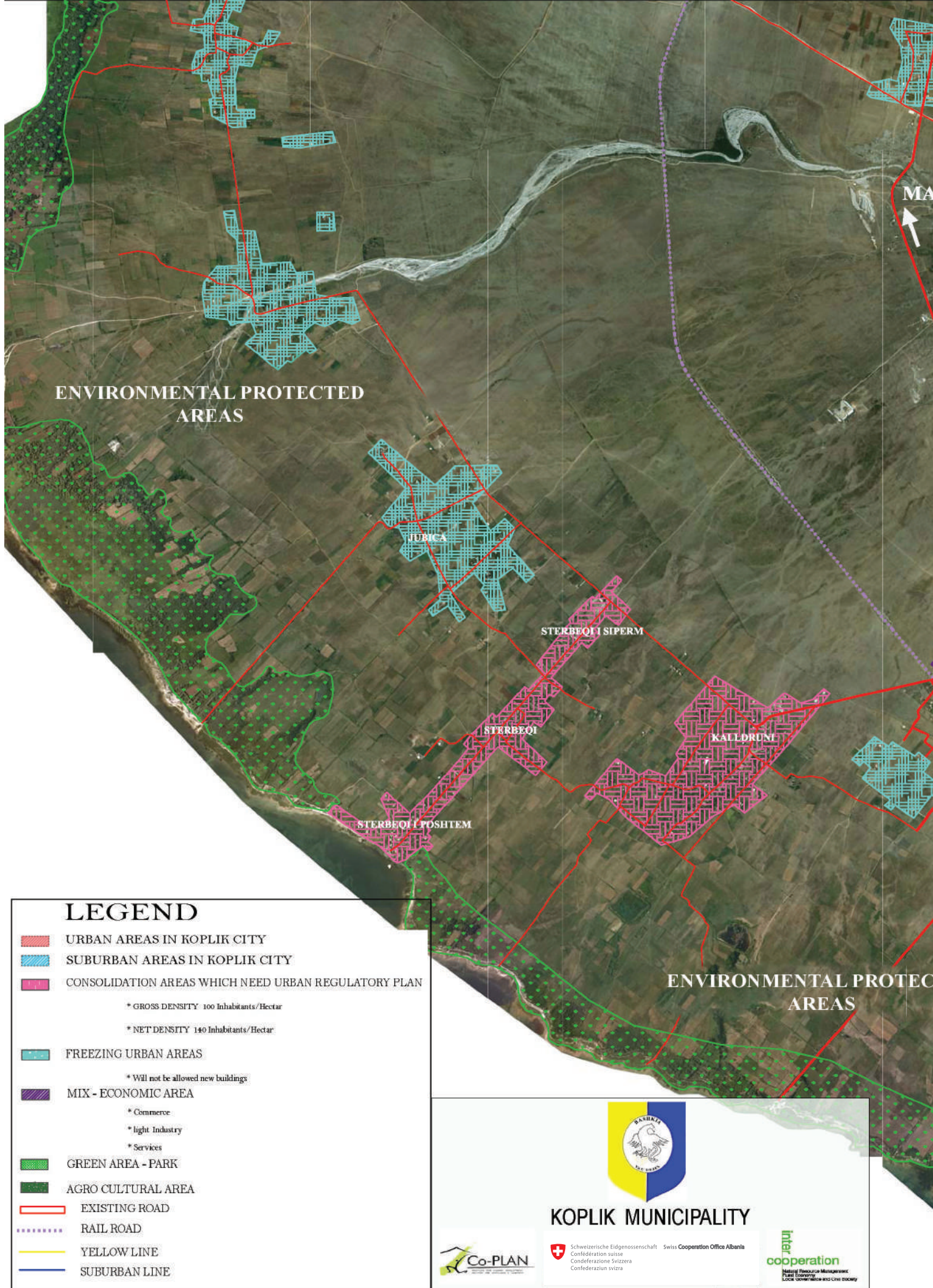
B. Special Areas:

The special areas in Koplik can be organised as the following:

- ❖ **Mix and economic areas** are those areas that are designated for commercial development; light industries of food processing and services.
- ❖ **Green areas** will be used for recreational activities, tourism and for preserving natural resources;

Based on the above, the objectives are:

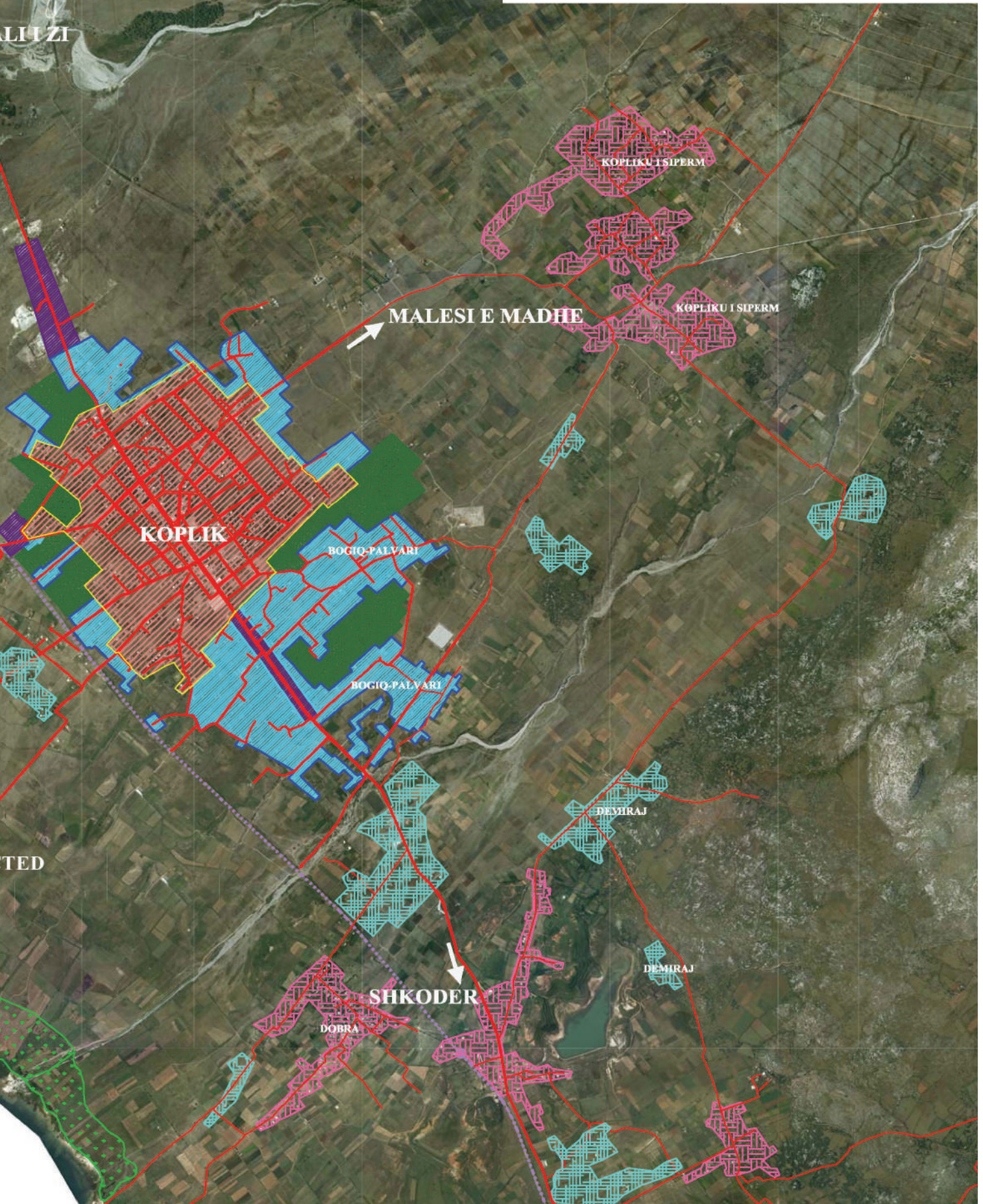
- Consolidate urban areas;
- Densificate and improve efficiency of services in urban areas;



STRATEGIC PLAN KOPLIK MUNICIPALITY TERRITORIAL MANAGEMENT INSTRUMENTS

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3.4.3 Objective C – Qualitative Infrastructure and Services

According to the law on the organization and functioning of the local government, the Municipality of Koplik has the direct responsibility for the provision and the maintenance of social and physical infrastructures.

Based on the current trends as described in Chapter II, and in proposed strategic guidelines for further development of Municipality, the Koplik Strategic Development Plan proposes the following:

C1. Rehabilitation of road infrastructure in Koplik based on the proposed scheme according to the Urban Regulatory Plan

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>Implementation of the road network as proposed in the Urban Regulatory Plan of Koplik</i>	1. Identification in the area of the axes and boundaries of the new road network proposed in the Urban Regulatory Plan of the city, defining thus the new building lines within the urban areas.
<i>Design projects for upgrading the road network based on the Urban Regulatory Plan</i>	1. Preparation of project proposals, addressing potential donors, for the financing of the preparation of technical projects about the restructuring and physical improvements of the new roads, proposed by the new Urban Regulatory Plan of Koplik 2. Preparation of the Terms of Reference for the Technical Projects of the new road axes proposed in the new Urban Regulatory Plan.
<i>Upgrading investments for the existing road network</i>	1. Start the rehabilitation of the town main boulevard, especially focused on the centre. 2. Prepare and approve a new plan of improvement for the new road network of Koplik.

C2. Improving situation of water supply and sewage system within territory of Koplik Municipality

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Improvement of technical and managerial situation of directorate of Water Supply and Sewage System in the Koplik municipality</i>	1. Preparation of a full inventory of the current physical assets and capitals that the Municipal Water and Sewerage Enterprise in Koplik owns 2. Prepare an logistic investment and improvement project for the Water and Sewerage Enterprise in Koplik Municipality 3. Establish and approve by the City Council the financing of the technical improvement project for the Water and Sewerage Enterprise in Koplik Municipality

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>b. Rehabilitation of physical conditions of water supply and sewage system network within Koplik Municipality</i>	1. Preparation of technical projects for the improvement of the water and sewerage system in Koplik area, in the framework of the proposed infrastructure Project Idea within the new Urban Regulatory Plan.
<i>c. Strengthening capacities of staff enterprise in order to achieve efficient management and administration of the Enterprise</i>	1. Finance and organise different trainings for the municipal water and sewerage staff related to the improvement of service efficiency and performance

C3. Improvement of solid waste collection and depositing situation

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Elaboration of solid waste collection and management scheme within territory of Municipality</i>	1. Assessment of the existing situation related to the collection and disposal of the solid waste in Koplik Municipality, specifying the daily waste produced types of waste, the collection methods, related costs as well as the service tariffs situation. 2. Preparation of a waste management plan focusing on the service costs reduction, increase of tariff revenues as well as improvement of service performance.
<i>b. Identification of a landfill location for waste disposal</i>	1. Preparation of a technical study for the identification and assessment of a proper solid waste landfill in Koplik Municipality, in close collaboration with the authorities of Bajze Commune, Qender Koplik Commune, Gruemire Commune and Shkoder Qark.

C4. Rehabilitation and improvement of schools and kindergarten within the territory of Koplik Municipality

The Strategic Development Plan proposes the following regarding education:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Realization of Need assessments for physical improvements in both schools and kindergartens</i>	1. Preparation of a technical assessment that identifies the current physical conditions of the schools and kindergartens in Koplik as well as their needs for improvements and financing.
<i>b. Preparation of technical projects for possible financing from state sectors or donors</i>	1. Preparation of technical projects from the Project office within the municipality related to the physical improvements of schools and kindergartens.
<i>c. Promotion of local forums related to possibility to increase the quality of teaching in schools within municipality</i>	1. Establish and consolidate local parent association in two of the schools in Koplik 2. Organise frequent parent gatherings to discuss improvement of schooling facilities in Both Koplik school

C5. Green Areas

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Improve the physical conditions of the green areas in the municipal territories</i>	1. Prepare technical projects for the rehabilitation of street greenery in Koplik Municipality according to the proposals of the Urban Regulatory Plan 2. Prepare a technical project for the construction and maintenance of the Koplik Lake Park, along the Lake shores 3. Organise and finance periodic planting processes along the whole area of Koplik as well as the Koplik Lake Park

C6. Street Lighting

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Improve the street lighting conditions in Koplik Municipality</i>	1. Prepare technical projects for the rehabilitation and improvement of street lighting along the main roads in Koplik Town, based on the technical specification of the Urban Regulatory Plan 2. Improve the street lighting of the main roads in Koplik Town

C7. Public Cemetery

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Expand and Improve the current conditions of the public cemetery in Koplik Municipality</i>	1. Purchase the land for the extension of the Public Cemetery in Koplik Town 2. Finance the periodic greening of the public cemetery

C8. City Decoration

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Improve the city image and decoration</i>	1. Prepare an annual plan of investments related to Koplik Town beautification and improvement of public areas. 2. Organise and finance improvement interventions along the main town streets

C9. Increasing the rate of employment in Koplik

Thus this component is much pending on the following dynamic:

- Increase the number of local business activities;
- Increase the number of employed people through different projects that may be financed from the municipality or collaboration with donors;
- Increase the professional skills for inhabitants of Koplik, improving this way their chances for employment;

The Strategic Development Plan of Koplik Municipality proposes the following regarding improvement of the vulnerable groups' conditions:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Increase the Professional Capacities of the local residents in Koplik</i>	1. Facilitate different capacity building trainings and courses for the vulnerable groups in Koplik Municipality. 2. Preparation of different project proposals addressing potential donors related to the financing of social employment projects for the vulnerable groups in Koplik Municipality.
<i>b. Organisation of periodic employment campaigns for the vulnerable groups in Koplik</i>	1. Financing of infrastructure projects in Koplik territory addressing the involvement of vulnerable groups.

3.4.4 Objective D - Good Local Governance

D1. Strengthening Capacities of Koplik Municipality

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Reorganisation of the Koplik Municipality institutional frame</i>	1. Preparation of the Institutional Analysis of the Koplik Municipality identifying potential administrative reorganisation schemes related to the improvement of the services efficiency as well as public infrastructures.
<i>b. Increase of the technical capacities of the municipal staff</i>	1. Organise periodic capacity building trainings for the Koplik Municipal staff in the field of territorial management as well as public services delivery.

D2. Improve Transparency in Local Decision Making Processes

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Establish formal distribution of the information related to the activities of Koplik Municipality</i>	1. Prepare and distribute the Koplik Municipal Newspaper 2. Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality
<i>b. Promote civil participation and information in Local Council meetings in Koplik</i>	2. Finance local media invitation broadcasting about the organization of Local Council meetings in Koplik Municipality

D3. Promote Participatory Budgeting in Koplik Municipality

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Raise local capacities on the organization of Participatory Budgeting in Koplik</i>	1. Facilitate capacity building trainings for local staff for the organization of participatory budgeting processes in Koplik
<i>b. Organise periodic annual activities of Participatory Budgeting in Koplik Municipality</i>	1. Finance the organisation of the annual Participatory Budgeting in Koplik Municipality

3.4.5 Objective F – Increasing Financial Resources

As showed in the profile in the second Chapter of the document, local revenues of Municipality of Koplik are very low and consequently do not match the needs for capital investments on infrastructures and services. Currently the Municipality has prepared an investment plan for upgrading the existing infrastructures. The Urban Regulatory Plan goes beyond existing infrastructures and makes proposals on new infrastructure investments.

F1. Increasing local revenues for Koplik Municipality

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Create and consolidate a Informative Data Base for the local taxes and tariffs in Koplik</i>	1. Establish a working group in the Municipality for the elaboration and consolidation of the Municipal Data Base on existing business activities in Koplik, as well as additional potential tax paying actors. 2. Establish and consolidate an Information System in Koplik Municipality that identifies the necessary changes and improvements in fiscal policies in relation with business activities in the area, properties, etc focusing on the increase of local revenues.

F2. Promotion and investment's growth for both national and international initiatives

Based on the potentials and development trends identified at the beginning of Chapter III, in order to increase the local or foreign investments in the Koplik Municipality, it is necessary to:

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Preparation of promotional materials for Koplik Municipality</i>	1. Preparation of a solid marketing document for the Municipality (Koplik Profile) that presents the main local characteristics, natural and human resources, investment potentials, as well as maps and photos from the area. 2. Creation and consolidation of the Municipal Web Page.
<i>a. Organisations of different events in support to the local business in Koplik Municipality</i>	1. Organise regional competitions and fairies in Koplik Town, with the participation of local people, local and regional business people and entrepreneurs, aiming the marketing of business potentials of the area.

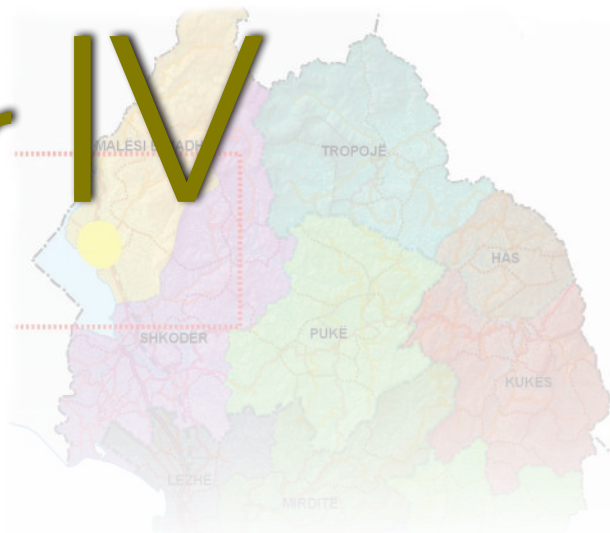
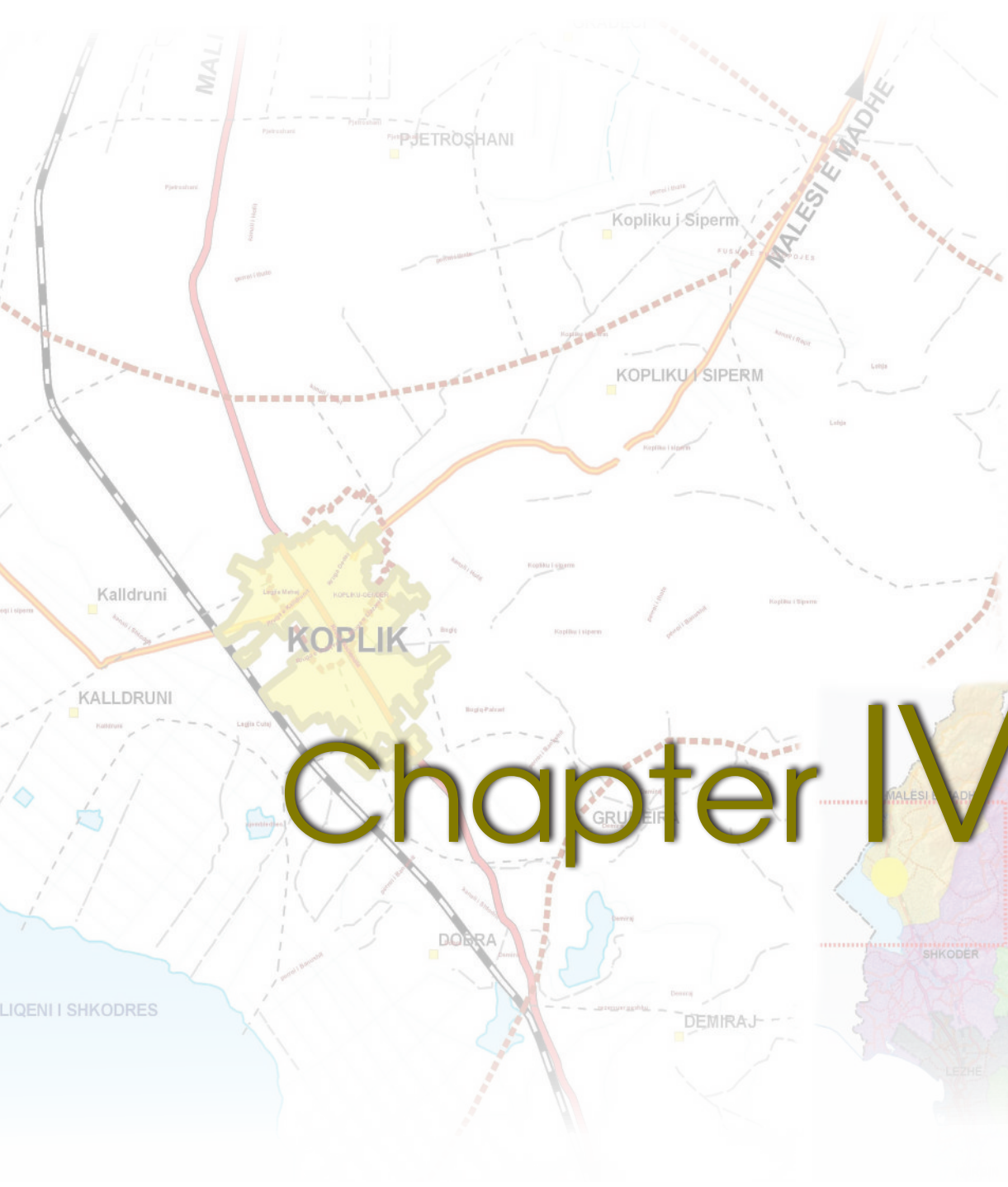
F3. Identification of diverse financial resources in Koplik Municipality

<i>Expected Results</i>	<i>Tangible interventions proposed</i>
<i>a. Preparation of Project Proposals</i>	1. Establish and consolidate a specific Office within the Municipal administrative structure, responsible for the preparation of the project proposals toward the donors or potential investors. 2. Preparation of e Project Proposals package addressing the long term improvement of infrastructures and services in Koplik Municipality

The financial sources under the framework of IPA (Instruments for Pre-Accession Assistance) constitute a very good opportunity for Koplik Municipality. IPA is an instrument aiming at assisting countries that aspire to join the European Union. This program covers the period 2007-2013. Albania as a potential candidate for EU is currently eligible for only two of the following lists of components, namely the first and the second component.

1. Support in the transition period and in institutional improvement
2. Cross border cooperation
3. Regional development
4. Development of human resources
5. Rural development

However, all components are relevant for Koplik Municipality development context. For this reason, the local administration must foresee these processes while increasing capacities and information level.



The Implementation of the Proposed Strategic Development Plan of Koplik Municipality

4.1 Proposed Legal and Institutional Arrangements

The implementation of the Strategic Development Plan of Koplik Municipality is an important participatory process where the Local Administration is the main leading and also monitoring actor. In order to maximise the efficiency of the implementation of the plan, it is important to reorganise the local administrative structure according to the needs and priorities defined by the Plan. More specifically, the Plan proposes:

- Establishment of the implementation and monitoring Working Group of the Strategic Development Plan within the administrative structure of Koplik Municipality. Due to internal policies of the Municipality, this group may be composed of members of different offices and departments as well as hired experts. In both cases the working group should be directed by the Deputy Mayor (or the Mayor), thus ensuring ownership and the implementation of all the processes proposed by the Plan;
- Establishment of a Coordination and Development Department whose main tasks would include: the preparation of studies, projects and evaluation processes that can contribute to attracting investments and financial resources;
- Restructuring of the Koplik Municipality focusing on the consolidation of local administrative structures that will deal directly with the implementation of the strategic priorities defined by the Plan;
- Start the institutional cooperation processes with the adjacent communes, Shkoder Municipality and Shkoder County in order to stimulate the establishment and consolidation of the Shkoder-Koplik economic corridor as well as to coordinate the physical improvement interventions or other investments in the future;
- Improve the information database in the Municipality in order to anticipate the preparation of studies and projects defined by the Strategic Development Plan;
- Increase the capacities of the municipal staff, especially for managing and monitoring land and infrastructures development, through periodic trainings and improvement of internal evaluation and reporting systems;
- Institutionalize the periodic reporting of all the Municipal Departments on the progress of implementation of the Strategic Development Plan of Koplik;

4.2 Action Plan for the Implementation of the Strategic Development Plan

4.2.1 Action Plan 2008

The Koplik municipal budget for 2008

Grant transfer 34,054,000 Lek (based on the national transfer register)

Expected Local Revenues 15,000,000 Lek

Total (approximately) 49,054,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A-Economic Development		Establishment of the Development and Coordination Office (DCO) within Koplik Municipality, responsible for the SDP implementation	Mayor	50,000 Lek (Purchase of logistics)	This Office should have minimum two persons responsible for the implementation of SDP
	A1b1	Establish a joint working group (municipality, Shkodra regional agriculture directory, local farmers) responsible for the organisation and management of the support processes toward the agricultural developments.	Mayor - DCO	300,000 Lek (fees and expenditures)	This process could require several meetings among main actors mentioned: the group should be institutionalised by a cooperation agreement between all members involved
	A2a2	Establish the necessary structures within the Koplik Municipality administration responsible for the control and management of the Shkodra Lakeshore (part of Koplik administrative territories)	Mayor – DCO	100,000 Lek (Logistics and initial expenditures)	This structure may be composed of one/two persons responsible for the periodic patrolling and protection of Lakeshores.
	A2b2	Institutionalization of new celebration activities such as: "The Lake Day", where the Municipality invest in organising and managing these events and invite potential donors or other institutions to cooperate.	Mayor, Local Council - DCO	0 Lek	DCO is responsible for the preparation of the programme and terms.
	C2	Create the Official Web Page of Koplik Municipality	DCO	200,000 Lek	DCO will contract and monitor the technical expert for the preparation of the Web Page
	A3a1	Organise periodic meetings with the Shkodra Qark and other neighbour local units to discuss about the opportunities to develop the Shkoder Koplik Corridor	DCO-Mayor	100,000 Lek (expenditures)	The meeting should develop concrete actions and define interventions to be taken by all the neighbouring LGU
	A3c1	Prepare a Working Plan regarding the investments and physical interventions related to environment protection of the economic corridor, based on the Environmental Action Plan for Koplik Municipality prepared by REC Albania.	DCO	0 Lek	The Plan, which will contain also the costs and expenditures, will be approved by the Local Council
B- Territorial Management	B1a1	Prepare and place new informative bill boards along the Koplik town identifying the profiles of the new roads defined in the new Urban Regulatory Plan	Urban Department	300,000 Lek	Urban Department will prepare the schemes; printing could be contracted out in a printing company

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
B- Territorial Management	B2a1	Consolidation of the Building Inspectorate within the Koplik Municipality, based on the definitions of the new Law, No. 9780, 16 July 2007	Mayor -DCO	500,000 Lek (expenditures and fees)	All the criteria are defined on the new Law;
	B2c2	Organizing trainings of capacity building on local financial management	Koplik Municipality, Intercooperation Albania, URI		
F-Financial Sources	F1a1	Establish a working group within the Koplik Municipality for the elaboration and consolidation of the Municipal Data Base related to existing business activities in Koplik, as well as additional potential tax paying actors.	DCO – Finance Department	0 Lek	The DCO should prepare the terms of reference for this process; roles and responsibilities etc
	F2a2	Establish the local official web page.	DCO	200,000	

4.2.2 Action Plan 2009

The Koplik municipal budget for 2009

Expected Grant Transfer	35,500,000 Lek
Expected Local Revenues	16,500,000 Lek
Total (approximately)	49,000,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1a1	Preparation of a technical study that identifies the agricultural product capacities in the Koplik Municipality related to the above mention cultures as well as the necessary infrastructures	CDO Agriculture Directory in Shkodra	200,000 Lek, (fees and expenditures)	CDO is responsible for organisation of meetings and contacts with Agriculture Directory and managing the process
	A1a2	Organization of open debates and meetings with Koplik local farmers in order to stimulate their participation in the process of identification of potential agricultural products in the area.	CDO Agriculture Directory in Shkodra	100,000 Lek	Meetings will be facilitated by CDO while experts from Ag. Directory provide technical expertise
	A1b2	Organise and conduct open debates and forums oriented to the needs and investment priorities in the agricultural sector.	CDO	200,000 Lek	Forums may be organised in the local media
	A1c1	Identification of an annual financial support package for the local farmers in Koplik Municipality with the approval of the Local Council; evaluation of the financing potentials from different national or foreign actors as well as second level banks.	CDO – Finance Department	0 Lek	The financial support package must aim the capacity building of the local farmers

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A2a1	Prepare a detailed study that identifies the necessary interventions in the Shkodra Lakeshore areas	Urban Department	100,000 Lek	The study should be considered in the elaboration of the proper technical projects
	A2a3	Organization of periodic activities for the cleaning and greening of the Shkodra Lakeshore, part of the Koplik Municipal territories.	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A2b1	Prepare a intervention agenda – working programme for the organization of promotion turistic activities in the Shkodra Lakeshore (part of Koplik administrative territories)	CDO - Mayor	0 Lek	The programme should be approved by the Local Council
	A2c1	Preparation of promotion materials about the touristic potentials of the Shkodra Lakeshore, part of the Koplik Municipal territory	CDO	200,000 Lek	Brochures and leaflets
	A3a1	Organise periodic meetings with the Shkodra Qark and other neighbour local units to discuss about the opportunities to develop the Shkoder Koplik corridor	CDO -Mayor	0 Lek	There may be two meetings in the given time frame
B - Territorial Management	B1a2	Preparation of the visual and detailed posters within the Koplik Municipality which contain proposed spatial schemes – maps of the new Urban Regulatory Plan as well as new urban boundaries (Koplik town yellow line)	Urban Department, CDO	400,000 Lek	Printing and delivering in the urban territories
	B1c1	Preparation of a working plan for the intervention in priority zones that will be studied from the Urban Department within the Municipality	CDO Urban Department	0 Lek	The aim of the studies is to facilitate the preparation of a technical project package or detailed urban studies
	B2a1	Consolidation of the Building Inspectorate within the Koplik Municipality, based on the definitions of the new Law, No. 9780, 16 July 2007,	Mayor DCO	1,000,000 Lek (expenditures)	
	B2a2	Identification of the needs for professional capacities and logistic assistance within the Building Inspectorate in Koplik Municipality, as well as identification of necessary financing needs.	CDO – Urban Department -Mayor	0 Lek	
	B2b1	Preparation and approval by the Koplik Local Council of a prevention measures package against the potential informal buildings in the agricultural and urban territories.	CDO Mayor	0 Lek	The prevention measures shall obtain thus legal value to be implemented by Building Inspectorate

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
B - Territorial Management	B2b2	Preparation of the informative materials for the Koplik residents according to the measures and penalties in case of new informal buildings	CDO Urban Department	100,000 Lek	Posters and Leaflets
	B3a1	Elaboration of a technical study where to specify the environmental risk areas and to take improvement measures	Urban Department	100,000 Lekë	
C-Infrastructure and services	C1a1	Identification in the area of the axes and boundaries of the new road network proposed in the Urban Regulatory Plan of the city, defining thus the new building lines within the urban areas.	Urban Department	400,000 Lek	The work in the terrain must consist in picketing the main road profile changes as well as new axes
	C1b2	Preparation of the Terms of Reference or the Technical Projects of the new roads proposed in the Urban Plan as well as interventions in the secondary infrastructures, in accordance with the proposed new spatial schemes.	Urban Department	0 Lek	
	C1c2	Prepare and approve a new plan of improvement interventions within the new road network of the Town as well as the whole Municipal territories.	CDO Mayor	0 Lek	The Plan, approved by the Local Council should be considered in the elaboration of Capital Investments
	C2a1	Preparation of a full inventory of the current physical assets and capitals that the Municipal Water and Sewerage Enterprise in Koplik owns	Service Department	100,000	the Inventory should be approved by the Local Council
	C3a1	Assessment of the existing situation related to the collection and disposal of the solid waste in Koplik Municipality, specifying the daily waste produced types of waste, the collection methods, related costs as well as the service tariffs situation.	CDO – waste management expert	300,000 Lek	At the end there will be a narrative report and maps approved by the Local Council
	C4a1	Preparation of a technical assessment that identifies the current physical conditions of the schools and kindergartens in Koplik as well as their needs for improvements and financing.	CDO –Urban Department	0 Lek	A detailed report submitted to the Mayor and Local Council
	C4c1	Establish and consolidate local parent association in two of the schools in Koplik	CDO - expert	50,000 Lek (fee of expert)	The parent association should have a proper status and clear responsibilities
	C5a1	Prepare technical projects for the rehabilitation of street greenery in Koplik Municipality according to the proposals of the Urban Regulatory Plan	Urban Department - experts	100,000 Lek	Package of studies and budgets required

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
C-Infrastructure and services	C6a1	Prepare technical projects for the rehabilitation and improvement of street lighting along the main roads in Koplik Town, based on the technical specification of the Urban Regulatory Plan	Urban Department - experts	200,000 Lek	
	C8a1	Prepare an annual plan of investments related to Koplik Town beautification and improvement of public areas.	CDO Mayor Services Department	0 Lek	The Plan must be approved by the Local Council
D-Good Governance	D1a1	Preparation of the Institutional Analysis of the Koplik Municipality identifying potential administrative reorganisation schemes related to the improvement of the services efficiency as well as public infrastructures.	CDO - expert	200,000 Lek	Approved by the Local Council, the Study will be the framework that defines the necessary changes that should take place in the Municipal Structure
	D2a1	Prepare and distribute the Koplik Municipal Newspaper	CDO expert	300,000 Lek	Monthly bases
	D2a2	Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality	CDO	0 lek	Each department and office provide input in the report
	D3a1	Facilitate capacity building trainings for local staff for the organisation of participatory budgeting processes in Koplik	Expert	300,000 Lek	
F- Financial Sources	F2a1	Preparation of a solid marketing document for the Municipality (Koplik Profile) that presents the main local characteristics, natural and human resources, investment potentials, as well as maps and photos form the area.	CDO	300,000 Lek	

4.2.3 Action Plan 2010

The Koplik municipal budget for 2010

Expected Grant Transfer	38,000,000 Lek
Expected Local Revenues	18,000,000 Lek
Total (approximately)	56,000,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1a2	Organization of open debates and meetings with Koplik local farmers in order to stimulate their participation in the process of identification of potential agricultural products in the area.	CDO Agriculture Directory in Shkodra	100,000 Lek	Meetings will be facilitated by CDO while experts from Ag. Directory provide technical expertise
	A1b2	Organise and conduct open debates and forums oriented to the needs and investment priorities in the agricultural sector.	CDO	200,000 Lek	Forums may be organised in the local media
	A1b3	Preparation of an Agenda of physical interventions regarding the agricultural land system as well as irrigation channels?	CDO - expert	50,000 Lek	Program Agenda should be approved by the City Council
	A1c1	Identification of an annual financial support package for the local farmers in Koplik Municipality with the approval of the Local Council; evaluation of the financing potentials from different national or foreign actors as well as second level banks.	CDO – Finance Department	0 Lek	The financial support package must aim the capacity building of the local farmers
	A2a3	Organization of periodic activities for the cleaning and greening of the Shkodra Lakeshore, part of the Koplik Municipal territories.	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A2c3	Preparation of promotion materials about the touristic potentials of the Shkodra Lakeshore, part of the Koplik Municipal territory	CDO	200,000 Lek	Brochures and leaflets
	A3a1	Organise periodic meetings with the Shkodra Qark and other neighbour local units to discuss about the opportunities to develop the Shkoder Koplik corridor	CDO -Mayor	0 Lek	There may be two meetings in the given time frame
	A3a2	Preparation of joint projects with the Shkodra Qark and other neighbouring Communes about the potential infrastructure interventions in the Shkoder Koplik economic corridor	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A3b1	Prepare detailed Urban Studies for the economic corridor of Koplik, along the Shkodra Koplik main road.	Urban Department	1,000,000 Lek	

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A3b2	Prepare technical infrastructure projects (water supply and sewerage) according to the identifications of the Project Idea of the new Urban Regulatory Plan	Urban Department	1,000,000 Lek	The project will be considered during the preparation of the local Investment Plan
	A4b1	Organization of different debates and forums in local media as well as preparation of the informative materials in order to promote the interest of local businesses and other actors toward the new Industrial Center in the north of Koplik	CDO Mayor	100,000 Lek	
B- Territorial Management	B1a2	Preparation of the visual and detailed posters within the Koplik Municipality which contain proposed spatial schemes – maps of the new Urban Regulatory Plan as well as new urban boundaries (Koplik town yellow line)	Urban Department, CDO	200,000 Lek	Printing and delivering in the urban territories
	B1b1	Preparation of the Terms of Reference or the Technical Projects of the new roads proposed in the Urban Plan as well as interventions in the secondary infrastructures, in accordance with the proposed new spatial schemes.	Urban Department	0 Lek	
	B2c2	Organisation of capacity building trainings for the Koplik Municipal staff about the improvement and management of the local taxes collection base, especially property taxes.	CDO Finance Department	200,000 Lek	CDO prepares the program and identifies the technical expert/s to deliver the training
	B3b1	Clean the urban territories from the uncollected waste and dispose them in the actual municipal dumpsite.	Public Service Department	100,000 Lek	These processes may involve unemployed people.
C-Infrastructure and Services	C1a1	Identification in the area of the axes and boundaries of the new road network proposed in the Urban Regulatory Plan of the city, defining thus the new building lines within the urban areas.	Urban Department	400,000 Lek	The work in the terrain must consist in picketing the main road profile changes as well as new axes
	C1b1	Preparation of project proposals, addressing potential donors, for the financing of the preparation of technical projects about the restructuring and physical improvements of the new roads, proposed by the new Urban Regulatory Plan of Koplik	CDO Urban Department	0 Lek	

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
C-Infrastructure and Services	C1c1	Start the rehabilitation of the town main boulevard, especially focused on the center, creating thus the new Koplik town center.	Urban Department Service Department	4,500,000 Lek	
	C2a1	Preparation of a full inventory of the current physical assets and capitals that the Municipal Water and Sewerage Enterprise in Koplik owns	Service Department	100,000 Lek	The Inventory should be approved by the Local Council
	C2a2	Prepare an logistic investment and improvement project for the Water and Sewerage Enterprise in Koplik Municipality	Services Department		
	C2a3	Prepare and approve by the City Council the financing of the technical improvement project for the Water and Sewerage Enterprise in Koplik Municipality	Mayor – Services Department	300,000 Lek	The project must be integrated to the Austrian Project which is under implementation
	C3a2	Preparation of a waste management plan focusing on the service costs reduction, increase of tariff revenues as well as improvement of service performance.	Service Department – waste management expert	200,000 Lek	The Plan should be approved by the City Council
	C4b1	Preparation of technical projects from related to the physical improvements of schools and kindergartens.	Urban Department	200,000 Lek	
	C4c2	Organise frequent parent gatherings to discuss improvement of schooling facilities in Both Koplik school	CDO Local Schools in Koplik	100,000 Lek	CDO should facilitate the Schools about the whole process
	C5a2	Prepare a technical project for the construction and maintenance of the Koplik Lake Park, along the Lake shores	Urban Department	100,000 Lek	
	C6a2	Improve the street lighting of the main roads in Koplik Town	Services Department	3,000,000 Lek	
	C8a2	Organise and finance improvement interventions along the main town streets	Mayor, Urban Department	3,000,000 Lek	
D-Good Governance	D1b1	Organise periodic capacity building trainings for the Koplik Municipal staff in the field of territorial management as well as public services delivery	CDO urban Department	100,000 Lek	CDO organise and provide the technical expertise through external expert/s
	D2a1	Prepare and distribute the Koplik Municipal Newspaper	CDO - expert	300,000 Lek	Monthly bases
	D2a2	Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality	CDO - expert	100,000 Lek	The Annual report should include reports from all the municipal departments and offices

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
D-Good Governance	D2b1	Finance local media invitation advertise about the periodic organization of Local Council meetings in Koplik Municipality	CDO – Local Council secretary	100,000 Lek	Monthly bases
	D3a1	Facilitate capacity building trainings for local staff for the organisation of participatory budgeting processes in Koplik	CDO - Expert	300,000 Lek	CDO organise and provide the technical expertise through external expert
	D3b1	Finance the organisation of the annual Participatory Budgeting in Koplik Municipality	CDO - Expert	200,000 Lek	CDO organise and provide the technical expertise through external expert
F-Financial Resources	F1a2	Establish and consolidate an Information System in Koplik Municipality that identifies the necessary changes and improvements in fiscal policies in relation to business activities in the area, properties, etc focusing on the increase of local revenues.	CDO Mayor	300,000 Lek	CDO organise and provide the technical expertise through external expert
	F2b1	Organise regional competitions and fairies in Koplik Town, with the participation of local people, local and regional business people and entrepreneurs, aiming the marketing of business potentials of the area.	Urban Department, Service Department	300,000 Lek	

4.2.4 Action Plan 2011

The Koplik municipal budget for 2011

Expected Grant Transfer	40,000,000 Lek
Expected Local Revenues	20,000,000 Lek
Total (approximately)	60,000,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1a2	Organization of open debates and meetings with Koplik local farmers in order to stimulate their participation in the process of identification of potential agricultural products in the area.	CDO Agriculture Directory in Shkodra	100,000 Lek	Meetings will be facilitated by CDO while experts from Ag. Directory provide technical expertise
	A1b2	Organise and conduct open debates and forums oriented to the needs and investment priorities in the agricultural sector.	CDO	200,000 Lek	Forums may be organised in the local media

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1c2	Preparation of the technical projects for the physical interventions in agricultural infrastructures or the cultivated lands in Koplik Municipality	Urban Department -expert	300,000 Lek	These projects will be considered during the Capital Investment Budgeting
	A1c3	Facilitate and support capacity building activities for the Koplik local farmers in order to improve their work efficiency and productivity.	CDO – agriculture expert	300,000 Lek	CDO is responsible for the organisation and facilitation of the whole process.
	A2a3	Organization of periodic activities for the cleaning and greening of the Shkodra Lakeshore, part of the Koplik Municipal territories.	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A3a2	Preparation of joint projects with the Shkodra Qark and other neighbouring Communes about the potential infrastructure interventions in the Shkoder Koplik economic corridor.	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A3b1	Prepare detailed Urban Studies for the economic corridor of Koplik, along the Shkodra Koplik main road.	Urban Department	1,000,000 Lek	
	A3b2	Prepare technical infrastructure projects (water supply and sewerage) according to the identifications of the Project Idea of the new Urban Regulatory Plan	Urban Department	1,000,000 Lek	The project will be considered during the preparation of the local Investment Plan
	A4a1	Identification of the specific area and preparation of the detailed project for the construction of the bus station and public transport line that will serve to the new Industrial Area in the north of Koplik.	Urban Department	100,000 Lek	The project will be considered during the Capital Investment Budgeting
	A4b1	Organization of different debates and forums in local media as well as preparation of the informative materials in order to promote the interest of local businesses and other actors toward the new Industrial Centre in the north of Koplik	CDO - Mayor	300,000 Lek	Posters, leaflets, brochures
B-Territorial Management	B2c2	Organisation of capacity building trainings for the Koplik Municipal staff about the improvement and management of the local taxes collection base, especially property taxes.	CDO Finance Department	200,000 Lek	CDO prepares the program and identifies the technical expert/s to deliver the training
	B3b1	Clean the urban territories from the uncollected waste and dispose them in the actual municipal dumpsite.	Public Service Department	100,000 Lek	These processes may involve unemployed people.

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
C-Infrastructure and Services	C1b1	Preparation of project proposals, addressing potential donors, for the financing of the preparation of technical projects about the restructuring and physical improvements of the new roads, proposed by the new Urban Regulatory Plan of Koplik	CDO Urban Department	200,000 Lek	
	C1c1	Continue the rehabilitation of the town main boulevard, especially focused on the town centre, creating thus the new Koplik town centre.	Urban Department Service Department	5,500,000 Lek	
	C2a2	Prepare a logistic investment and improvement project for the Water and Sewerage Enterprise in Koplik Municipality	Services Department	0 Lek	The Project will be considered during the Capital Investment discussion and budgeting in the Municipality
	C2c1	Finance and organise different trainings for the municipal water and sewerage staff related to the improvement of service efficiency and performance	DCO -expert	100,000 Lek	DCO is responsible for the organisation and facilitation of the trainings
	C3b1	Preparation of a technical study for the identification and assessment of a proper solid waste landfill in Koplik Municipality, in close collaboration with the authorities of Bajze Commune, Qender Koplik Commune, Gruemire Commune and Shkoder Qark.	DCO – waste management expert	500,000 Lek	The study should go in line with the national policies for the identification of regional landfills
	C4b1	Preparation of technical projects from the Project office within the municipality related to the physical improvements of schools and kindergartens.	Urban Department	200,000 Lek	The Project will be considered during the Capital Investment discussion and budgeting in the Municipality
	C4c2	Organise frequent parent gatherings to discuss improvement of schooling facilities in Both Koplik school	CDO Local Schools in Koplik	100,000 Lek	CDO should facilitate the Schools about the whole process
	C5a2	Prepare a technical project for the construction and maintenance of the Koplik Lake Park, along the Lake shores	Urban Department	200,000 Lek	The Project will be considered during the Capital Investment discussion and budgeting in the Municipality
	C6a2	Improve the street lighting of the main roads in Koplik Town	Public Services Department	2,000,000 Lek	
	C8a2	Organise and finance improvement interventions along the main town streets	Urban Department	3,000,000 Lek	
	C9a1	Facilitate different capacity building trainings and professional courses for the vulnerable groups in Koplik Municipality.	CDO expert	300,000 Lek	DCO is responsible for the organisation and facilitation of the trainings

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
D-Good Governance	D1b2	Organise periodic capacity building trainings for the Koplik Municipal staff in the field of territorial management as well as public services delivery	CDO urban Department	100,000 Lek	CDO organise and provide the technical expertise through external expert/s
	D2a1	Prepare and distribute the Koplik Municipal Newspaper	CDO - expert	300,000 Lek	Monthly bases
	D2a2	Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality	CDO - expert	100,000 Lek	The Annual report should include reports from all the municipal departments and offices
	D2b1	Finance local media invitation advertisement about the organization of Local Council meetings in Koplik Municipality	CDO – Local Council secretary	100,000 Lek	Monthly bases
	D3a1	Facilitate capacity building trainings for local staff for the organisation of participatory budgeting processes in Koplik	CDO - Expert	100,000 Lek	CDO organise and provide the technical expertise through external expert
	D3b1	Finance the organisation of the annual Participatory Budgeting in Koplik Municipality	CDO - Expert	200,000 Lek	CDO organise and provide the technical expertise through external expert
F- Financial Resources	F1a2	Establish and consolidate an Information System in Koplik Municipality that identifies the necessary changes and improvements in fiscal policies in relation with business activities in the area, properties, etc focusing on the increase of local revenues.	CDO Mayor	300,000 Lek	CDO organise and provide the technical expertise through external expert
	F2b1	Organise regional competitions and fairies in Koplik Town, with the participation of local people, local and regional business people and entrepreneurs, aiming the marketing of business potentials of the area.	Urban Department, Service Department	300,000 Lek	

4.2.5 Action Plan 2012

The Koplik municipal budget for 2012

Expected Grant Transfer	45,000,000 Lek
Expected Local Revenues	22,000,000 Lek
Total (approximately)	67,000,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1b2	Organise and conduct open debates and forums oriented to the needs and investment priorities in the agricultural sector.	CDO	200,000 Lek	Forums may be organised in the local media

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1c3	Facilitate and support capacity building activities for the Koplik local farmers in order to improve their work efficiency and productivity.	CDO – agriculture expert	300,000 Lek	CDO is responsible for the organisation and facilitation of the whole process.
	A2a3	Organization of periodic activities for the cleaning and greening of the Shkodra Lakeshore, part of the Koplik Municipal territories.	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A3a2	Preparation of joint projects with the Shkodra Qark and other neighbouring Communes about the potential infrastructure interventions in the Shkoder Koplik economic corridor	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A3b1	Prepare detailed Urban Studies for the economic corridor of Koplik, along the Shkodra Koplik main road.	Urban Department	1,000,000 Lek	
	A4a2	Promotion and construction of a safe bike line heading toward the new industrial zone in the north of Koplik.	Urban Department-	1,000,000 Lek	
	A4b1	Organization of different debates and forums in local media as well as preparation of the informative materials in order to promote the interest of local businesses and other actors toward the new Industrial Center in the north of Koplik	CDO - Mayor	300,000 Lek	Posters, leaflets, brochures
B- Territorial Management	B2c2	Organisation of capacity building trainings for the Koplik Municipal staff about the improvement and management of the local taxes collection base, especially property taxes.	CDO Finance Department	200,000 Lek	CDO prepares the program and identifies the technical expert/s to deliver the training
	B3b1	Clean the urban territories from the uncollected waste and dispose them in the actual municipal dumpsite.	Public Service Department	100,000 Lek	These processes may involve unemployed people.
C- Infrastructures and Services	C1b1	Preparation of project proposals, addressing potential donors, for the financing of the preparation of technical projects about the restructuring and physical improvements of the new roads, proposed by the new Urban Regulatory Plan of Koplik	CDO Urban Department	300,000 Lek	
	C2b1	Preparation of technical projects for the improvement of the water and sewerage system in Koplik area, in the framework of the proposed infrastructure Project Idea within the new Urban Regulatory Plan.	Urban Department	1,000,000 Lek	The project will be considered during the preparation of the local Investment Plan
	C2c1	Finance and organise different trainings for the municipal water and sewerage staff related to the improvement of service efficiency and performance	DCO -expert	100,000 Lek	DCO is responsible for the organisation and facilitation of the trainings

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
C- Infrastructures and Services	C3b1	Preparation of a technical study for the identification and assessment of a proper solid waste landfill in Koplik Municipality, in close collaboration with the authorities of Bajze Commune, Qender Koplik Commune, Gruemire Commune and Shkoder Qark.	DCO – waste management expert	500,000 Lek	The study should go in line with the national policies for the identification of regional landfills
	C4b1	Preparation of technical projects related to the physical improvements of schools and kindergartens.	Urban Department	200,000 Lek	The Project will be considered during the Capital Investment discussion and budgeting in the Municipality
	C4c2	Organise frequent parent gatherings to discuss improvement of schooling facilities in Both Koplik school	CDO Local Schools in Koplik	100,000 Lek	CDO should facilitate the Schools about the whole process
	C6a2	Improve the street lighting of the main roads in Koplik Town	Public Services Department	2,000,000 Lek	
	C7a1	Purchase the land for the extension of the Public Cemetery in Koplik Town	Municipality – Finance Department	500,000 Lek	
	C8a2	Organise and finance improvement interventions along the main town streets	Urban Department	2,000,000 Lek	
	C9a1	Facilitate different capacity building trainings and courses for the vulnerable groups in Koplik Municipality.	CDO expert	300,000 Lek	DCO is responsible for the organisation and facilitation of the trainings
	C9a2	Preparation of different project proposals addressing potential donors related to the financing of social employment projects for the vulnerable groups in Koplik Municipality.	CDO	0 Lek	The proposals should be submitted to potential donors in the region.
	C9b1	Financing of infrastructure projects in Koplik territory addressing the involvement of vulnerable groups.	Municipality – Finance Department	1,000,000 Lek	
D- Good Governance	D2a1	Prepare and distribute the Koplik Municipal Newspaper	CDO - expert	300,000 Lek	Monthly bases
	D2a2	Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality	CDO - expert	100,000 Lek	The Annual report should include reports from all the municipal departments and offices

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
D- Good Governance	D2b1	Finance local media invitation advertisement about the organization of Local Council meetings in Koplik Municipality	CDO – Local Council secretary	100,000 Lek	Monthly bases
	D3b1	Finance the organisation of the annual Participatory Budgeting in Koplik Municipality	CDO - Expert	200,000 Lek	CDO organise and provide the technical expertise through external expert
F- Financial Resources	F1a2	Establish and consolidate an Information System in Koplik Municipality that identifies the necessary changes and improvements in fiscal policies in relation with business activities in the area, properties, etc focusing on the increase of local revenues.	CDO Mayor	300,000 Lek	CDO organise and provide the technical expertise through external expert
	F2b1	Organise regional competitions and fairs in Koplik Town, with the participation of local people, local and regional business people and entrepreneurs, aiming the marketing of business potentials of the area.	Urban Department, Service Department	300,000 Lek	

4.2.6 Action Plan 2013

The Koplik municipal budget for 2013

Expected Grant Transfer	50,000,000 Lek
Expected Local Revenues	24,000,000 Lek
Total (approximately)	74,000,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1c3	Facilitate and support capacity building activities for the Koplik local farmers in order to improve their work efficiency and productivity.	CDO – agriculture expert	300,000 Lek	CDO is responsible for the organisation and facilitation of the whole process.
	A2a3	Organization of periodic activities for the cleaning and greening of the Shkodra Lakeshore, part of the Koplik Municipal territories.	CDO – Local Schools in Koplik	200,000 Lek	The attached map defines the boundaries of the Green Park
	A4b1	Organization of different debates and forums in local media as well as preparation of the informative materials in order to promote the interest of local businesses and other actors toward the new Industrial Center in the north of Koplik	CDO - Mayor	300,000 Lek	Posters, leaflets, brochures

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
C- Infrastructures and Services	C2c1	Finance and organise different trainings for the municipal water and sewerage staff related to the improvement of service efficiency and performance	DCO -expert	100,000 Lek	DCO is responsible for the organisation and facilitation of the trainings
	C5a3	Organise and finance periodic planting processes along the whole area of Koplik as well as the Koplik Lake Park	CDO – Local Schools in Koplik	200,000 Lek	CDO is responsible for the organisation and facilitation of the whole process
	C6a2	Improve the street lighting of the main roads in Koplik Town	Public Services Department	2,000,000 Lek	
	C7a2	Finance the periodic greening of the public cemetery	Public Services Department	100,000 Lek	
	C8a2	Organise and finance improvement interventions along the main town streets	Urban Department	2,000,000 Lek	
	C9a1	Facilitate different capacity building trainings and courses for the vulnerable groups in Koplik Municipality.	CDO expert	300,000 Lek	DCO is responsible for the organisation and facilitation of the trainings
	C9a2	Preparation of different project proposals addressing potential donors related to the financing of social employment projects for the vulnerable groups in Koplik Municipality.	CDO	0 Lek	The proposals should be submitted to potential donors in the region.
	C9b1	Financing of infrastructure projects in Koplik territory addressing the involvement of vulnerable groups.	Municipality – Finance Department	1,000,000 Lek	
D- Good Governance	D2a1	Prepare and distribute the Koplik Municipal Newspaper	CDO - expert	300,000 Lek	Monthly bases
	D2a2	Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality	CDO - expert	100,000 Lek	The Annual report should include reports from all the municipal departments and offices
	D2b1	Finance local media invitation advertisement about the organization of Local Council meetings in Koplik Municipality	CDO – Local Council secretary	100,000 Lek	Monthly bases
	D3b1	Finance the organisation of the annual Participatory Budgeting in Koplik Municipality	CDO - Expert	200,000 Lek	CDO organise and provide the technical expertise through external expert
F- Financial Resources	F2b1	Organise regional competitions and fairies in Koplik Town, with the participation of local people, local and regional business people and entrepreneurs, aiming the marketing of business potentials of the area.	Urban Department, Service Department	300,000 Lek	

4.2.7 Action Plan 2014

The Koplik municipal budget for 2013

Expected Grant Transfer	54,000,000 Lek
Expected Local Revenues	27,000,000 Lek
Total (approximately)	81,000,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1c3	Facilitate and support capacity building activities for the Koplik local farmers in order to improve their work efficiency and productivity.	CDO – agriculture expert	300,000 Lek	CDO is responsible for the organisation and facilitation of the whole process.
	A4b1	Organization of different debates and forums in local media as well as preparation of the informative materials in order to promote the interest of local businesses and other actors toward the new Industrial Centre in the north of Koplik	CDO - Mayor	300,000 Lek	Posters, leaflets, brochures
C- Infrastructures and Services	C5a3	Organise and finance periodic planting processes along the whole area of Koplik as well as the Koplik Lake Park	CDO – Local Schools in Koplik	200,000 Lek	CDO is responsible for the organisation and facilitation of the whole process
	C7a2	Finance the periodic greening of the public cemetery	Public Services Department	50,000 Lek	
	C8a2	Organise and finance improvement interventions along the main town streets	Urban Department	2,000,000 Lek	
	C9a2	Preparation of different project proposals addressing potential donors related to the financing of social employment projects for the vulnerable groups in Koplik Municipality.	CDO	0 Lek	The proposals should be submitted to potential donors in the region.
	C9b1	Financing of infrastructure projects in Koplik territory addressing the involvement of vulnerable groups.	Municipality – Finance Department	1,000,000 Lek	
D- Good Governance	D2a1	Prepare and distribute the Koplik Municipal Newspaper	CDO - expert	300,000 Lek	Monthly bases
	D2a2	Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality	CDO - expert	100,000 Lek	The Annual report should include reports from all the municipal departments and offices
	D2b1	Finance local media invitation advertisement about the organization of Local Council meetings in Koplik Municipality	CDO – Local Council secretary	100,000 Lek	Monthly bases
	D3b1	Finance the organisation of the annual Participatory Budgeting in Koplik Municipality	CDO - Expert	200,000 Lek	CDO organise and provide the technical expertise through external expert

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
F- Financial Resources	F2b1	Organise regional competitions and fairs in Koplik Town, with the participation of local people, local and regional business people and entrepreneurs, aiming the marketing of business potentials of the area.	Urban Department, Service Department	300,000 Lek	

4.2.8 Action Plan 2015

The Koplik municipal budget for 2015

Expected Grant Transfer	58,000,000 Lek
Expected Local Revenues	30,000,000 Lek
Total (approximately)	88,000,000 Lek

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
A- Economic Development	A1c3	Facilitate and support capacity building activities for the Koplik local farmers in order to improve their work efficiency and productivity.	CDO – agriculture expert	100,000 Lek	CDO is responsible for the organisation and facilitation of the whole process.
	A4b1	Organization of different debates and forums in local media as well as preparation of the informative materials in order to promote the interest of local businesses and other actors toward the new Industrial Center in the north of Koplik	CDO - Mayor	300,000 Lek	Posters, leaflets, brochures
C- Infrastructures and Services	C5a3	Organise and finance periodic planting processes along the whole area of Koplik as well as the Koplik Lake Park	CDO – Local Schools in Koplik	200,000 Lek	CDO is responsible for the organisation and facilitation of the whole process
	C7a2	Finance the periodic greening of the public cemetery	Public Services Department	50,000 Lek	
	C8a2	Organise and finance improvement interventions along the main town streets	Urban Department	2,000,000 Lek	
D- Good Governance	D2a1	Prepare and distribute the Koplik Municipal Newspaper	CDO - expert	300,000 Lek	Monthly bases
	D2a2	Prepare the annual report of the Municipal activities, investments and interventions in Koplik Municipality	CDO - expert	100,000 Lek	The Annual report should include reports from all the municipal departments and offices
	D2b1	Finance local media invitation advertisement about the organization of Local Council meetings in Koplik Municipality	CDO – Local Council secretary	100,000 Lek	Monthly bases

Development Objectives	Code	Proposed Activities	Actors Responsible	Indicative Budget	Description
D- Good Governance	D3b1	Finance the organisation of the annual Participatory Budgeting in Koplik Municipality	CDO - Expert	200,000 Lek	CDO organise and provide the technical expertise through external expert
F- Financial Resources	F2b1	Organise regional competitions and fairs in Koplik Town, with the participation of local people, local and regional business people and entrepreneurs, aiming the marketing of business potentials of the area.	Urban Department, Service Department	300,000 Lek	

4.3 Monitoring Scheme and Indicators

The successful implementation of Strategic Development Plan of Koplik Municipality requires the establishment of a periodic evaluation and monitoring system. This system will enable the early identification of potential problems regarding the implementation of the plan and the necessary changes and adaptations. Due to the rapid and dynamic changes that characterise the developments in Koplik, the proposed Strategic Development Plan considers a short-term time frame 2008 -2015. This is why it is important to have a continuous monitoring and evaluation system.

Because the proposed Strategic Development Plan is a strategic document administered by the Municipality it is necessary that its implementation and monitoring should go together with the election and functioning of the local administration in Albania. This will ensure that the implementation of the Strategic Development Plan matches with the local mandate.

The proposed Action Plan for the implementation of the SDP identifies the time of actions implementation and main actors responsible. Every activity will be subject of evaluation and reporting during the monitoring phases.

Proposed Monitoring Scheme

Theme	Timing	Actors responsible
Evaluation and reporting of the six month implementation process of SDP	December January	CDO
Internal Municipal staff meeting discussing the progress report and necessary adaptations	August - September	CDO – Mayor of Koplik
Public Hearings related to the implementation results of the Koplik SDP	September October	CDO
Annual Evaluation and Reporting	June July	SDP Working Group

At the end of the evaluation process, the SDP Working Group must submit a summary report to the Local Council. The Council has the right to require further reporting or evaluations if necessary.

STRATEGIC DEVELOPMENT PLAN OF KOPLIK MUNICIPALITY